

POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE

1 April 2014

PERFORMANCE REPORT QTR 3 2013/14 (OCTOBER TO DECEMBER)

Reason for the Report

1. To present the Cabinet's performance report for Quarter 3 (October to December) of 2013/14. The report, which was presented to Cabinet on 13 March 2014, is attached at **Appendix A**.

Background

2. 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:
 - Resources – Finance, Human Resources, Legal Services, ICT
 - Democratic Services, including Scrutiny Services, Communications and the Welsh Language team
 - Asset Management and International Policy within the Economic Development Directorate
 - Customer Services, Policy and Equalities with the Communities, Housing and Customer Service Directorate.
3. The Committee usually considers the Council's Delivery and Performance reports in depth on a six-monthly basis and receives them for information during alternate quarters. The Committee has also taken a strong interest in the development of the Council's overall performance framework, having scrutinised the results of the Welsh Local Government Association's Peer Review and the Wales Audit Office's Annual Improvement Report, which both made strong recommendations about the improvements necessary in this area.

4. At its 4 March 2014 meeting, the Committee received a briefing from the Chief Executive regarding the review he has commissioned of the Council's performance management. He and the Assistant Director–Sport Leisure and Culture, who is leading on the review, informed the Committee that they are aiming to take a pragmatic and holistic approach in order to develop a mature conversation within the Council about its performance.
5. The Assistant Director briefed the Committee about the current position of the Council's management of performance, stating that it:
 - Provided inconsistent challenge of management;
 - Gave an inconsistent picture of the quality of performance;
 - Focussed on measuring outputs rather than outcomes;
 - Used benchmarking inconsistently;
 - Focussed on remedial actions inconsistently;
 - Concentrated too heavily on compliance with Personal Performance and Development Review process, rather than on the quality of reviews.
6. The Assistant Director also stated that the Quarter 3 Delivery and Performance report would be used to set a clear baseline, focussing on delivery of outcomes; financial performance and management health.
7. At that meeting, members of the Committee were presented with a draft directorate performance report template. The Committee welcomed the more rounded view which the report template appeared to give, having previously commented that there should be greater alignment between the Council's performance, risk and budget monitoring. The Committee recommended however, that a wider view of performance should be developed, taking greater account of customer feedback in determining success in outcome delivery. Members of the Committee also commented that the reports must allow satisfactory tracking of progress over time.
8. During earlier scrutinies the Committee commented that it found the selection of a consistent basket of indicators against each Cabinet Portfolio to be useful in

that it allowed clear trend analysis, but that more historic data should be included within the report. The Committee has also previously requested that a full service area breakdown of sickness absence data should be included in the Corporate Overview section of the report, as well as details of information requests received by the Council, in order to track compliance with response deadlines.

Issues

9. The Delivery and Performance report for Quarter 3 of 2013/14 is attached at **Appendix A**. Members will note that most directorates now provide a two page summary of their performance. The summary includes:

- Quarter 3 budget position
- Issues for the Cabinet/senior management to be aware of
- Service delivery
- Risk position at Quarter 3
- Progress against the Corporate Plan 2013/14 objectives
- Progress against performance indicators
- Key performance indicator data
- Challenges in the next quarter.

10. Under the Service Delivery section the report gives an evaluation of management health, in terms of health and safety, sickness levels and compliance with the Personal Performance and Development Review process. The report details compliance levels for each directorate, highlighting the percentage of staff who have had the process initiated for 2013/14 (i.e. an initial objective-setting meeting has been diarised); those who have had objectives finalised for 2013/14; and those who have completed half-year reviews of their performance.

11. Members may note that the Corporate Overview section included with previous Delivery and Performance quarterly reports has not been included this quarter. This overview has in the past covered:

- Overall progress against Corporate Plan objectives;
- Overall Council budget position;

- An overview of sickness absence broken down by directorate;
- A summary of key risks taken from the Corporate Risk Register;
- A summary of compliments and complaints, including complaints regarding the Welsh Language Policy;
- Information requests, broken down by function, source of the request and compliance.

Way Forward

12. The Cabinet Member has been invited to attend for this item. The Chief Executive, Paul Orders, and Martin Hamilton, Assistant Director- Sport, Leisure and Culture, have also been invited to attend the meeting to present the report and answer any questions Members may have.

Legal Implications

13. 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

14. 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 contents of the report attached at **Appendix A** and consider whether it wishes to make any comments to the Cabinet;
- ii. Consider whether it wishes to schedule any further scrutiny of the issues covered in the report.

MARIE ROSENTHAL

County Clerk and Monitoring Officer
26 March 2014

CABINET MEETING: 13 MARCH 2014

**DELIVERY & PERFORMANCE REPORT QUARTER 3 OF 2013/14
(October – December)**

REPORT OF THE CHIEF EXECUTIVE

AGENDA ITEM:3

PORTFOLIO: CORPORATE (DEPUTY LEADER)

Reason for this Report

1. This report outlines the performance of Council services as at quarter 3 of 2013/14. This report provides the Cabinet with the opportunity to monitor performance and discuss the strategic and operational issues raised.

Background

2. As outlined in the covering report to the Quarter 2 Delivery and Performance Report, both the Peer Review Report and the Auditor General for Wales Annual Report of Cardiff Council highlighted that performance reporting should be reviewed. The covering report also outlined that there would be an incremental approach to developing the Delivery and Performance Report with changes being made during the remainder of the financial year. The report submitted for Quarter 2 introduced a revised format for the report. The Quarter 3 report (attached as Appendix 1) has been further updated to offer more focused and relevant management information for each Portfolio.

Delivery and Improvement Monitoring

3. A key challenge in the development of this report into Quarter 3 has been to provide an honest critique of performance and stimulate a debate around underlying issues and remedial action. As such, this reporting process has included peer challenge within the Senior Management Team to ensure that a clear performance position is presented to members.
4. In addition the report sets out performance information on a Cabinet Portfolio basis including:
 - A summary position of the budget as at month 9

- A summary of performance against activities set out in the Corporate Plan together with an assessment of whether these are 'green', 'amber' or 'red', and require further attention
- Year to date performance against the basket of performance measures previously selected by individual Portfolio holders together with the outturn for 2012/13, the target for 2013/14 and commentary where required.

5. The benefits of this approach are that:

- Operational performance is reviewed with key issues and common issues highlighted where appropriate
- The overview of performance details the issues and areas of greatest strategic significance
- A transparent picture of performance and delivery

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.

RECOMMENDATION

The Cabinet is recommended to note the current position regarding performance and the delivery of key commitments and priorities as at the end of Quarter 3.

PAUL ORDERS

Chief Executive

7 March 2014

The following Appendix is attached:-

Appendix A - Delivery and Performance Report Quarter 3 2013/14

Quarter Three 2013/14 – Delivery & Performance Report 1st Oct – 31st Dec 2013**Contents**

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Corporate Resources

Councillor: Russell Goodway Director: Christine Salter

Sickness Absence YTD (FTE Days Per Person)	6.66
PPDR Compliance	93.7%
Number of Employees (FTE)	867

Q3 Budget Position

Budget	Projected Outturn	Variance
£24.371 million	£25.316 million	£945,000

Issues for the cabinet/senior management to be aware of

1. The Council's overall monitoring position shows a breakeven position as reported at Month 9 (February Cabinet) although within this position directorates are projecting a net overspend of £3.985 million. The overall Council position includes a projected shortfall of £5.9million against overall directorate budget savings of £22.4 million for 2013/14.
2. The Audit Committee has been informed of an increase in fraud investigations resulting in a slippage of the Audit Plan programme. 45 investigations were completed April to September 13 compared to 18 April to September 12.

Service Delivery

Financial

1. Month 9 budget monitoring shows a projected overspend of £945,000 which has reduced significantly compared to November. Within the directorate CTS and FM have the largest projected overspend of £1,810,000.
2. The financial consequences of the Welsh Government's Provisional Financial Settlement announcement resulted in an Updated Budget Strategy Report being put to Cabinet in November. The Final Settlement announcement in December confirmed the extent of the financial challenge identified.
3. Significant pressures have occurred in the Accountancy Sections in this financial year including enhanced levels of support for the new Directors, the impact of the adverse monitoring position for the Council, supporting schools in difficulty and supporting directorates with budget savings for 2014/15.

Portfolio Delivery Plan

1. All of the milestones for the recovery strategy for National Non Domestic Rates and Council Tax have been implemented.
2. Establishment of Fleet replacement programme. Vehicle utilisation report developed and feedback provided to service areas. Decision made on system to manage the Fleet has been reconsidered in light of changed circumstances and agreement reached that SAP would be used. Process developed to prioritise replacement of fleet across council areas.
3. A final draft of the Risk Management Policy and Strategy was presented to the Steering Group, Senior Management Team and Audit Committee in quarter 3.
4. During November and December HR facilitated WAO review of the management of sickness absence. Formal feedback anticipated imminently.

Management

1. **PPDR Status:** Initiated 93.7%, Finalised 86.6%, Half Year Review Completed 67.3%.
2. **Health and Safety:** Arrangements in place for issuing a new H&S policy for Directorate by April. H&S regularly discussed at management team meetings. A group of H&S contact/support officers from across all Directorate teams established. They meet monthly to ensure a consistent approach. 2 accidents were reported in the period.
3. **Sickness:** Overall position at December 13 is 6.66 FTE Days lost per person. End of year forecast figure is 9.33. Target is 8.59.

Risk position as at Quarter Three

1. **Accountancy Sections.** The Council must set a balanced budget and Finance are key to ensuring that this objective is achieved. The residual risk around Budget Strategy has been identified as a red.
2. **Audit and Risk Management.** Fraud investigations have to take priority and so other planned work has to be postponed. The Audit Committee has been informed of some high risk activities not carried out due to workload pressures.
3. **The Council's external Actuary** is close to completing the triennial review of the Cardiff & Vale Pension Fund and Cardiff's contribution rate is likely to be a reduction from the 2013/14 rate albeit close to the average rate for the three years since the previous valuation. The funding ratio in respect of the Pension Fund has improved from 71% % in 2010 to 81% in 2013.
4. **Exchequer and Development.** The timescale for the change in the Council's banking provider presents major challenges across the authority. The wide range of services and areas that this affects presents a risk to the authority but there is a transition team in place.
5. **CTS and FM.** Directorates may not buy in to the prioritisation of the Fleet replacement programme although this has been mitigated by a robust engagement and decision making process. Status is Red. Possible delay with procurement process of Fleet replacement programme has been mitigated by Commissioning and Procurement being integral members of the Fleet Steering Group and decision making process. Status is Red.

Progress against actions in the Corporate Plan 2013/14 (7)

Green 57%

Amber 29%

Red 14%

Progress against all Performance Indicators (25)

Green 56%

Amber 32%

Red 12%

Key Performance Indicator Data – Q3 2013/14

Performance Indicator	Result 12-13	Q1 Position	Q2 Position	Q3 Position	Year to Date (April 13 – Jan 14)	R.A.G.	Comment
The percentage of council tax due for the financial year which was received by the authority	95.34	27.62	53.89	81.31	90.22	Green	Council Tax collection at the end of December was 81.31% which is 1.17% ahead of the same time last year.
The amount of non-domestic rates received during the year, net of refunds	94.91	33.7	58.37	83.49		Amber	Business rates at the end of December was 83.44% which is 0.77% down on the year before.
The change in the number of council tax accounts paying by direct debit instalments.	713	2,563	-112	809		Green	79,659 direct debits at the end of December 13 compared to 77,532 at the end of December 12 which is an increase of 2,127.
The percentage of invoices which were paid in 30 days	84.16	85.22	84.08	84.58		Amber	December's result of 88.47% exceeded the target of 87%. The Central Team are currently processing invoices within a week of their receiving them from directorates. There will be a number of invoices held by services to resolve disputes with supplier before they are sent for payment. The target will be increased for 2014/15 based on progress in the current year.
Percentage of regular creditors paid by BACS.	86.25	87.67	87.7	88.34		Green	Target of 88.00%
The percentage of employees including teachers and school-based staff who leave the employment of the authority	11.15	1.88	6.28	10.34		Green	Final result should fall between the 10-13% turnover.
The percentage of local authority employees from minority ethnic communities.	5.36	5.41	5.41	5.33		Green	Slight fall in numbers but still within target range. Target of 5.00%
Long Term Sickness (%) excluding schools	4.14	3.58	3.67	3.49		Green	Target of 4.00%
Percentage senior management posts filled by women	41.67	40.00	33.33	47.06		Green	Target of 45.00%
Percentage permanent employees between 16-25	5.33	4.93	5.25	3.14		Red	Target of 6.00%
The freeze on external recruitment has impacted negatively on the 2013/14 results.							
Reliability of top 10 applications (as defined by Socitm)	99.94	99.99	100	100		Green	Target of 99.90%

Challenges in the next quarter

- Pensions Administration.** The career average pension scheme comes in to effect on 1st April 2014. The Pension Fund administration team will need to recalculate the pensions of members of the 39 bodies within the scheme.
- Exchequer and Development.** There is a tight timescale for the change in the Council's banking provider, this presents a major challenge and will require changes across the whole authority. A team has been put in place to manage this transition.
- Projects and Technical Accountancy.** Finance continues to devote a significant amount of resource to the budget setting process. Key dates in the next quarter include the commencement of consultation on the 31 January, Scrutiny Committees in early February, Cabinet on the 21 February and finally Council on the 27 February.
- Human Resources.** Supporting the implementation of Directorates restructuring due to the 2014/15 Budget savings.
- CTS and FM.** Implementing the priorities for fleet replacement. Implementing actions from CTS RIE's whilst supporting a further 3 this quarter. Consider options for the most appropriate form of service delivery for CTS and FM to progress next year.

Economic Development

Councillor: Russell Goodway Director: Neil Hanratty

Sickness Absence YTD (FTE Days Per Person)	5.07
PPDR Compliance (initiated)	96%
Number of Employees (FTE)	121.9

Q3 Budget Position

Budget	Outturn	Variance
£1,632,000	£1,412,000	(£220,000)

Issues for the cabinet/senior management to be aware of

1. The Assisted Area map for 2014/15 was published in December 2013. An initial analysis of the map shows that not all areas of strategic importance to Cardiff have been included. Although the majority of the 6 requested Cardiff wards are covered, 2 are not: Cathays and Grangetown. The omission of Cathays impacts upon Cardiff's plans for the Enterprise Zone. The Council is currently drafting a response to UK government on the final map. This is due to be submitted by the 7th February 2014.
2. 6th March 2014 confirmed for the launches of the new Economic vision and the Cardiff Business Council.
3. Proposals for a new Integrated Transport Hub will be a central theme of new masterplanning work on the areas immediately north and south of the station. The Council is awaiting key investment decisions, most notably on the BBC HQ, which will significantly affect how these areas are planned and developed.
4. The Council is in discussions with the WG regarding the potential to develop a new public sector hub in Cardiff city centre.

Service Delivery

Financial

1. At Month 9 Economic Development Directorate is currently reporting a projected year end underspend of £220,000.
2. All budget savings for 2013/14, totalling £537,000 will be achieved.

Portfolio Delivery Plan

1. The Council implemented a soft launch of the Digital Grant scheme in December. The official launch will take place in quarter 4.
2. Economic Development organised an event on the Wales Economic Growth (WEG) Fund for 50 local companies in November 2013. For information, in the last WEG round 11 Cardiff based companies were supported, receiving a total of £850,000.
3. A Prior Information Notice for building a data centre in Cardiff was issued in quarter 3 with 13 company responses received.
4. The Council has taken responsibility for the operational management of recently acquired Marland House and St. David's House and put in place effective estates management for the retail units, building maintenance and service charges.
5. International Conference Centre & Indoor Arena – a Prior Information Notice (PIN) was issued to the market in October 2013. There was a very positive response with 45 organisations responding to the PIN prior to the deadline in November 2013

Management

1. PPDR Status – Initiated 96%, Finalised 75%, Half Year Review Completed 49%.
2. Health & Safety – Health & Safety Policy issued; Action Plan being monitored and progress reported to Health & Safety Committee; Service Area Health & Safety Working Group established; No accidents reported during the period.
3. Sickness Absence – Overall position at December 2013 is 5.07 indicative FTE Working Days Lost per Employee Year against a target of 4.68 FTE days.

Risk position as at Quarter Three

1. Not all strategic areas are included in the final Assisted Areas map – Red
2. Lack of demand from the local market for the Digital Grant Scheme – Amber
3. Cardiff companies are unaware of Wales Economic Growth and other funding opportunities and are unsupported in developing bids – Green
4. Failure to attract investor interest and funding for the data centre – Green
5. Ensuring PDD trading account meets break-even target – Green

Progress against actions in the Corporate Plan 2013/14 (25)

Green (60%)

Amber (36%)

Red (4%)

Progress against relative Performance Indicators (2)

Green (50%)

Amber (50%)

Key Performance Indicator Data – Q3 2013/14

Performance Indicator	Result 12-13	Q1 Position	Q2 Position	Q3 Position	Year to Date	R.A.G.
Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise). Target: 1,000	3287	Annual Indicator New database implemented for new data*			536*	Amber
Number of new and safeguarded jobs in businesses supported financially by the Council. Target: 500	344	Annual Indicator New database implemented for new data*			321*	Green
The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales. Target: 20%	74%	Annual Indicator calculated at year end				N/A
The number of businesses supported by the Council. Target: 50	69	New database implemented for new data*			244*	Green
The amount of 'Grade A' office space committed to in Cardiff Target: 100,000 SqFt	299,500	Annual Indicator calculated at year end from Planning application data				N/A
The amount of grant aid and private sector finance attracted by companies assisted by the Council. Target: £1 million	£14,325,863	Annual Indicator New database implemented for new data*		£3,111,937.23		Green
The percentage of Council workshops let. Target: 90%	84.6%	82.7	82.1	84.2	83%	Amber
The advertising value equivalent (AVE) of marketing articles published in the press and trade journals. Target: 2.5 million	£1.9m	Annual Indicator calculated at year end				N/A

Challenges in the next quarter

1. Attract membership to the Cardiff Business Council.
2. Attract applications for the digital Voucher scheme.
3. Prepare for a procurement strategy for a new Indoor Arena and Convention Centre.
4. Lobby for Cardiff city centre to be included in the Assisted Area map.
5. Bring forward a draft Property Strategy for Cabinet to consider.
6. Agree a programme with Education Service for the delivery of the New Eastern High School.
7. Review City Centre Management arrangements.

Planning, Highways, Traffic & Transport

Sickness Absence YTD (FTE Days Per Person)	8.4
PPDR Compliance	98%
Number of Employees (FTE)	415

Councillor: Graham Hinchey Ashley Govier
Director: Andrew Gregory

Q3 Budget Position

Budget	Outturn	Variance
£35.926m.	£35.879	(£47,000)

The Directorate is currently projecting a more positive year end position -a saving of £47,000 as compared to the balanced position reported at month six. The underlying position reflects stronger achievement of highways restructuring savings in-year. However, there are concerning trends in relation to lowering expectations on planning fee income and overall efficiency. Also, significant risks remain with regard to the CPE reserve.

Issues for the cabinet/senior management to be aware of

- Planning fee income will need to be closely monitored.

Service Delivery

Financial

- Month 9 shows a positive position with regard to the on-going management restructure taking place in Highways management and operation. Projecting a £122,000 saving.
- The CPE account is projecting a significant shortfall as a result of implementation of key income generating initiatives. A balance of £58,000 will be retaining on the account at year end.
- Planning fee income is below expectation and this will need to be monitored closely.

Portfolio Delivery Plan

- Project / study work on key Metro schemes being taken forward with partners in WG and Network Rail. Major success recently in establishing a joint RCT/Cardiff working group to progress tram Line 1 proposals.
- LDP proceeding successfully to the alternate sites consultation. February/ March 2014
- Gabalfa Roundabout: northside works are now completed. Southside improvements completion 2 weeks..
- Major Transport bidding taking place for Local Transport Fund. Five substantive bids will be submitted by end of Feb related to new bus, parking, cycling infrastructure.
- Neighbourhood Coordination: Significant progress on developing a fully coordinated and strategic approach to funding / design of neighbourhood hubs and highways network.

Management

- **PPDR Status:** Initiated 98%, Finalised 89%, Half Year Review Completed 35%.
- **Health and Safety:** - Policy and Action Plan are under development but are slow to progress, these have been circulated to management team for their contribution to the various requirements. Risk Assessments remain a concern with 77 expired against the full suite of 358, discussions are taking place to improve and rationalise this position. Health & safety Committee arrangements are now in place.
- **Sickness:** - Overall position at December '13 is 8.4 indicative FTE Working Days Lost per Employee Year against target of 5.24.

Risk position as at Quarter Three Key risks identified this quarter.

- Preparation of Local Development Plan – Red/Amber. The Deposit Draft consultation has been successfully completed. Comments suggest that there exists a growing level of acceptance and support for the proposals contained in the LDP.
- Transport Infrastructure Delivery: Significant risks relate to strategic transport delivery. Major housing allocations require effective infrastructure to be found sound. However, developers may challenge this position.

Progress against actions in the Corporate Plan 2013/14 (22)

Green (40%) Amber (60%)

Progress against relative Performance Indicators (30)

Green (46%) Amber (33%) Red (20%)

The Directorate uses 44 indicators to measure performance, at Qtr 3; 14 are Green, 10 Amber, 6 Red and 14 have no results either because they are annual or results are not available at this stage.

Key Performance Indicator Data – Q3 2013/14

Performance Indicator	Result 12-13	Target	Position Q1	Position Q2	Position Q3	Year to Date	R.A.G.
The percentage of planning enforcement cases resolved during the year within 12 weeks of receipt	68.63%	>60%	71.26%	61.58%	66.24%	65.31%	Green
The percentage of major planning applications determined during the year within 13 weeks	29.03%	>25%	18.18%	25%	11.11%	18.33%	Red
Comment: A consistent approach and programme of performance improvement will be focussed on this key indicator. We will also seek to raise considerably the overall performance target to 50% in coming years.							
The percentage of householder planning applications determined during the year within 8 weeks	76.62%	>80%	77.44%	71.05%	73.03%	74.86%	Red
Comment: Currently Q3 performance shows 73%. This is 7% below target of 80%. We are proposing to carry out a lean review of service 'processes / procedures' in July 2014. We would expect to enable a return to target following this assessment.							
The percentage of appeals determined that upheld the authority's decision in relation to planning application decisions and enforcement notices.	64.8%	>65%	76.5%	44.8%	60%	56.1%	Red
Comment: End of year result for figures received to date equates to 57.6% which is below target of 65% - the decision on appeals rests with the planning Inspectorate and we have limited influence these decisions. Also, we are reviewing the issues that occurred in quarter 2 in particaulr.							
Percentage of openings reinstated as per compliance	99.53%	100%	96.49%	99.44%	99.76%	98.37%	Amber
Percentage of Streetworks completed on time	98%	100%	98.2%	97.9%	97.03%	97.7%	Amber
Cardiff East Park & Ride Use	129,612	>143,867	30,198	30,883	45,659	112,247	Green
Traffic penalty tribunal decisions in Council favour	80%	>80%	68%	61%	77%	68%	Red
Comment: The results above for Qtrs1, 2 & 3 includes 2 months were the results were 0% due to the time lag involved with penalty tribunal decisions being made therefore targets have not been met. It is anticipated that this position will improve in Qtr4 as decisions are received hence improving the end of year position, this together with reviewing the analysis and presentation of data will create an overall improved result.							
Percentage of dangerous damage to pavements repaired within 2hrs	100%	>95%	100%	100%	100%	100%	Green
Percentage of dangerous damage to roads repaired within 24hrs	93.28%	>95%	95.11%	99.12%	99.01%	96.63%	Green
Percentage of Street lighting equipment rectified within 7 calendar days	80.88%	>85%	88.46%	77.49%	75.79%	81.94%	Red
Comment: End of year result for figures received to date is 81.14% which is below target of 85% - the reduction is performance in Qtr 3 was primarily due to an introduction of overtime reductions at the end of Quarter 2. Workload has since be re-organised and performance in November and December improved. The P.I. target for next financial year will be reviewed at the end of 13/14							

Challenges In The Next Quarter

- Ensure all programmes relating to corporate priorities and budget savings are effectively established and in train.
- Improve position on PPDR completion/ Improve sickness absence.
- Ensure that effective approach is embedded in relation strategic site delivery and master-planning
- Ensure that all transport bids and project work is effectively resourced, planned and progressed.

Communities, Housing & Customer Services

Councillors: Lynda Thorne, Julia McGill
Director: Sarah McGill

Sickness Absence YTD (FTE Days per person)	9.79	
PPDR Compliance	93%	
Number of Employees (FTE)	1,029	
Budget	Outturn	Variance
£43,576,000	£43,097,000	(£479,000)

Q3 Budget Position

The main variances continue to include a significant surplus against budgeted expenditure for the Council Tax Reduction Scheme and vacancy savings across the service area, offset by the implementation delays for the review and restructure of the Local Training and Enterprise service.

Issues for the cabinet/senior management to be aware of

Funding Allocations for Adult Community Learning Provision for 2014-15.

It was announced that Welsh Government funding allocation to authorities for their post-16 Adult Community Learning (ACL) for the period 1st April 2014 to 31st March 2015 will reduce by 37.5%.

For Cardiff Council this will reduce from £1,503,368 to £939,605. This reduction represents a very challenging year ahead for the Council's ACL delivery where we will identify the impact of this settlement, mitigate the impact wherever possible, and determine the priorities to shape a sustainable ACL business model moving forward.

Service Delivery

Financial

The main financial position is covered above, a more detailed analysis can be found in the Month 9 revenue monitoring.

Portfolio Delivery Plan

Void Rent Loss - The rent loss from empty properties has increased significantly since the same period last year. This is largely due to issues encountered with the change to contract arrangements during the year. A second contractor has been appointed in Quarter 3, with a view to engaging a third contractor in the next quarter. This combined with improved monitoring of vacant properties will reduce the turnaround times.

Rent Arrears - Anticipated to increase by £900,000 due to Welfare Reform changes but currently less than £200,000. This performance has been achieved through • Good partnership working led by the Welfare Reform Group • A clear communication plan • A streamlined process is in place for re-housing tenants • The Advice Hub in Marland House is working well, providing comprehensive advice services for those affected

Management

- **PPDR Status:** - Initiated 93%, Finalised 89%, Half Year Review Completed 66%.
- **Health and Safety:** - Action Plan in place and progress monitored; Work has started on completing the Health & Safety Policy for 2014/15. 4 Accidents reported for the period, 1 of which were lost time with HSE informed. Accident detail reviewed the H&S steering group and SAJC; risk assessments regularly monitored.
- **Sickness:** - Overall position at December '13 is 9.79 indicative FTE Working Days Lost per Employee Year against target of <10.23. Sickness continued to be managed well with 99.6% of RTW completed and case management approach to Long Term sickness taking place at Senior Management meetings.

Risk position as at Quarter Three

The main risk to the service area are that the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform Bill 2011, Universal Tax Credit, localisation of Council Tax Benefits, Social Fund reform, Introduction of the Benefit Cap and size restrictions for social tenants. • This is mitigated through a comprehensive set of control measures set out in the Corporate Risk Register.

A secondary risk is that Community Buildings across the city are not sustainable due to the financial pressures faced by the authority and changes to grant funding conditions. • Work is ongoing to continue a roll-out of the Hub-based approach to service delivery, directed by the needs of the local areas.

Progress against actions in the Corporate Plan 2013/14 (58)

Green (57%)

Amber (43%)

Progress against relative Performance Indicators (67)

Green (70%)

Amber (18%)

Red (12%)

Key Performance Indicator Data – Q3 2013/14

Performance Indicator		Result 12-13	Q1 Position	Q2 Position	Q3 Position	Year to Date	R.A.G.
The total number of claims processed	Housing Benefit	24,315	2,539	2,621	2,397	7,557	N/A
	Council Tax Reduction		1,999	3,163	2,870	8,032	
The total number of change of circumstances processed	Housing Benefit	210,953	21,544	22,384	17,814	61,742	N/A
	Council Tax Reduction		24,670	23,883	21,775	70,328	
Average number of calendar days for completing all new claims	Housing Benefit	19.91	21.12	20.13	18.85	20.06	GREEN
	Council Tax Reduction		17.46	18.06	15.92	17.15	
Average number of calendar days for processing notifications of change of circumstances	Housing Benefit	6.26	7.43	7.31	8.82	7.79	GREEN
	Council Tax Reduction		3.19	4.78	5.31	4.39	AMBER
The percentage of homeless applications / presentations decided within 33 working days		80.4%	80.8%	79.3%	79.2%	79.7%	GREEN
The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year		1.32%	1.40%	1.43%	1.35%	1.35%	GREEN
Combined number of new affordable rented housing units and new assisted home ownership units completed during the year		185	50	68	73	191	GREEN
The average number of calendar days taken to let lettable units of permanent domestic accommodation during the financial year.		61.98	72.74	92.49	111.30	92.51	RED
<p>We have experienced some issues in vacant turnaround times. Voids have increased due to the under occupation changes. The properties that are becoming available are larger properties that haven't currently got the same demand. Also, we have gone down to one contractor for our void repairs, this contractor is gearing up to have the capacity to meet the demand but at present there is a backlog. Additionally, we have increased the quality standard for the work carried out and as a result it takes longer. This we hope will decrease the number of potential tenants turning down properties and further prolonging the time take to let a vacant property. To counter the risks of just having a single contractor we are aiming to get secondary contractor on board to share the burden. We expect this performance to turnaround in Q4.</p>							
The average number of calendar days taken to deliver a Disabled Facilities Grant		159	168	164	193	172	GREEN
The average number of calendar days taken to complete emergency repairs		0.40	0.55	0.56	1.07	0.75	AMBER

Challenges in the next quarter

In addition to the points mentioned, in 2012/13 Disabled Facility Adaptation times were the second best in Wales. Close monitoring is currently taking place to ensure that the contractor issues that we have had are not replicated within Disabled Facilities. We will look to appoint a second contractor to mitigate the risk. Full testing of the technology and business processes to take place ahead of mobile working and scheduling for all responsive building maintenance, which is to go live in April 2014. Monitoring of the effect on rent loss had by the additional contractors appointed to ensure the change is having the desired impact on Void Rent Loss.

Education and Lifelong Learning

Councillor: Julia Magill Director: Nick Batchelar

	Education	Schools
Sickness Absence YTD (FTE Days Per Person)	7.88	5.58
PPDR Compliance	67.21%	NA
Number of Employees (FTE)	1100	5441

Q3 Budget Position

The underlying position indicates that Education overall will be able to stay within the budget allocated to it for 2013/14. However, within that position there are

pressures on certain budgets that are being offset by areas of underspend or the use of earmarked reserves. The key areas of pressure for the directorate were Storey Arms, Music Service and the use of Friary and Parade after the transfer of ESOL / Basic Skills to Cardiff & Vale College, however, proactive action has been undertaken to resolve these. The key assumption in this report is that the billing to skills for home / hospital tuition and out of county recoupment is fully recovered from schools and other local authorities. Currently, the billing for these payments has currently only been done for the summer term.

	Budget	Outturn	Variance
Education	£36,529,000	£36,493,000	(£36,000)
Schools	£197,094,000	£197,094,000	0

Issues for the cabinet/senior management to be aware of

- Forthcoming Monitoring Revisit by Estyn
- Increased number of applications for nursery and reception classes for September 2014
- New business model for consortium arrangements expected by Welsh Government for February 2014

Service Delivery

Financial

- Storey Arms predicting an adverse position of £112,000 against a budget of being financially breakeven.
- Music Service predicting an adverse position of £52,000 against a budget of being financially breakeven.
- The uncertainty surrounding the use of Parade and Friary has resulted in a significant pressure of £250,000 some of which has been offset by use of earmarked reserves. For 2014/15, both buildings need to be fully occupied in order to ensure income is at the same level of costs being generated.
- For 2013/14 Budget proposals, £3.708 million is expected to be generated against proposals of £4.127 million.

Education Development Plan

- Education Development Board established and integrated into Cardiff Partnership model and it has agreed an Education Development Plan

Management

- Management capacity remains an issue for the Department which will be further challenged when meeting the proposed savings target against this budget in the 2014/2015 financial year.

Risk position as at Quarter Three

- The Central South Consortium does not challenge Cardiff schools sufficiently to improve
- SOP. Ambitious timescales for project delivery, within agreed capital allocations to support reorganisation, improvement and expansion of school provision to meet growing pupil population
- Schools Delegated Budgets. Many Secondary Schools have significant deficits and failure to adhere to recovery plans will impact of the overall budgets for all schools
- Education Attainment does not improve at the required rate, particularly at Key Stage 4

Progress against actions in the Corporate Plan 2013/14 (9)

Green 33%

Amber 67%

Progress against relative Performance Indicators

Majority of performance information collected annually

Education and Lifelong Learning

Councillor: Julia Magill

Director: Nick Batchelar

Key Performance Indicator Data – Q3 2013/14

Performance Indicator	Result 12-13	Position Q1	Position Q2	Position Q3	Year to Date	R.A.G.
Percentage of pupil attendance in Primary Schools	94 ¹	93.94 ³	93.98 ³	94.33 ³	94.09 ³	Green
Percentage of pupil attendance in Secondary Schools	92.9 ²	92.84 ³	92.18 ³	94.14 ³	93.16 ³	Green
<p>1. This is for the academic year Sept - July for primary schools. This has improved from 92.9% on 2010/11 and Cardiff's relative ranking has improved from 17 out of 22 councils in Wales to 11th.</p> <p>2. This is for the academic year Sept end May for secondary schools. This has improved from 90.4% in 2010/11 and Cardiff's relative ranking has improved from 21 out of 22 councils in Wales to 10th.</p> <p>3. Quarterly data is generated from the schools live data and therefore is potentially subject to change as school update their systems to include missing attendance marks</p>						
Key Stage 2 – The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment (EDU/003)	82.6%	Annual Performance Indicator				
Key Stage 4 – Pupils achieved the Level 1 threshold	91.74%	Annual Performance Indicator				
Key Stage 4 – Pupils achieved the Level 2 threshold including a GCSE pass in English or Welsh first language and mathematics	49.86%	Annual Performance Indicator				
Key Stage 4 – Pupils achieved Core Subject Indicator	46.66%	Annual Performance Indicator				
Key stage 4 - Average wider points score per pupil	457	Annual Performance Indicator				
Post 16 Results – Pupils achieved the Level 3 threshold (2 A levels, grade E or higher)	96	Annual Performance Indicator				
The percentage of all pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification. (EDU/002 (i))	0.72% ⁴	Annual Performance Indicator				

Challenges in the next quarter

- Estyn Monitoring Revisit Feedback
- Preparing proposals for revenue budget savings
- Managing impact of financial cuts
- Consultation on proposal for new 2 form entry primary school in Pontprennau

Environment

Councillor: Ashely Govier Director: Jane Forshaw

Sickness Absence YTD (FTE Days Per Person)	20.17
PPDR Compliance	95.8%
Number of Employees (FTE)	805

Qtr3 Budget Position

Budget	Outturn	Variance
£27,011m	£28,345m	£1,334m

- The Environment net controllable budget for 2013-14 is currently £27.011 million. This includes expenditure of £51.891 million and income of £16.891 million.
- The position is a significant improvement since Qtr1 where the early forecast indicated that the budget deficit could have been as high as £2.387m; the current position reflects the measures set out in the Directorate in-year savings action plan following a detailed management review of all functions within the Directorate. The Directorate was also challenged with the late notification of a reduction from Welsh Government in the Sustainable Waste Management Grant of £513k.
- The financial forecast continues to be affected by the fluctuation in waste streams and how these are treated. The escalating Landfill Tax payments compared to the predictions in the budget settlement is one of the main pressures but the MRF and commercial waste trading activities are also significant contributors.

Issues for the cabinet/senior management to be aware of

- **Finance** - Despite rigorous and constant attention to the budget across the Directorate budget holders, at present we feel we have exhausted in-year opportunities and therefore feel that the final outturn is likely to remain at the level of £1.33m. We are continuing to curtail any expenditure where possible on statutory and non-statutory functions.
- **Landfill & Aftercare Plan** – the closure of the Lamby Way site for residual waste during 2014 will have implications for the way we deal with such waste until the contract for the handling of our residual waste starts (a report to go to April Cabinet).
- **Regionalising Regulatory Services** – the progress on the collaboration arrangements for Regulatory Services may be impacted by the Williams Report (report going to April Cabinet).
- **Waste Strategy & Collection Changes** – following the consultation on a future Waste Strategy & recycling options a report outlining the recycling modelling options taking account of Welsh Government views will be prepared for a Cabinet report in the new financial year.

Service Delivery

Service Delivery Planning

Remedial actions are currently being identified to bring the 12 Qtr3 Amber objectives back on track for Qtr4. In particular reference needs to be made to the following;

- Further work required with Education Directorate & schools on teaching financial capability.
- Cardiff Digs – delays in Cardiff Digs project due to senior staff changes at the University of Cardiff. A presentation will now take place at the Council's Partnership Board.

People Management

- PP&DR status - Initiated 95.87% reviews, finalised 92.80% objectives and undertaken 73.35% half year reviews, these statistics show a vastly improved position on the previous year.
- Sickness Absence – End of year forecast based on Qtr3 data shows 20.17 average days lost per person per month against Directorate target of 17.99, a review of long term sickness cases, more robust return to work interviews and trigger management is continuing to reduce days lost and avoid agency backfilling costs.
- Health & Safety - Policy and Action Plan continue to be monitored; expired risk assessments at all-time low (2 out of 290), profile of accident reporting improved, 201 accidents to date, of which near misses (non-injury) are 64, near miss reporting is helping significantly to improve management of this process. H&S Bulletin developed and circulated to staff and will continue quarterly.

Risk position as at Qtr3

- Climate Change (Red) – Mitigating action: Corporate Climate Change Resilience Performance Indicator (PI) being developed and will come into force for all Directorates from April 2014.
- Food Safety (Red) – Mitigating action: Corporate Working Group established implementation of Food Safety Management System and development of an On-line Training Module for food safety to work towards full compliance of Pennington Inquiry recommendations.
- Waste Management – Mitigating action: Increased diversion of material from HWRCs, Materials Recycling Facility improvements, review of contracts for alternative landfill disposals.
- Energy Security (Red/Amber) – Mitigating action: Guidance being disseminated to Directorates on security and saving opportunities, Collective Energy Switch 1 completed in January 2014 and Switch 2 commencing. (see also the Energy prospectus statement in the Challenge section below)

Progress against actions in the Corporate Plan 2013/14 (34)

Green 22 (65%)

Amber 12 (35%)

Progress against relative Performance Indicators (41)

Green 15 (36%)

Amber 4 (11%)

Red 5 (12%)

The Directorate utilises 41 Performance indicators, at Qtr3 15 are Green, 4 Amber, 5 Red and 17 (41%) have no results at this stage either because they are annual or results are of a lagging nature where validation needs to take place i.e. Waste Data Flow. Underperformance is being reviewed by indicator owners to help bring back on track for year end.

Key Performance Indicator Data – Qtr3 2013/14

Performance Indicator	Result 12-13	Target	Position Q1	Position Q2	Position Q3	Year to Date	R.A.G.
Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	94.1%	>90%	93.33%	94.63%	95%	94.37%	Green
Percentage of reported flytipping incidents cleared within 5 working days	86.49%	>90%	91.55%	84.38%	92.87%	88.66%	Amber
Percentage of reported flytipping incidents which lead to enforcement activity	56.36%	>25%	70.60%	70.99%	69.42%	70.58%	Green
Percentage of municipal waste collected by local authorities and prepared for reuse, and/or recycled including source segregated biowastes that are composted or treated biologically in another way	49.51%	>52%	50.65%	54.69%	49.64%	51.65%	Green
Percentage of municipal waste received at all household waste amenity sites that is reused, recycled or composted.	64.45%	>80%	50.93%	69.64%	74.53%	77.53%	Amber
It should be noted that the final result for this PI is not accurately calculated until the end of year as the WDF system cannot fully capture pre and post sort materials flows. Performance of pre-sort on the HWRC's is improving since Q1 with the operatives more focused on assisting the public to recycle as much as possible. The proposed HWRC changes with additional staff on the gate to meet the public should improve this performance in 2014/15.							
The percentage of Pollution Control complaints responded to within 2 working days.	87%	>75%	86.73%	79.12%	89.50%	85.11%	Green
The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Trading Standards.	100%	100%	78%	50%	71%	66.33%	Red
High risk premises are "tagged" at the beginning of each year and allocated at that time with all officers told that all high risks must be inspected during the financial year. 100% therefore will not be achieved until the end of the financial year when all inspections are complete, some of which can only be done at certain times e.g firework inspection. The aim is to inspect regularly throughout the year but as a reactive service, priorities often shift from day to day with more pressing issues such as stray horses arising with no warning. Certain groups of premises are done in "batches" – weighbridges, underage sales – and these have been organised already. The target will be achieved by year end.							
The percentage of significant breaches that were rectified by intervention from Trading Standards.	77.4%	>90%	64.3%	60.4%	84%	69.56%	Red
There is always a delay between the discovery of a significant breach, which by definition is significant and not a quick "fix", and it's resolution: 81 significant breaches have been found this year of which 68 have been resolved. All significant breaches found prior to June 2013, including previous years have been resolved. Of the 13 still outstanding, 2 were found in June, 4 in August, 5 in October and 2 in November.							

Challenges in the next quarter

Proposed Cabinet Reports - In response to the current and future financial pressures we face as an authority, together with the need to find significant efficiencies the Directorate has a number of strategic reports coming to Cabinet. The first will look at the options around alternative service delivery models. The second and third will propose the business case for financial investment in a number of energy projects such as the EfW Plant and the Solar Farm at Lamby Way. These projects are part of the suite of energy infrastructure projects which are included in an "invest to earn" proposition for the Council, which will be outlined in the forthcoming Green Paper 'an energy prospectus' this builds on the recommendations of the Cabinet Report of 22 July 2013 'Energy Management & Opportunities for Affordable Heating'

Sport, Leisure and Culture

Councillor: Ramesh Patel **Director:** Chris Hespe

Sickness Absence YTD (FTE Days per person)	14.4
PPDR Compliance	89.2%
Number of Employees (FTE)	768

Budget	Outturn	Variance
£19,556,000	£19,276,000	(£280,000)

Q3 Budget Position

The underlying position includes a significant reduction in the subsidy for sports and leisure facilities. The position also reflects subsidy reductions in Community Halls and Registration Services although these are being offset by the effect of the loan repayment at the CIWW and an overspend in Parks caused in part by additional vehicle costs of £110k. These costs are subject to challenge with CTS as the majority of the charges cover routine maintenance and fuel costs.

Issues For Cabinet / Senior Management To Be Aware Of

- Channel View NEET Training Scheme intake at Qtr 1 not sustained, resulting impact on operating subsidy and non delivery of savings target for Channel View.

Service Delivery

Financial

- Month 9 budget monitoring shows income strategy in Leisure positively impacting on subsidy. Increased income generated through improvements to Active Card memberships is partly offset by additional expenditure at Channel View due to NEET Training Scheme intake at Qtr 1 not sustained.
- Attendance at cultural venues is 258,673, (1.2%) above target with retained income of £788k.
- Venues Functions Unit projecting shortfall of £74k against income target set for Mansion House.
- Parks Commercial section projecting overspend of £45k including; shortfall of £55k in sponsorship income plus Caravan Park bookings and property rentals.

Portfolio Delivery Plan

- Commonwealth Games bid development now led by Welsh Government, Directorate focus on maximising benefits delivery; European Capital of Sport, Cardiff Games and other legacy work. Need to accelerate recognised.
- Redevelopment of Eastern Leisure Centre planned for September 2014 start on site.
- Limited progress in establishment of Sporting Hubs in each of the six Neighbourhood Management Areas.
- Preparation of 10 year plan for national concert hall delayed, consultants engaged - reflected in budget process.
- Green Places scheme benefits projects not yet in progress pending outcome of financial administration position for Green Places fund. Discussions being held at national level on ownership of fund.
- Community Asset Transfer in progress at varying stages for Insole Court, Maes-y-Coed and Plasnewydd Community Halls and Flatholm.

Management

- **PPDR Status:-** Initiated 89.2%, Finalised 73.1%, Half Year Review Completed 46.9%.
- **Health and Safety:-** Action Plan in place and progress monitored; 12 accidents reported for the period, two of which were lost time, accident detail reviewed at BIM; risk assessment review status monitored at BIM and improved position noted for period; Health and Safety Policy review in progress, formal issue in Qtr 4; Facilities Management related potential health and safety issues actively progressed.
- **Sickness:-** Overall position at December '13 is 14.40 indicative FTE Working Days Lost per Employee Year against target of <11.88.

Risk

- Resolution of issues re Facilities Management service desk response timescales / maintenance arrangements to take account of business critical services.
- Community Asset Transfer of Maes-y-Coed and Plasnewydd Community Halls and Flatholm Island not progressing as rapidly as anticipated. Plans in place for each to move forward as expeditiously as possible.

Progress Against Actions In The Corporate Plan 2013/14 (50)

Green (78%)	Amber (12%)	Red (10%)
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Progress Against Relative Performance Indicators (40)

Green (68%)	Amber (22%)	Red (10%)
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Sport, Leisure and Culture

Councillor: Ramesh Patel **Director: Chris Hespe**

Key Performance Indicator Data – Q3 2013/14

Title / Ref	Result 12-13	Target 14-15	Qtr 1	Qtr 2	Qtr 3	Year to Date	RAG Status
Number of Attendances At Harbour Authority Facilities (HAKPI 6)	1,147,542	1,200,000	340,106	406,601	250,375	997,082	GREEN
Total Income for The Harbour Authority (HAKPI 7)	£616,072	£600,000	£142,633	£137,785	£295,192	£575,610	GREEN
Customer Satisfaction Levels For The Harbour Authority (HAKPI 9)	93.5%	93%	95%	94%	98%	96%	GREEN
Number of Individuals Participating In Parks Outdoor Sport (PS003a)	235,624	245,000	72,160	64,796	47,903	184,859	AMBER
Customer Satisfaction For Parks And Sport (CM08)	N/a	85%	80%	73%	94%	82%	AMBER
Total Number of Children Engaged Aged 7 - 16 In Sport Cardiff Led Participatory Opportunities (PS010)	N/a	45,000	8,145	2,321	10,184	20,650	RED
<p>A major factor in the reduction in participation is owing to reduction in staff resource which has impacted on 11 secondary schools and on 97 primary schools. Notwithstanding this the impact of casual accredited coaches will result in an increase in participation quarter 4 and there will be regular Cardiff Games inter – school competitions from January up until the end of March and we anticipate achieving the annual target.</p>							
Number of Paid Attendances at Cultural Venues (CUL/01)	377,796	402,025	96,688	53,278	104,541	258,673	GREEN
Retained Income For Cultural Venues (CUL/06)	£1,256,117	£1,097,492	£268,818	£170,732	£348,833	£788,383	AMBER
Number of Attendances At Cardiff Castle (VM1a)	246,250	250,000	79,588	95,580	48,451	223,619	GREEN
Cardiff Castle Income (VT 2c)	NRA	£3,050,000	£949,597	£1,115,964	£528,294	£2,593,855	GREEN
Customer Satisfaction Level For Cardiff Castle (VM 3a)	86%	90%	87%	83%	87%	86%	AMBER
Total Income For City Hall (VT 2b)	£630,581	£632,610	£178,807	£186,728	£160,581	£526,116	GREEN
Visits/Attendances At Sports And Leisure Centres (KPI 06)	2,114,558	2,241,431	540,426	586,541	509,212	1,636,179	GREEN
Number of Active Card Sales (KPI 10)	4,956	5,055	793	1,069	1,341	3,203	GREEN
Visits/Attendances at Children's Play Centres (KPI5)	103,032	101,000	23,967	30,664	24,107	78,738	GREEN

Challenges In The Next Quarter

- Progression of work experience opportunities with Cardiff & Vale College to further develop structured programme of work placement opportunities at Channel View.
- Improving income position for Mansion House.
- Improve position on PPDR completion.
- Improve sickness absence.
- Manage use of casual accredited coaches to increase number of children aged 7-16 participating in Sport Cardiff led opportunities over Quarter 4. (Key Performance Indicator PS010).

Children's Services

Director: Tony Young

Sickness Absence YTD (FTE Days Per Person)	13
PPDR Compliance (Initiation for permanent staff)	67%
Number of Employees (FTE)	398

Budget	Outturn	Variance
£46,169,000	£46,723,000	£554,000

Q3 Budget Position

The directorate is currently projecting an overspend of £554,000 with a significant overspend against agency placements for looked after children. This is a reduction on the month 6 overspend projection which was £782,000.

Issues for the cabinet/senior management to be aware of

In relation to the review of Corporate Parenting Strategy, a review of the constitutional role of the Corporate Parenting Panel and its oversight of looked after children priorities has been initiated and reported to Panel. Arrangements to enable Member visits to front line teams are being strengthened as a result and a programme of visits will be established in Q4. Strengthening the role of the Council as corporate parent for looked after children has been included in the work programme for the Brighter Futures Group and Cardiff Council aim to develop a Pledge to looked after children in order to support the participation of looked after children and care leavers and to ensure that their views and experiences are heard. The Corporate Parenting Panel continues to meet regularly and were presented with details of a traineeship programme for looked after children in Q3.

The Director of Children's Services has developed a position statement outlining significant pressures within the service, including high caseloads and workforce gaps, and this will be shared with Cabinet and Scrutiny early in Q4.

Service capacity to allocate eligible, relevant and former relevant children to Personal Advisers in accordance with Children (Leaving Care) Act 2000 - a short term solution for increasing capacity has been agreed which involves offering an opportunity for up to five Family Intervention Support Services staff to transfer temporarily to the Personal Adviser service for a period of up to 6 months. A long term solution will be implemented as part of the planned realignment of case management services which has made provision for the creation of an additional four Personal Adviser posts.

Service Delivery

Financial

See Q3 budget position above.

Portfolio Delivery Plan

Active arrangements are in place to explore the establishment of an inter-agency children's safeguarding hub bespoke to Cardiff that will aim to increase efficiencies in agency resources and information sharing.

Progress toward realignment of services made - service specifications and structures agreed and finalised.

Improvement in completion of care plans at the start of being looked after.

Management

Success in reducing agency managers and a small reduction in the number of agency social workers employed – a recruitment programme is ongoing.

A Recruitment and Retention Strategy has been devised and is being progressed.

PPDR Status for permanent staff - Initiated 67%, Finalised 52%, Half Year Review Completed 26%.

H&S - Action Plan in place and progress monitored; 4 accidents reported for the period, all were no lost time.

Risk position as at Quarter Three

Current vacancy level (23.1%), subsequent high caseloads and reliance on agency staff – a recruitment and retention action plan has been implemented and a recruitment programme is ongoing.

Performance in relation to timely completion of initial assessments - following actions taken to clear the backlog of existing assessments and improve the timeliness of new assessments:

- Social worker time in the I&A service has been reprioritised to enable initial assessments to be completed on a more timely basis
- Two social workers have been employed in the I&A service to complete the backlog of initial assessments
- Vacancies in the I&A service have been filled by permanent and agency social workers

Success in improving performance will be associated with successful recruitment of permanent social workers and stabilisation of the workforce overall. Any further increases in demand for services will, however, limit the scope for improvement.

Progress against actions in the Corporate Plan 2013/14 (9)

Green (77.8%)

Amber (22.2%)

Progress against relevant Performance Indicators (6)

Green (17%)

Amber (50%)

Red (33%)

Childrens Services

Director: Tony Young

Key Performance Indicator Data – Q3 2013/14

Performance Indicator	12-13	Result	Position Q1	Position Q2	Position Q3	Year to Date	R.A.G.
% of referrals during the year on which decision made within 1 working day	90.7		92.7	86.1	74.8	84.6	RED
<p>Performance declined in Q3 as a result of vacancies in the CAP team and the increase in referrals on Q2 (1,074 to 1,141). In order to ensure that children are safeguarded, all contacts are screened for safeguarding concerns and prioritised on this basis. The following actions are being taken in order to improve performance:</p> <ul style="list-style-type: none"> • Increasing staffing on the CAP desk by moving staff from case management teams • Appointing to cover CAP manager's maternity leave • Advertising to recruit permanent staff to the CAP • Working with police to minimise the number of inappropriate PPD1s 							
Percentage of initial assessments carried out within 7 working days	67.4		62.9	40.7	33.7	45.9	RED
<p>Performance against this indicator has declined during the period as a result of an increase in the required number of initial assessments (up 5% to 1,121 from 1,065), and managerial and social worker vacancies. Management have taken the decision to prioritise referrals made for safeguarding reasons but this means that decisions on less urgent referrals have been delayed, and this has impacted on the timeliness of initial assessments overall. Management have decided to prioritise a blitz on the backlog of out of time initial assessments since this is an essential step towards ensuring that new initial assessments are assessed within 7 working days as required. Until such time as the backlog is cleared, however, initial assessments on new referrals will be delayed and this will adversely affect the PI outcome in this financial year. The following actions are being taken in order to clear the backlog of existing assessments and improve the timeliness of new assessments:</p> <ul style="list-style-type: none"> • Social worker time has been reprioritised in the I&A service to enable initial assessments to be completed on a more timely basis • Two social workers have been employed in the I&A service to complete the backlog of initial assessments • Vacancies in the I&A service have been filled by permanent and agency social workers <p>Success in doing so will be associated with successful recruitment of permanent social workers and stabilisation of the workforce overall. Any further increases in demand for services will, however, limit the scope for improvement.</p>							
% of required core assessments carried out within 35 working days	68.2		80.3	66.9	75.2	74.4	AMBER
<p>Performance against this PI has improved in the context of an 8% reduction in the number of core assessments completed (492 from 535 in Q2). The backlog of out of time and incomplete core assessments, however, has grown and work to clear these assessments will be ongoing in Q4. The position is similar to that in relation to initial assessments and management have acted as described above. The service area's ability to clear the backlog of existing assessments and improve the timeliness of new assessments will be associated with successful recruitment of permanent social workers and stabilisation of the workforce overall. Any further increases in demand for services will, however, limit the scope for improvement.</p>							
The percentage of child protection reviews carried out within statutory timescales during the year	98.0		96.6	97.0	100	97.9	GREEN
<p>Temporary arrangements for the management of safeguarding have enabled the service to focus on ensuring timeliness of child protection conferences. In relation to reviews, 100% timeliness has been achieved for the first time since Q1 2011-12.</p>							
Percentage of social work vacancies in all teams	14.5		17.0	16.3	23.1	18.8	AMBER
<p>Vacancy figures include newly created posts (2 principal social worker posts in the 14+ team) established, but not yet recruited to. Following on from a Results Based Accountability (RBA) exercise relating to recruitment, retention and achieving a permanent, stable workforce that was undertaken in Q2, a Recruitment and Retention Action Plan has been implemented. The service area's recruitment programme is ongoing - 6 permanent Principal Social Workers have been appointed and are due to be in post early in Q4. Lead Managers for I&A, CH&D and Safeguarding have been appointed on a temporary basis. The focus continues to be on the recruitment of permanent staff to vacant posts, aiming to achieve a reduction in caseloads and the need for agency staff. Caseload levels remain a concern, both in numbers and complexity. Close monitoring by managers will continue in an effort to maintain the equilibrium across case management services, particularly in those teams where the impact on caseloads is compounded by high vacancy and sickness levels.</p>							
Percentage sickness for Children's Services	8.1		6.8	7.6	8.2	7.5	AMBER
<p>Sickness levels continue to be closely monitored to ensure that appropriate action is taken to manage sickness absence in line with the new policy across the service area.</p>							
% attendance of looked after pupils whilst in care in primary schools	93.0						Annual measure
% attendance of looked after pupils whilst in care in secondary schools	92.4						Annual measure
% of children looked after during the year with a PEP within 20 school days of entering care or joining a new school in the year ending 31 March	15.8						Annual measure
The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	177						Annual measure

Challenges in the next quarter

Overriding priority will be on reducing caseload numbers as this is the key to improving performance in all areas.

Improving timely recording of decisions on referrals.

Clearing the backlog of out of time and incomplete initial and core assessments to enable the focus of assessment work to be on in time assessments for 2014-15.

Permanent recruitment to vacant posts.

Preparation for implementation of budget proposals for 2014-15.

Health and Social Care

Councillor: Huw Thomas

Director: Siân Walker

Sickness Absence YTD (FTE Days Per Person)	10.37
PPDR Compliance	97.09%
Number of Employees (FTE)	807

Q3 Budget Position

Budget	Outturn	Variance
£94,648,000	£97,238,000	£2,590,000

Issues for the cabinet/senior management to be aware of:

1. Continued budget pressures exacerbated by a demand-led service. Plans in place to manage demand, review and right-size packages of care, and deliver savings through effective commissioning
2. Limited senior management capacity within the Directorate at the current time
3. The need for continued oversight with delayed transfers of care (DToC) which, when the Acute Hospitals are at high alert levels, creates downward pressure on H&SC Senior management availability and resources
4. Poor performance on take-up of Direct payments, where despite current increase, there is a continued need for improved performance

Service Delivery

Financial

- The month 9 monitoring position reflects very significant growth (+9%) in the number of domiciliary care hours delivered to users of older people services.
- Within Older People, Learning Disabilities and Mental Health Services there is growth in the cost of individual residential and nursing placements.
- There are offsetting savings across the service on employee budgets due to vacancies and staff turnover.

Portfolio Delivery Plan

- The final report on the Social Care Task Force will be taken to Cabinet on 13th March 2014 (date of meeting TBC)
- Direct Payments have steadily increased during Q3. Overall up 7% including increases in the targeted service areas of Learning Disabilities and Mental Health, but improved performance still required.
- Work on the Regional Collaboration Fund (RCF) work streams continues The 4 work streams are:
 - To build effective Community Resource Teams (CRT's) – Co-location will be complete in April 2014
 - Streamline the Unified Assessment Process – Effective joint working across Vale of Glamorgan (VoG) and UHB will deliver by 1 May 2014
 - Improved Commissioning – work ongoing to develop Market Position Statements with a view to shared Cardiff and VoG approach delivered in 2014
 - Enhance the Learning Disabilities Service – joined up approach across Cardiff and VoG on “Closer to Home” Project and Day Services review
- The review team have significantly improved performance on Annual Reviews and all OP reviews are now up to date. LD Review team is prioritising this service. Percentage completion data will be included next month.
- Delayed Transfers of Care (DToC) have reduced from 58 in Q2 to 44 in Q3
- Work has started to extend the Carers Emergency Card Scheme which will be implemented by July 2014.

Management

- **PPDR Status:** Initiated 97%, Finalisation of Objectives 91%, Half Year Review Completed 36%.
- **Health and Safety:** H&SC action plan monitored at regular Senior Management Team meetings.
- **Sickness:** The percentage of short term sickness for Q3 is 2.76% against the target of 2.59% and 3.59% for long term sickness against the target of 5.07%.

Risk position as at Quarter Three

Key risks identified this quarter

H&SC like all other Departments within the Council are facing extreme budget pressures for 14/15. H&SC will be looking at opportunities for both savings and efficiencies to be introduced that will enable the Directorate to meet the financial targets set by the Council at the same time as managing the demographics and increasing demand..

Progress against actions in the Corporate Plan 2013/14 (14)

Green (57%)

Amber (43%)

Progress against relative Performance Indicators (10)

Green (50%)

Amber (40%)

Red (10%)

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Key Performance Indicator Data – Q3 2013/14

Performance Indicator	Result 12-13	Target 13-14	Position Q1	Position Q2	Position Q3	R.A.G.
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (<i>Cumulative result</i>)	11.53	7.12	2.38	4.88	6.78	AMBER
<p>(1) The Brokerage team increased the throughput of service users by working closely with the reablement service and independent sector Care Agencies in placing groups of service users rather than 'one at a time' packages</p> <p>(2) The "In Reach" Service pilot project commenced on 26 November 2013 which will provide Local Authority resources to improve access to the Community Resource Team's (CRT's) as an alternative to longer in patient stays. The team is Community Resource team based UHW and targets short stay wards</p>						
Percentage of adults aged 18-64 supported with home care services during the quarter out of the total of adults aged 18-64 with home care or care home packages	84.86	85	85.25	85.49	85.31	GREEN
Percentage of adults aged 65 or over who are supported with home care services out of the total with home care or care home packages	70.87	71.34	71.66	71.35	71.60	GREEN
The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	33	28	30.7	30.9	31	AMBER
Performance in this area is impacted by the complexity of the current Unified Assessment Form. The Directorate is in the process of implementing the 'All Wales Approach to streamlining Unified Assessment' and this will result in a more straightforward approach to assessment of need, and lead to speedier responses.						
Percentage of reviews due within the quarter that were reviewed or reassessed within the quarter	72.18	75	75.62	77.33	77.52	GREEN
The percentage of carers of adults who had an assessment or review of their needs in their own right during the year (<i>Cumulative result</i>)	36.57	58	27.75	29.61	31.90	AMBER
The Reablement service has started to identify carers and offer a carers' assessment earlier on in the assessment and care management process and the Occupational Therapy assessment has been amended to include 'offer a carer's assessment' prompt.						
The percentage of adult protection referrals completed where the risk has been managed	94.21	Annual Indicator				
Total number of Adults using the Direct Payments Scheme at the end of the quarter	404	700	418	447	477	RED
Work commenced during Quarter 3 to revise, simplify and streamline the Direct Payments process to make it more efficient to place service users on the scheme. Workshops are planned for Quarter 4 in February 2014 with hospital Social Workers to implement the process and improve take up.						
Percentage of people helped back to independence without ongoing care services, through short term intervention	65.68	63	65.68	62.75	68.88	GREEN
Percentage of short term sickness absence - (Adult Services)	3.32	2.59	2.23	1.95	2.76	AMBER
H&SC Senior Managers are ensuring early referral to occupational health in line with the new Attendance & Well Being policy introduced in July 2013. Staff sickness levels are reviewed by senior managers on a monthly basis						
Percentage of long term sickness absence - (Adult Services)	6.02	5.07	4.86	4.29	3.59	GREEN

Challenges in the next quarter

- Continued reduction of Delayed Transfers of Care (DToc)
- Increased take up of Direct Payments
- Implementation of the 'All Wales Approach to streamlining Unified Assessment' on 30th April 2014
- Improve position on PPDR half-yearly reviews.
- Improve the number of Carer Assessment offers and completed assessments
- Continue to reduce sickness across the Directorate