

POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE

3 June 2014

PERFORMANCE REPORT QTR 4 2013/14 (JANUARY TO MARCH)

Reason for the Report

1. To present the City of Cardiff Council's performance report for Quarter 4 (January to March) of 2013/14 prior to its consideration by the Cabinet on 12 June 2014.
The report is attached at **Appendix A**, comprising the draft Cabinet cover report and the Quarter 4 2013/14 Delivery and Performance Report, including a corporate overview and a summary for each Directorate.

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, including Finance, Human Resources, Legal Services, Audit, Commissioning and Procurement, ICT, Facilities Management and Central Transport Services
 - Democratic Services, including Member Services, Electoral Services, Scrutiny Services, Glamorgan Archives, Communications and the Welsh Language Team
 - Asset Management and International Policy within the Economic Development Directorate
 - Customer Services, Third Sector Relations and Equalities within the Communities, Housing and Customer Service Directorate.

Background

3. 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.

4. Following the commencement of the performance review, the Committee scrutinised the Quarter 3 Delivery and Performance report at its 1 April 2014 meeting. The Assistant Director had 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. A copy of the Committee's letter to the Cabinet Member for Corporate Services and Performance following the meeting is attached at **Appendix B** for information.
5. The Committee usually considers the Council's Delivery and Performance reports after they have been presented to the Cabinet. The reports have been scrutinised in depth on a six-monthly basis and received for information during the alternate quarters. On this occasion, as part of the Performance Review, the Leader has requested that the report is presented to the Committee prior to its consideration by the Cabinet on 12 June 2014. This gives the Committee members an opportunity to feed their comments in to the Cabinet's consideration of the report.

Issues

6. The Delivery and Performance report for Quarter 4 of 2013/14 is attached at **Appendix A**. This contains a Corporate Overview section, detailing:
 - Sickness Absence levels;
 - Personal Performance and Development Review compliance;
 - Agency and Overtime Expenditure;
 - Complaints;
 - Member Enquiries; and
 - Freedom of Information Requests Received.
7. Members will note that most directorates now provide a two page summary of their performance. The summary includes:
 - Quarter 4 budget position;

- Issues for the Cabinet/senior management to be aware of;
- Service delivery;
- Risk position as at Quarter 4;
- Progress against the Corporate Plan 2013/14 objectives;
- Progress against relevant performance indicators;
- Key performance indicator data Quarter 4 2013/14;
- Challenges in the next quarter.

Way Forward

8. The Leader, Councillor Phil Bale, and the Cabinet Member for Corporate Services and Performance, Councillor Graham Hinchey, have 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

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

Financial Implications

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

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 to take into consideration when it receives the Performance report on 12 June 2014;
- ii. Consider whether it wishes to schedule any further scrutiny of the issues covered in the report.

MARIE ROSENTHAL

County Clerk and Monitoring Officer
28 May 2014

CITY OF CARDIFF COUNCIL CYNGOR DINAS CAERDYDD

CABINET MEETING: 12 JUNE 2014

2013-14 QUARTER 4 PERFORMANCE REPORT

REPORT OF CHIEF EXECUTIVE

AGENDA ITEM:11

PORTFOLIO: CORPORATE SERVICES & PERFORMANCE

Reason for this Report

1. This report presents a summary of the Council's performance for Quarter 4 of the 2013-14 financial year, providing Cabinet with an opportunity to review performance, consider any emerging issues, and direct and remedial actions considered necessary.

Background

2. Arrangements are in place to ensure that the performance of the Council is routinely monitored and challenged with a view to driving continuous improvement. These arrangements involve challenge at both officer and member fora, and include the production of quarterly reports for formal Cabinet consideration. Appended to this report are summaries of 2013-14 Quarter 4 performance for each Directorate, covering delivery of Corporate Plan objectives, performance indicators for core services, financial performance, and performance of key management processes including people management & health & safety. Also appended is a summary of key corporate issues such as sickness absence, and Personal Performance and Development Review compliance.
3. The Directorate reports are drawn from more detailed information contained in the Cardiff Information Service (CIS) intranet system, which is available for member and officer perusal. Training is available on how to use CIS by contacting the Improvement and Information Team.

Performance Overview

4. For a number of years, the Council has been taking focussed action to drive down sickness absence across the authority, with targets set for each directorate, and a clear expectation that sickness absence will be closely managed. The overall target for the Council for 2013-14 was set at 10 days per FTE, and at year end a level of 10.18 was achieved. This is the lowest level of sickness absence since 2005, and reflects both concerted effort by managers across the Council, and the impact of the new Attendance & Wellbeing Policy which came into effect in July.

5. Personal Performance & Development Reviews (PPDR) are an important element of the Council's overall performance management approach, providing a means of ensuring that each employee has clear objectives and receives timely and constructive feedback on their performance. The target date for completing all PPDR reviews for 2013-14 is 31st May 2014, and was therefore not available when this report was drafted. However, by mid May 51% of year end reviews had been completed. Work is underway across Directorates to improve on this level of compliance. The process for 2014-15 has been significantly simplified to enable greater compliance to be achieved, but with no loss in the quality of reviews.
6. Across the authority, progress against 214 milestones related to the 2013-17 Corporate Plan objectives was tracked. Of these, 75% were delivered by year end (Green), 23% were substantially completed, or will be completed early in 2014-15 (Amber) and 2% were identified as not completed (Red).
7. Of the 241 Performance indicators used as part of the quarterly performance monitoring arrangements, 64% hit or exceeded target, 23% were close to target, and 13% missed target.

Future Reports

8. The information in this report will be used to inform the production of the statutory Improvement Plan, which must be published by October 2014 reporting on the 2013-14 performance, and identifying our improvement priorities for the future. These improvement priorities would then feature in the next iteration of the Corporate Plan and Delivery Plans. Alongside the statutory plan there is a requirement to publish a summary document which makes key information readily accessible to the public. It is proposed to use this summary to initiate the use of info-graphics for public facing performance reports.
9. From Quarter 1 of 2014-15, the performance reports will also provide an overview of performance against the Organisational Development Programme which is now being implemented, and also seek to contain more information on cross cutting issues.

Reason for Recommendations

10. 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

Financial Implications

11. There are no direct financial implications arising from this report

Legal Implications

12. There are no legal implications arising from this report

HR Implications

13. There are no direct HR implications arising from this report

RECOMMENDATIONS

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
28 May 2014

The following appendix is attached:

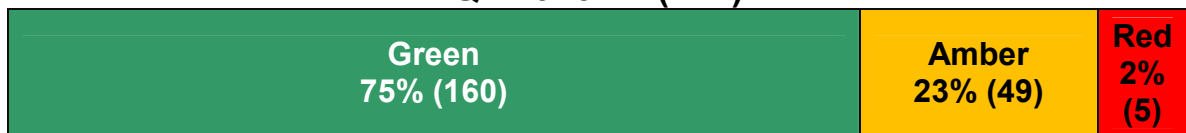
Appendix A - Quarter 4 Delivery & Performance Report 2013/14

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Q4 Delivery and Performance Report 2013/14

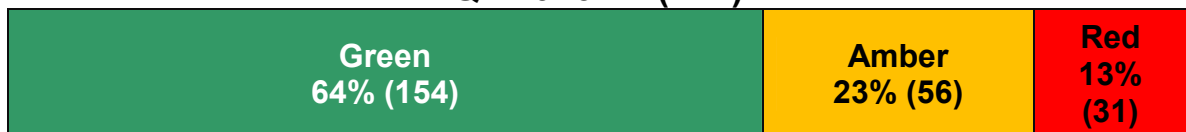
Progress against actions in the Corporate Plan 2013/14

Q4 2013/14 (214)



Progress against relevant Performance Indicators

Q4 2013/14 (241)



Quarter Four 2013/14 – Delivery & Performance Report 1st Jan – 31st March 2014

Sickness Absence

Directorate	Staff FTE No.	FTE Target Days lost per Service Area	FTE target	FTE Days lost per person (Q1)	FTE Days lost per person (Q2)	FTE Days lost per person (Q3)	FTE Days lost per person (Q4)	Average staff Nos.	Total FTE Days sick	Difference between target and result at Q4
Cabinet Office	25	350	14.00	1.72	3.38	4.17	1.77	26	46	-12.23
Childrens Services	398	5974	15.01	4.02	8.24	13.00	17.22	386	6646	2.21
Comm Hsg & Customer Serv	1029	10525	10.23	2.54	4.97	7.48	9.76	1037	10118	-0.47
Democratic Services	65	326	5.02	1.99	2.73	3.13	5.80	69	397	0.78
Economic Development	95	445	4.68	1.92	3.78	5.07	4.81	114	548	0.12
Education & LL - Non-Schools	1095	12952	11.83	2.81	4.93	7.88	10.64	1099	11684	-1.19
Education & LL - Schools	5459	39075	7.16	2.18	3.45	5.58	8.00	5461	43686	0.84
Environment	742	15774	21.26	4.96	9.87	14.41	19.53	698	13634	-1.73
Health and Social Care	807	13557	16.80	3.17	6.62	10.37	14.35	764	10966	-2.45
Resources	867	7445	8.59	2.33	4.20	6.66	8.99	836	7515	0.41
Snr Mgt (Cex, CD & CD Support)	6	20	3.33	0.33	0.33	0.33	0.67	6	4	-2.67
Sports Leisure and Culture	768	9121	11.88	3.21	6.27	10.28	13.18	769	10132	1.30
Strat Pln High & Traff & Trn	420	2200	5.24	1.80	3.34	6.00	8.45	412	3478	3.21
GRAND TOTAL	11776	117764	10.00	2.63	4.73	7.45	10.18	11677	118854	0.18

Sickness Absence (Cont.)

Q4 2013/14 – Sickness Performance report

The final outturn result for 2013/14 is 10.18 FTE days lost per employee. This is the lowest end of year result since 2005 when absence recording began. The new Attendance and Wellbeing Policy came into effect from 1st July, therefore, Q2, Q3 and Q4 results have indicated that the new policy has had an impact on the reduced absence levels. Information on staff sickness is continuing to be provided to all Directorates 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. The absence team in HR People Services responsible for managing Long Term absences has also had an impact of processing Long term cases in a timely way. The Occupational Health Service operating from Nantgarw is key in helping manage sickness, therefore further options to work more closely with the South Wales Fire & Rescue Service and other partnership working will be considered over the next 12 months. The target for 2014/15 is set at 9 FTE days lost per person, therefore, this will require a reduction of 11.6% on 2013/14 results.

Quarter Four 2013/14 – Delivery & Performance Report 1st Jan – 31st March 2014

Personal Performance and Development Review Compliance as at 28th May 2014

Year End Review Compliance				
Sr. No.	Organisation Name	Total	Compliance (count)	% Compliance
1	RESOURCES (DIRECTORATE)	883	333	37.71%
1.1	RESOURCES	447	144	32.21%
1.2	FINANCE	300	120	40.00%
1.3	HR PEOPLE SERVICES	94	52	55.32%
1.4	LEGAL SERVICES	38	17	44.74%
2	OPERATIONS (DIRECTORATE)	5853	3112	53.17%
2.1	CHILDREN SERVICES	351	181	51.57%
2.2	COMMUNITIES HOUSING & CUSTOMER SERVICES	1084	966	89.11%
2.3	HEALTH & SOCIAL CARE	812	587	72.29%
2.4	EDUCATION & LIFELONG LEARNING	1728	616	35.65%
2.5	SPORT LEISURE & CULTURE	820	388	47.32%
2.6	ENVIRONMENT	613	197	32.14%
2.7	STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	445	188	42.25%
3	DEMOCRATIC SERVICES (SERVICE AREA)	80	25	31.25%
4	ECONOMIC DEVELOPMENT (SERVICE AREA)	119	78	65.55%
5	CABINET OFFICE (SERVICE AREA)	7	0	0.00%
	TOTAL	6942	3548	51.11%

- Figures as at 28/05/2014. Please note the end of year deadline for completion is 31st May 2014.
- HR People Services, Organisational Development and ICT have the highest percentage compliance for half year review compliance.
- Communities Housing & Customer Services, Health & Social Care and Economic Development have the highest percentage compliance for end of year review compliance.

Quarter Four 2013/14 – Delivery & Performance Report 1st Jan – 31st March 2014

Agency and Overtime Expenditure - April 2013 to March 2014

Directorate	Staff Budget	Total Staff Costs	Staff Budget % over/underspend	Overtime Budget	Total Overtime spend	Overtime Budget % over/underspend	Total agency budget	Total Agency Spend	Agency Budget % over/underspend	% Costs spent on overtime	% Costs spent on agencies
Cabinet Office	1,900,460	1,935,719	1.9%	0	—	—	0	92,564	—	—	4.8%
Children's Services	18,973,230	16,870,837	-11.1%	0	80,575	—	600,460	3,538,225	489.3%	0.5%	21.0%
Communities, Housing & Customer Services	23,538,112	23,578,217	0.2%	247,350	259,867	5.1%	334,740	1,425,892	326.0%	1.1%	6.0%
Corporate Management	1,962,250	1,696,759	-13.5%	0	2,613	—	0	8,312	—	0.2%	0.5%
County Clerk & Monitoring Officer	1,799,780	1,743,972	-3.1%	0	12,937	—	2,550	30,919	1112.5%	0.7%	1.8%
Economic Development	5,143,790	5,033,518	-2.1%	87,790	203,812	132.2%	60,060	318,734	430.7%	4.0%	6.3%
Education	39,647,725	34,383,252	-13.3%	2,000	246,574	12228.7%	510,925	1,999,849	291.4%	0.7%	5.8%
Environment	26,711,150	25,746,616	-3.6%	1,459,040	1,011,994	-30.6%	2,265,640	4,228,444	86.6%	3.9%	16.4%
Health & Social Care	27,279,150	26,319,652	-3.5%	297,165	911,294	206.7%	3,260	1,469,416	44974.1%	3.5%	5.6%
Resources	39,804,120	36,367,606	-8.6%	411,740	572,397	39.0%	252,010	2,186,348	767.6%	1.6%	6.0%
Sport, Leisure & Culture	27,869,390	28,117,223	0.9%	867,400	1,331,070	53.5%	2,060,670	2,951,247	43.2%	4.7%	10.5%
Strategic Planning, Highways & T&T	15,833,080	15,347,801	-3.1%	655,020	508,894	-22.3%	79,850	550,835	589.8%	3.3%	3.6%
Total	230,462,237	217,141,173	-5.8%	4,027,505	5,142,027	27.7%	6,170,165	18,800,785	204.7%	2.4%	8.7%

- Corporate Management budget is artificially high because there are budgets being temporarily held there. These budgets relate to Senior Management and will ultimately be reallocated across directorates.
- The spend on agency may reflect an overspend against budget, as there may be vacant posts where there is a budget but the staff are being employed through agency, so the permanent staff budget will show an underspend and the agency staff an overspend.
- There is no agency expenditure in relation to the Harbour Authority, Housing Revenue Account and Delegated Schools as these sit outside the Council's General Fund. The information includes expenditure in relation to certain specific grants, however it is not possible to identify and exclude them from the analysis.
- It does not include anything in relation to supply teachers as these are charged to delegated schools. Therefore, the information is predominantly based on Cardiff Works and Comensura expenditure.
- Sport, Leisure & Culture have the highest spend on overtime compared to staff budget.
- Children's Services have the highest spend on agency staff compared to staff budget.

Quarter Four 2013/14 – Delivery & Performance Report 1st Jan – 31st March 2014

Complaints

	Q1	Q2	Q3	Q4	Year
New Complaints Received	556	616	684	609	2465
Corporate Complaints	553	612	683	607	2455
Welsh Complaints	3	4	1	2	10
Acknowledgements not sent within 5 days	26	12	20	21	79
Response not sent within 20 days	63	32	35	19	149
Compliments Received	350	386	327	333	1396

609 complaints were recorded during Q4. We have recorded 206 fewer complaints than this time last year as we have recorded **2465** complaints compared to 2671 at the end of QTR4 in 2012/13. There were 2 Welsh Language complaints received during QTR4. These were received by Finance and equates to 0.3% of the total complaints received during QTR4.

Member Enquiries

Directorate	Received	Responded to on time	% responded to on time
Communities, Housing & Customer Services	60	52	86.7%
Democratic Services	13	11	84.6%
Economic Development	2	2	100.0%
Education & Lifelong Learning	4	3	75.0%
Environment	122	97	79.5%
Health & Social Care	4	2	50.0%
Resources	17	14	82.4%
Sport, Leisure and Culture	29	20	69.0%
Strategic Planning, Traffic & Transportation	125	99	79.2%
Total:	376	300	79.8%

- Strategic Planning, Traffic & Transportation, and Environment received the highest number of member enquiries (33% and 32% of all enquiries respectively).
- Health & Social Care; Sport, Leisure & Culture, and Education & Lifelong Learning are the three Directorates with the lowest percentages of enquiries responded to on time.

Quarter Four 2013/14 – Delivery & Performance Report 1st Jan – 31st March 2014

Freedom of Information Requests Received

Compliance Report Function	Q3 2013/14		Q4 2013/14		Compliance Trend
	Total	Compliance	Total	Compliance	
Adult Services	13	46%	7	71%	Improving
Childrens Services	21	43%	33	70%	Improving
City Management	4	75%	0		N/A
Communications & Media	0		1	0%	N/A
Consumer Affairs	50	78%	37	86%	Improving
Council Property	4	75%	0		N/A
Crematoria & Cemeteries	1	100%	4	100%	Static
CTS	0		4	75%	N/A
Culture, Tourism & Events	5	60%	1	100%	Improving
Customer Services	1	100%	2	100%	Static
Democracy	16	56%	11	91%	Improving
Economic	3	100%	4	100%	Static
Environment	0		11	91%	N/A
Education & Skills	25	40%	27	44%	Improving
Facilities Management	1	100%	5	40%	Declining
Finance & Procurement	61	85%	95	89%	Improving
Health & Safety	0		1	100%	N/A
Housing	21	76%	40	88%	Improving
Human Resources	33	76%	25	88%	Improving
ICT	4	50%	18	56%	Improving
Improvement & Information	8	63%	15	100%	Improving
Legal Services	6	67%	5	100%	Improving
Leisure & Culture	12	75%	7	57%	Declining
Multi Service Request	4	75%	11	45%	Declining
Planning	21	38%	12	92%	Improving
Policy, Partnership	1	0%	1	100%	Improving
Registration & Coroners	5	80%	2	100%	Improving
Traffic Network	1	0%	0		N/A
Transport	45	73%	49	96%	Improving
Waste Management	13	100%	18	89%	Declining
TOTAL	379		446		Improving

* www.whatdotheyknow.com

Compliance report Requester	Q3 2013/14		Q4 2013/14	
	Total	Compliance	Total	Compliance
AM/MP	21	90%	16	100%
Business	64	63%	88	88%
campaign	14	71%	24	75%
HR	1	100%	1	100%
Individual	161	71%	191	81%
Legal	17	76%	3	100%
Media	49	67%	52	65%
Other / Unknown	10	20%	25	96%
Student	12	58%	14	85%
WDTK*	26	73%	23	91%
Local Authority	1	0%	3	33%
Elected Member	2	0%	6	100%
TOTAL	379		446	

The volume of Freedom of Information Requests received by the Council continues to increase. The information contained in the tables above demonstrates that the main users of the provisions of the Freedom of Information Act are members of the public for who the Act was introduced to benefit and there are also a number of commercial businesses using the Act seeking information to support their business need.

Freedom of Information Requests are one element of the Information Request Service run by the Council and individuals and organisations are able to submit requests under the subject Access Provisions of the Data Protection Act, and the Environmental Information Regulations. The figures for these are not included in the table.

The first table sets out the number of requests received by function rather than the directorate or service structure of the Council and the second sets out the number of requests submitted by requester.

The information highlights a significant increase in compliance to the 20 working day response requirement. This can be attributed in part to a technology based case management solution put into place in December 2013 to remove some of the manual processes currently in place and the standardisation of the overall process. The implementation of this technology is part of the overall approach of improving the Information Governance arrangements across the Council which includes improved quality assurance of responses and specific training for staff who handle and process requests of this nature.

Directorate: Children's Services

Councillor: Daniel De'Ath

Director: Tony Young

Sickness Absence YTD (FTE Days Per Person)	17.22
PPDR Compliance (year end)	51.57%
Number of Employees (FTE)	386

Q4 Budget Position

The directorate is currently projecting an overspend of £570,000

with a significant overspend against agency placements for looked after children. This is an increase on the month 9 overspend projection which was £554,000.

Budget	Outturn	Variance
£46,169,000	£46,739,000	£570,000

Issues for the cabinet/senior management to be aware of

The percentage of social worker vacancies has increased to 26.8% and the number of social workers with unmanageably large caseloads increased significantly between September 2013 and February 2014 - please see Risk Position below and PI information on following page for further information.

Timely recording of decisions on referrals and completion of initial and core assessments has reduced – please see PI information on following page for further information.

The number of looked after children has increased to 611 in Quarter 4, from 592 in Quarter 3.

The number of First Time Entrants to the Youth Justice system has increased to 171 in 2013-14 from 108 in 2012-13. This is thought to be a result of the general financial climate.

Service Delivery

Portfolio Delivery Plan

Progress made in identifying priorities and agreeing actions for the Early Intervention & Prevention Group of the Families and Young Peoples Programme Board. The workforce development element has been particularly successful with development of a multi-agency group to ensure that training opportunities are well coordinated and consistently applied. This will ensure that the wider social care workforce has the necessary skills and expertise to provide families with a consistent approach using evidence-based interventions, whatever their level of need.

Brighter Futures Work Programme (to enhance multi agency support to looked after children) agreed and priorities identified.

During the year the Training Sub-Group made good progress promoting improved outcomes for looked after children across agencies (e.g. development of PEPs, summer activity programme; workshops / briefings for social workers, foster carers and teachers).

A joint Cardiff and the Vale of Glamorgan Local Safeguarding Children's Board (LSCB) was established by both Councils in December 2013 and a substantial programme of work of newly established sub groups is underway.

Considerable progress made in advancing development of a looked after children themed Social Impact Bond (SIB) with the completion of the SIB Feasibility Study that informed the Cabinet decision and the establishment of a SIB Board and Project Group to oversee the work.

Progress made against implementation plan for regional adoption service with technical groups involving HR, Legal, ICT and finance leads coming together.

Management

Recruitment and Retention action plan is being effectively progressed. 16 appointments made in Quarter 4 in case management services with ongoing shortlisting and candidates due to be interviewed in Quarter 1.

PPDR Status for permanent staff - Initiated 76%, process completed 51.57%.

H&S - Action Plan in place and progress monitored; 2 accidents reported for the period, both were no lost time.

Risk position as at Quarter Four

Vacancy levels, high caseloads and reliance on agency staff have previously been raised as risks by the service. A further review of caseload trends was undertaken in March which showed that the number of social workers with unmanageably large caseloads had increased significantly between September 2013 and February 2014. In response to this new data, and intelligence about the impact on front line teams and safeguarding, the Director has negotiated an urgent commissioning and procurement initiative to examine the scope for injecting resources into the service urgently in order to significantly reduce caseloads quickly and relieve the pressure on social workers in relation to the management of core groups. The Chief Executive has made strategic planning capacity available as a matter of priority to accelerate the development of a comprehensive improvement plan and the establishment of effective oversight and governance arrangements to support delivery.

Performance in relation to timely completion of initial assessments – see PI information on following page for further detail.

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

Green 56% (5)

Amber 44% (4)

Progress against relevant Performance Indicators (6)

Green 17% (1)

Amber 33% (2)

Red 50% (3)

Directorate: Children's Services

Councillor: Daniel De'Ath

Director: Tony Young

Key Performance Indicator Data – Q4 2013/14

Performance Indicator	Result 12-13	Position Q1	Position Q2	Position Q3	Position Q4	2013-14	R.A.G.
% of referrals during the year on which decision made within 1 working day	90.7	92.7	86.1	74.8	68.0	80.4	RED
<p>Performance declined in Quarter 4 as a result of vacancies in the CAP team. 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"> 7.5 of 8 posts at CAP filled since 7th April in order to reduce delay at the front door Working with police to minimise the number of inappropriate PPD1s <p>The poor overall position for Q4 (68%) masks improvement that took place month on month during the quarter (January = 63.5%; February = 65.1%; March = 76.0%).</p>							
Percentage of initial assessments carried out within 7 working days	67.4	62.9	40.7	33.7	25.0	40.1	RED
<p>Performance against this indicator has declined during the period in the context of a 17% increase in the number of initial assessments completed. This is a result of management action to blitz the backlog of out of time initial assessments which 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. Good progress with completion of social work tasks is being made and a significant proportion of the backlog is now with managers for sign off. It had been hoped that this exercise would be completed before the end of March, but staffing levels and capacity of long term teams to accept new cases have delayed the process. The following actions are being undertaken and it is anticipated that the backlog (in I&A and long term teams) will be cleared by the end of April:</p> <ul style="list-style-type: none"> CAP manager and principal social worker assisting I&A managers Managers covering for one another to have allow time to authorise assessments Weekly management meeting focused on action planning to clear the backlog <p>In order to support future improvement:</p> <ul style="list-style-type: none"> 7.5 of 8 posts at CAP filled since 7th April which means a timely throughput of assessments and less delay at the front door I&A teams are fully staffed with a mixture of permanent and agency workers We have established a more effective process for agreeing timely transfer of cases Reports are provided to managers twice a week to identify assessments not completed Weekly 'down days' are held where a team use a training room to write up assessments 							
% of required core assessments carried out within 35 working days	68.2	80.3	66.9	75.2	59.4	71.1	AMBER
<p>Performance has reduced as a result of increasing caseloads, high vacancy levels and prioritisation of the completion of initial assessments (see above). The backlog of out of time and incomplete core assessments has continued to grow and work to clear these assessments will be ongoing in Q1. The position is similar to that in relation to initial assessments and management have acted as described above.</p> <p>As a short term measure, work is being undertaken with Commissioning & Procurement to develop a specification to commission an external team to deliver case management social work services for a limited period. The intention of this action is to bring about an immediate reduction of caseloads to a manageable level.</p> <p>In the long term, 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	100	98.5	GREEN
<p>100% performance has been maintained in the context of a 14% increase in the number of review conferences due.</p> <p>All Wales average 2012-13 = 96.1%</p>							
Percentage of social work vacancies in all teams	14.5	17.0	16.3	23.1	26.8	20.8	RED
<p>Recruitment of permanent staff to vacant posts continues to be one of the service area's priorities and 16 new appointments were made across case management services in Quarter 4. Whilst long term issues are being addressed by an effective Recruitment & Retention action plan (and there are early signs of significantly improved recruitment) urgent interim measures are being put in place. These include the development of a specification to commission an external team to deliver case management social work services for a limited period to bring about an immediate reduction to the high caseloads resulting from social worker vacancies.</p>							
Percentage sickness for Children's Services	8.1	6.8	7.6	8.2	7.9	7.6	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. The Director has identified sickness absence as a priority for the annual audit plan.</p>							
% attendance of looked after pupils whilst in care in primary schools	93.0	To be included in report for Q1 2014-15					
% attendance of looked after pupils whilst in care in secondary schools	92.4	To be included in report for Q1 2014-15					
% 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	To be included in report for Q1 2014-15					
The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	177	To be included in report for Q1 2014-15					

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.

Permanent recruitment to vacant posts.

Portfolio: Communities, Housing & Customer Services

Director: Sarah McGill

Sickness Absence YTD (FTE Days Per Person)	9.76
PPDR Compliance (year end)	89.11%
Number of Employees (FTE)	386

Cabinet Members: Cllr Susan Elsmore, Peter Bradbury, Julia Magill

Budget	Outturn	Variance
£43,576,000	£43,097,000	(£479,000)

Issues for the cabinet/senior management to be aware of

Adult Community Learning (ACL) - Curriculum planning is underway for the next academic year commencing in September 2014. The priorities have been clearly set out by DfES for use of grant funding use for ACL delivery which is re-shaping how the provision will look in the year ahead in light of the grant reduction.

Central Library - Significant progress has been made following delays relating to finalisation of the Central Library structure. All JEQ & role profiling paperwork has been completed. The ring-fencing document will be issued in Q1 2014/15 and following the consultation period the implementation of the new structure will commence. The implementation of Electronic Data Interchange (EDI) is ongoing. Processes have been mapped and orders have been raised with Library Management System Suppliers to progress financial integration and ordering processes.

Independent Living Project - The authority has successfully bid for £2.58 million revenue and £1.29 million capital bid from WG to deliver a range of projects in partnership with Housing, Health and Social Care to ease pressures on the Health Services and divert the need for home or residential care.

Update on progress against actions from previous quarter

Financial - The directorate identified £2.68 million of savings to be made in 2014/15. Out of this, £2.2 million will be realised from the 1st April with detailed plans in place to ensure the additional savings will be achieved in year.

Portfolio Delivery Plan

Void Turnaround Times – Increased turnover of properties, changes to the Housing Repairs structure and new contractor arrangements has resulted in the increase in turnaround times and the number of voids. This has also increased time that people are currently spending in temporary accommodation. An action plan in place, with a 3rd contractor now appointed, it is expected that the backlog will be cleared in Q1 2014/15.

Welfare Reform – Due to the changes it was anticipated that rent areas were to increase by £900,000, but through successful partnership working this was only £100,000. The authority did not evict any tenants as a result of the under occupation changes, this was achieved in part to the authorities ability to ensure that all Discretionary Housing Payments were distributed to those most in need. The Advice Centre at Marland House, since creation in June 2013, has assisted those eligible to claim £4 million in additional benefits. Into work and digital inclusion provision is now provided across the city. Additionally, the authority has to prepare and formally respond to Welsh Government consultation on the proposed changes to the **Housing Revenue Account Subsidy System**. The proposed buy-out may significant reduce the amount that the authority has to pay-out but carries risks and may restrict the amount that can be lent for new build.

Management

- **PPDR Status:** - Initiated 94%, Finalised 93%, Half Year Review Completed 70%. End of Year Review Completed 89.11%
- **Health and Safety:** -Update on the 2013/14 H&S Action Plan was presented at the last H&S steering group and SAJCH. 2014/15 plan is drafted to be agreed. Accident stats and risk assessment continue to be monitored in accordance with the H & S Policy and regular service area H & S sub group meetings are held regularly and well attended.
- **Sickness:** Final outturn 9.76 FTE days lost against a target of 10.23. This is a positive result and due to how well the Directorate manages sickness, with 99.8% of RTW's completed and the case management approach to Long Term sickness taking place at Senior Management meetings.

Risk position as at Quarter Four

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 (57)

Green (66%)

Amber (34%)

Progress against relative Performance Indicators (72)

Green (58.3%)

Amber (26.4%)

Red (15.3%)

Portfolio: Communities, Housing & Customer Services

Councillors: Cook, Elsmore, Bradbury, Magill

Director: Sarah McGill

Key Performance Indicator Data – Q4 2013/14

Performance Indicator	Result 12-13	Position Q1	Position Q2	Position Q3	Position Q4	Year end result	R.A.G.
The percentage of homeless applications / presentations decided within 33 working days	80.4%	80.8%	79.3%	79.2%	85.6%	81.1%	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%	1.42%	1.42%	GREEN
Combined number of new affordable rented housing units and new assisted home ownership units completed during the year	185	50	68	73	13	204	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	130.98	102.72	RED
The average number of calendar days taken to deliver a Disabled Facilities Grant	159	168	164	193	207	190	GREEN
The average number of calendar days taken to complete emergency repairs	0.40	0.55	0.56	1.07		0.75	AMBER
Percentage of Critical/Emergency Community Alarm calls answered within 60 seconds	New for 13/14	97.62	98.44	97.84	97.97	97.98	GREEN
Overall Percentage of Satisfied Customers who have contacted the Council (via 2087 2087/8)	97	98	96	96	95	96	GREEN
Average time a call queues within C2C (seconds)	30	26	33	58	54	43	AMBER
Average time to respond to an email (hours) (via c2c@cardiff.gov.uk/caerdydd)	15.00	22.44	21.59	17.33	16.06	19.59	GREEN
Total Number of 30 minute PC bookings in Libraries Number of 30 minute PC bookings in Libraries	651,119	147,372	153,179	144,104	163,450	608,105	GREEN
The number of visits to Public Libraries during the year, per 1,000 population	9,111	1,436	2,954	4,320	8,326	8,326	GREEN
The number of library materials issued, during the year, per 1,000 population.	5,232	1,199	2,559	3,879	5,163	5,163	AMBER
Percentage of Member Enquiries resolved within 10 Calendar Days as reflected on QSM (Quality Service Management)	New for 13/14	67%	59%	67%	62%	64%	AMBER
Overall Percentage of Satisfied Customers who have contacted the Repair Reporting Line.	New for 13/14	n/a	n/a	79.37%	82.61%	80.73%	GREEN

Challenges in the next quarter

Independent Living Project – ensuring that an appropriate project team is in place to fully utilise the funding for 2014/15

Housing Repairs – mobile working and scheduling to go live for calls 22nd April and for operatives 1st May

Ely/Caerau Hub – the launch of the new Hub on the 23rd June.

Contractor Arrangements – resolve contractor issues for void repairs and disabled adaptations.

Adult Community Learning (ACL) – Ensuring smooth implementation of the 2 new ACL Programmes, Learning for Leisure and Learning for Work and the online ACL enrolment service being available from June 2014

Central Library and Local Studies & Library Support Service Restructure – progress the recruitment process to implement the new structure and deliver required savings. The implementation of EDI and produce workflows and processes.

Directorate: Corporate Resources

Councillor: Graham Hinchey Director: Christine Salter

Sickness Absence YTD (FTE Days Per Person)	8.99
PPDR Compliance (End of Year Review Completed)	37.71%
Number of Employees (FTE)	867

Q4 Budget Position

Issues for the cabinet/senior management to be aware of

Net Budget	Outturn	Variance
£ 22.158 million	£ 22.563 million	£405,000

1. The planning statuses against the 2014/15 budget savings of £48.645m have been updated for Cabinet and senior management to review.
2. Although the Council's monitoring position at month 9 (Cabinet report in February) indicates a balanced position, concerns remain over the directorate monitoring positions with an overspend of £3.985 m projected. The final position will be identified as part of the closure of accounts and reported to Cabinet in June.

Service Delivery

Financial

1. The Council's budget was set for 2014/15.
2. Significant pressures have occurred in Service Accountancy in this financial year including 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.
3. The Actuarial Valuation of the Pension Fund as at 31/03/13 was completed on 28th March. The funding ratio has increased to 82% from 71% in 2010 and the average employers' contribution rate for the whole Fund has reduced from 23.2% to 22.2%. These favourable results were reported to the Pension Fund Investment Advisory Panel and to the Audit Committee during March.
4. 78,484 council tax accounts paid by direct debit instalments 31/03/14 compared to 76,399 at 31/03/13.
5. Arrangements have been put in place for new banking arrangements to be in place from 01/04/2014. Some issues with setting up petty cash accounts and arrangements will need to be in place to deal with this in the short term.

Portfolio Delivery Plan

1. The software for the Council Tax Reduction Scheme has been successfully tested, incorporated into the annual billing process and all bills were correctly issued.
2. The online direct debit form for Council Tax will go live in April making the service Payment Card Industry compliant and in quarter 4 is at the advanced testing phase.
3. An income management policy has been drafted to make payments consistent across the Council.
4. Rolled out Wi-Fi to all schools (3400 access points) and migration of all Cardiff schools to new Hwb virtual learning system.
5. Identification of significant health and safety failings in the management and monitoring of contractors by the Council, and shortfalls in the health and safety performance of contractors. Advice and guidance has been provided to address the failings.
6. The Pensions Administration System was upgraded to the Altair system during the week commencing 31st March, in line with the timetable agreed with the supplier. The new system implements the new pension scheme regulations in force from 1st April.

Management

1. **PPDR Status:** Initiation of PPDR process: 93%. Half Year Review completed: 70%. End of Year Review completed: 37.71% End of year deadline for completion is 31st May 2014.
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 to ensure a consistent approach.
3. **Sickness:** Directorate position at end of March 14 is 8.99 FTE Days lost per person. Target was 8.59

Risk position as at Quarter Four

1. Risk of significant shortfall against 2014/15 Council budget savings of £48.645m and impact on financial monitoring and workload within Finance teams in the coming year. Status = Red.
2. With an increase in fraud investigations, requests for additional (unplanned) audit and investigative work and staff leaving there has been slippage on audit coverage as outlined in the Audit Plan. It is important there is flexibility inbuilt to the Plan but there is concern that some planned audits, including some assessed as high risk, have not been completed by the year end. These have been prioritised in 2014/15 plans. (Linked to Corporate Risk Register, Medium Priority B3, Amber).
3. Income strategy for CTS. Legislative and political barriers to competing with the market easily. Mitigated by ensuring comprehensive legal advice obtained. Status = Amber.
4. There is a lack of confidence between the FM contractors and Council that has hindered performance. This is being mitigated through facilitating a number of workshops with the contractor and building services staff resulting in a detailed action plan. Status = Amber.
5. The Council is approaching the 5% limit for VAT partial exemption activity. This could impact on spending decisions within the capital programme. Mitigated by close monitoring and being identified early and by seeking independent expert advice when required. Status =Amber/Green

Progress against actions in the Corporate Plan 2013/14

Green 71% (5 actions)

Amber 29% (2 actions)

Progress against all Performance Indicators

Green 59% (10 indicators)

Amber 41% (7 indicators)

Key Performance Indicator Data – Q4 2013/14

Performance Indicator	Result 12-13	Position Q1	Position Q2	Position Q3	Position Q4	R.A.G.	Comment
The percentage of council tax due for the financial year which was received by the authority (CFH/007)	95.34	27.62	53.89	81.31	96.35	Green	Collection rate up 1.01% on 2012/13. The best ever in year collection rate achieved for Council Tax.
The amount of non-domestic rates received during the year, net of refunds (CFH/008)	94.91	33.70	58.37	83.49	95.43	Green	0.52% improvement of on 2012/13.
The percentage of invoices which were paid in 30 days (CFH/006)	84.16	85.22	84.08	84.58	85.59	Amber	Quarter 4 shows a further improvement in processing times. The quarter's result of 85.59% exceeded the target of 87%.
Percentage of regular creditors paid by BACS (KPI02)	86.25	87.67	87.70	88.34	88.08	Green	2013/14 target of 88.00%
The percentage of employees including teachers and school-based staff who leave the employment of the authority (CHR/001)	11.15	1.88	6.28	10.34	12.07	Green	Final figure for 2013/14 is within the target of a range of 10-13%.
The percentage of local authority employees from minority ethnic communities. (CHR/004)	5.36	5.41	5.41	5.33	5.41	Green	Percentage of minority ethnic employees has improved slightly over the previous quarter target of 5.00%
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (CHR/002)	11.71	2.72	4.82	7.45	10.18	Amber	2013/14 target of 10.00 (Council wide result and target).
Percentage senior management posts filled by women (HR/CORP/08)	41.67	40.00	33.33	47.06	47.06	Green	2012/13 target of 45.00%
Percentage permanent employees between 16-25 (HR/CORP/09)	5.33	4.93	5.25	3.24	3.10	Amber	2013/14 target of 6.00% (Reduction in external recruitment).
Reliability of top 10 applications (as defined by Socitm) (ICT02_Applications)	99.94	99.99	100	100	99.90	Green	2013/14 target of 99.90%

Challenges in the next quarter

- Supporting Directorates with monitoring their budget and associated savings for 2014/15.
- Prepare papers for Cabinet and senior management for budget strategy for 2015/16. This needs to include consideration for the base case medium-term financial plan to save £92.3m over the next three financial years.
- Supporting schools with their budget plans for 2014/15, providing further scenarios for medium-term planning and specific support to those schools that have applied to go into deficit or are currently in deficit.
- Embed finance support identified as part of the governance for the Organisational Development Programme.
- Continue the Single Fraud Investigation Service pilot through liaising with the Department for Work and Pensions & other Local Authorities (CR32) and manage the transition of the Benefit Fraud team to the Single Fraud Investigation Service at the end of June. Retain expertise in fraud investigation matters to target a wide range of non-benefit fraud work based on a business case for retaining 3.5 FTEs.
- To implement the workforce package. This will involve sending letters and contracts to over 6,800 staff. The production of comprehensive FAQs and additional helpdesk support will enable queries to be dealt with and also the scanning of returned forms. Information will be provided to Directors on a regular basis to ensure staff return their forms.
- Explore alternative delivery methods for CTS & FM, other opportunities to increase profitability and provide a more performance focussed approach to efficient service delivery.
- Completion of the closure of 2013/14 accounts in line with the timetable. A set of draft accounts is to be considered by Audit Committee mid June and signed off by the Council's Section 151 Officer by the end of June.

Portfolio: Economic Development & Partnerships – Councillor Phil Bale
Community Development, Co-operatives and Social Enterprise – Councillor Peter Bradbury

Corporate Services & Performance – Councillor Graham Hinchey

Director: Neil Hanratty

Sickness Absence YTD (FTE Days Per Person)	4.81
PPDR Compliance (End of year)	65.55%
Number of Employees (FTE)	114

Q4

Budget	Outturn	Variance
£1,701,000	£1,485,000	(£216,000)

Issues for the cabinet/senior management to be aware of

1. Representations made to Government regarding the inclusion of Cardiff city-centre in the UK Assisted Area programme.
2. Works have commenced on the development of a new Ice Arena at the Cardiff International Sports Village.
3. New governance arrangements established through the Asset and Infrastructure Programme to improve management and delivery of asset and infrastructure related projects.
4. Work on a new Property Strategy has been extended to be completed by September.
5. Work on the Economic Vision is being reframed to encapsulate a wider spectrum of liveable city strands and will be progressed through an international conference to be held in the autumn.
6. The Cardiff Business Council will now be officially launched in May.

Service Delivery

Financial

1. The directorate outturn position shows a saving of £216,000 which is predominantly due to a non-recurring receipt of a wireless concession payment of £262,000
2. All budget savings, totalling £537,000, approved as part of the 2013/14 budget, were achieved during the year.
3. Savings for 2014/15 on target. Restructuring of City Centre Management is the main remaining issue and is progressing well.

Portfolio Delivery Plan

1. A strategy for the delivery of the Integrated Transport Hub has been developed with the SPHTT service.
2. Cabinet agreement secured to progress the Multi-Purpose Arena project.
3. Successful collaboration with WG to secure Alert Logic.
4. Digital Grant scheme officially launched in Quarter 4. To date circa 200 applications have been received.
5. A solution for the delivery of a new Internet Exchange has been agreed.
6. A Memorandum of Understanding has been approved regarding the renovation of the Coal Exchange.
7. Advertising Partner secured. First phase roll-out including the Hayes and Queen Street submitted for planning.
8. A delivery team has been established in Cardiff University to support delivery of the City-Region board priorities.
9. Cardiff Bay visitor-led development strategy progressed and is ready for internal consultation.
10. Work on a new city promotional brand has been initiated and is ready for internal consultation.
11. Next phase master-planning covering the core area (south) has been initiated with the SPHTT service.
12. Career path guidance in growth sectors developed for schools and business representation in schools being progressed.
13. Film Unit established.
14. Cardiff Business Council established and ready for official launch.
15. Projects Design & Development broke even for 2013/14 with a small surplus.

Management

1. PPDR Status – Initiated 94%, Finalised 91%, Half Year Review Completed 62.5%. End of Year Completed 65.5%.
2. Health & Safety – Health & Safety Policy issued; Action Plan monitored and progress reported to Health & Safety Committee; established a Service Area Health & Safety Working Group; no accidents reported during the period.
3. Sickness Absence – The outturn figure for the Directorate was 4.81 days per person which is just over the annual target of 4.68 days. However, we were well within the Council's target of 10 days per person.

Risk position as at Quarter Four

1. Possible reputational damage caused by delay to the launch of a new economic vision for Cardiff - Green
2. Agreeing proposals for the delivery of an integrated transport hub including the relocation of the bus station – Amber
3. Poor workshop occupancy levels – Green / Amber
4. Lack of progress on the Council's operational and non-operational estate – Amber
5. Restructuring of the City Centre Management team and delay with the implementation of BID - Amber
6. Delay in generating income through the advertising strategy to offset savings – Amber
7. Delay in generating income through the Cardiff Business Council - Amber

Progress against actions in the Corporate Plan 2013/14

Green 21(84%)

Amber 4 (16%)

Progress against relative Performance Indicators 2013/14

Green (87.5%) 7

Amber (12.5%) 1

Key Performance Indicator Data – Q4 2013/14

Performance Indicator	Result 12-13	Position Q1	Position Q2	Position Q3	Position Q4	Year to Date	R.A.G.
EEI001: Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise).	3,287	Annual Indicator Target: 1,000 Result: 1,036					Green
Comment: Target for 2013/14 achieved but this is a decrease from the previous year where one project safeguarded 2,000 jobs.							
ED002: Number of new and safeguarded jobs in businesses supported financially by the Council.	344	Annual Indicator Target: 500 Result: 870					Green
Comment: The Super Connected Cities programme delivered new schemes for business which has led to increased activity in supporting companies financially in Cardiff.							
ED003: The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales.	74%	Annual Indicator Target: 20% Result: 33%					Green
Comment: Target achieved, but last year's result skewed by one project that safeguarded 2000 high quality jobs.							
ED004: The number of businesses supported by the Council.	69	Target: 50 Result: 239					Green
Comment: The Super Connected Voucher Scheme (up to March 2015) has led to an increased number of businesses being supported.							
ED005: The amount of 'Grade A' office space committed to in Cardiff	299,500SqFt	Annual Indicator Target: 100,000 SqFt Result: 278,182 SqFt					Green
Comment: Approved applications for grade 'A' office space have remained stable.							
ED006: The amount of grant aid and private sector finance attracted by companies assisted by the Council.	£14,325,863	Annual Indicator Target: £1 million Result: £3,111,740					Green
Comment: Target for 2013/14 achieved but a noticeable decrease from the previous year where one project safeguarded 2,000 jobs through a significant grant package.							
ED007: The percentage of Council workshops let. Target: 90%	84.6%	82.7	82.1	84.2	91.4	85.1	Amber
Comment: Just short of target, however a slight improvement from the previous year.							
ED008: The advertising value equivalent (AVE) of marketing articles published in the press and trade journals.	£1.9m	Annual Indicator Target: £2.5 million Result: £3.1 million					Green
Comment: This measure now includes the value of media for Cardiff both in publications and on line. The addition of online articles is reflected in the 2013/14 result.							

Challenges in the next quarter

1. Progress the development of a new Property Strategy.
2. Implement new governance and join-up across projects through the Asset and Infrastructure programme.
3. Agree a detailed delivery strategy for the Integrated Transport Hub.
4. Secure control of the Council's preferred site for the delivery of a Multi-Purpose Arena and progress a procurement.
5. Progress the Dumballs Road regeneration scheme.
6. Restructure the City Centre Management team to deliver savings and further develop the BID proposal.
7. Review operational arrangements relating to the Council's property portfolio.
8. Launch and attract 1000 members to the Cardiff Business Council.
9. Initiate work on a new Tourism Strategy.
10. Progress roll out of digital advertising sites to generate income.
11. Make arrangements for the delivery of the Cardiff Convention.
12. Maintaining adequate support for SMEs given the lack of funding available through the Cardiff Capital Fund.

Directorate: Education and Lifelong Learning

Councillor: Julia Magill Director: Nick Batchelar

	Education	School
Sickness Absence YTD (FTE Days Per Person)	10.64	8.00
PPDR Compliance	35.65%	NA
Number of Employees (FTE)	1100	5441

Q4 Budget Position

The Directorate outturn position at the end of the 2013/2014 financial year showed an overall underspend of £371,000.

However, within that position there have been overspends on certain budgets that have been 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 Action has been undertaken to resolve these. The impact of the budget settlement for secondary schools remains a risk as at 31 March 2014 with the aggregate balances held by Cardiff Secondary Schools showing a collective deficit of £2.67m.

	Budget	Outturn	Variance
Education	£36,529,000	£36,158,000	(£371,000)
Schools	£197,094,000	£197,094,000	

Issues for the cabinet/senior management to be aware of

- Estyn Monitoring Revisit Feedback and resulting Monitoring Action Plan
- Managing the impact of significant increases in applications for Nursery and Reception places for September 2014 both in terms of admissions processes and available capacity in schools. There is an increased risk of suitable places not being available within the locality.
- Managing the change process for the new business model for consortium arrangements in line with the Welsh Government expectations.

Service Delivery

Financial

- Storey Arms, Music Service and issues with the Friary and Parade buildings all incurring an overspend.
- Officers continuing to work with individual schools on their budgets and medium term financial plans
- For 2014/2015 officers beginning to work through the impact of £6.5m budget savings target and the impact of staff groups and service delivery.

SOP - Consultation on proposal for new 2 form entry primary school in Pontprennau

- Pontprennau statutory consultation complete, statutory notice published, one objection received, Council has determined the proposal is to proceed and a new school to be established by Sept 2015. 21st Century schools capital agreed in principle, detailed business case application to secure required capital in process.

Estyn Inspection

- The outcome of the Monitoring Revisit is that Cardiff is in need of Significant Improvement – action plan submitted.
- An Education Improvement Board (EIG), reporting to the Education Development Board (EDB) and chaired by the Chief Executive, has been established to drive delivery of the plan.

Management

- Compliance with PPDR process and sickness absence statistics remain a concern for the Service. Preparation work for the management restructure during the first quarter of 2014/2015 has been completed and adverts were placed for Assistant Director and Head of Achievement & Inclusion posts in early April.

Risk position as at Quarter Four

- The Central South Consortium does not challenge Cardiff schools sufficiently to improve
- SOP. New school building in East Cardiff to support raising school standards at risk of being delayed if procurement and VAT issues not resolved satisfactorily. Ambitious timescales for project delivery for completion of Millbank Primary may disrupt Education provision from Sept 2014.
- 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 – expected outcomes for Summer 2014, from schools, show improvement at both KS2 and KS4 – this will require continued challenge and monitoring during the Summer Term at both LA and Consortium level.

Progress against actions in the Corporate Plan 2013/14

Awaiting updates

Progress against relative Performance Indicators (9)

Green 33.3% (3)

Amber 22.2% (2)

Red 44.4% (4)

Key Performance Indicator Data – Q4 2013/14

Performance Indicator	Result 12-13	Position Q1	Position Q2	Position Q3	Position Q4	R.A.G.
Percentage of pupil attendance in Primary Schools	94%	93.94%	93.98%	94.33%	94.68%	Green
Percentage of pupil attendance in Secondary Schools	92.9%	92.84%	92.18%	94.14%	93.73%	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% 85.22%	Annual Performance Indicator Schools Expected Outcome#				Amber
Key Stage 4 – Pupils achieved the Level 1 threshold	91.74% 95.23%	Annual Performance Indicator Schools Expected Outcome#				Red
Key Stage 4 – Pupils achieved the Level 2 threshold including a GCSE pass in English or Welsh first language and mathematics	49.86% 56.88%	Annual Performance Indicator Schools Expected Outcome#				Red
Key Stage 4 – Pupils achieved Core Subject Indicator	46.66% 55.88%	Annual Performance Indicator Schools Expected Outcome#				Red
Key stage 4 - Average wider points score per pupil	457	Annual Performance Indicator				Red
Post 16 Results – Pupils achieved the Level 3 threshold (2 A levels, grade E or higher)	96%	Annual Performance Indicator				Amber
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%	Annual Performance Indicator				Green

Schools Expected Outcome – this represents the aggregate pupil level data of outcomes from tracking by schools of individual pupil progress. The expected outcomes are the result which schools expect pupils to achieve in the Summer examinations.

Challenges in the next quarter

- SOP – Eastern High School site, catchment area changes, Llanishen Ward school capacity, the identification of suitable sites for additional primary school capacity in the Four Wards in the context of local concerns about this potentially impacting on other community facilities
- Refresh of the 21st Century Schools investment scheme to support the improvement of educational standards without compromising our ability to address sufficient primary school capacity.
- Implementing a new management restructure.
- Managing in excess of 400 pupil admissions appeals over the Summer Term
- Managing impact of budget settlement on individual school delegated budgets and impacts of staffing levels

Directorate: Environment

Councillor: Bob Derbyshire
Ramesh Patel

Director: Jane Forshaw

Qtr4 Budget Position

Sickness Absence YTD (FTE Days Per Person)	19.53
PPDR Compliance	32.14%
Number of Employees (FTE)	698

Budget	Outturn	Variance
£27,156m	£29,152m	£1,996m

Despite rigorous and constant attention to the budget across the Directorate budget holders, and the curtailing of expenditure where possible on statutory and non-statutory functions, the final outturn reflects some significant issues and some are likely to remain for 2014/15

Issues for the cabinet/senior management to be aware of

- Financial pressures arising from excess vehicle charges of £769k by CTS directly to the Directorate budgets, with some items still being disputed.
- In the final stages of the Cabinet budget settlement further cuts on agency, training and overtime were imposed. Certain savings for Environment already assumed savings in these areas, hence double counting. We have now undertaken detailed analysis which shows we are likely to underachieve in these areas.
- 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 (an Interim Waste report will come to Cabinet in July)
- Regionalising Regulatory Services – there is some delay on progress on the collaboration arrangements for Regulatory Services (a report going to Cabinet during 2014)
- Waste Strategy & Collection Changes – following the consultation on a future Waste Strategy & recycling options a report outlining the recycling modelling options will come to Cabinet in September and will take account of the costs of implementation, Welsh Government views, and the ability to meet statutory recycling targets.
- The Energy Prospectus – a Cabinet paper is being prepared for July, which will propose public consultation and suggest researching routes to market.
- Alternative delivery models for the City Analyst and Cardiff Dogs Home (report going to June Cabinet – Dogs Home), a procurement process is being implemented for City Analyst services.

Service Delivery

Service Delivery Planning

The directorate manages the corporate and business actions progress through quarterly business planning reviews, we review the risk status of each objective and where necessary look at mitigating actions to support the outcome of the objective, a number of these will transfer into 2014/15 due to the nature of the objectives outcome. The summary of the RAG status is shown below.

Financial Management

- The Directorate has faced considerable financial challenges during this financial year, including pressures from the £0.5m in year reduction of the Waste Grant, unexpected charges from CTS, increased residual waste coupled with market fluctuations for our recycling material, exacerbated by some misalignment of waste data and financial accounting systems.
- The Directorate has responded to these challenges by restricting spend across all areas, instigating early budget decisions, and reviewing and reducing operational activities. We have developed, along with our Finance colleagues, effective fortnightly budget monitoring meetings that challenge all areas of budget spend with all Senior Management. This approach for budget monitoring is being taken forward into 2014/15 and developed further with the instigation of a budget tracker spreadsheet which tracks current budget spend, budget savings, budget pressures, grants and reserves across the whole Directorate.
- We are also initiating a base budget review of waste, to include SAP training for managers and budget holders, with an aim, through our employee engagement, to improve commercial alertness and awareness across the Directorate. Staff are generally good service deliverers but not automatically yet thinking about how to run the “business”.
- With these improvements in place the Directorate is now fully controlling, managing, monitoring and reporting on its budgets and at a very early stage we can identify any significant pressures which could have an impact on our end of year forecast.

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, the final reviews are being undertaken with a target to complete by the end of May, this is a significant challenge for the Directorate..

Absence Management

- Sickness Absence – The year end outcome of 19.53 average days lost per person against Directorate target of 21.26 is a significant achievement for the Directorate, a review of long term sickness cases, more robust return to work interviews and trigger management has supported the efforts of the Directorate to reduce days lost and reduce agency backfilling costs.

Health & Safety

- Health & Safety – promotion of effective health & safety continues to be a key consideration, continued emphasis on ensuring risk assessments are up to date (as at 30 April 2014 only 4 out of 257 to be reviewed 1.3%).
- Accident and incident reporting has been a key challenge, for 2014/15 257 accident/incident reports with 475 lost days, the increase in reporting can be linked directly to the profile raising of reporting near misses, days lost have reduced by 110 days over a two year period. We are examining training records in relation to accidents and monitoring the quality and effectiveness of the training.
- **Alternative Service Delivery** – programme broadly on track subject to sign off of requests for enabling and specialist resources.

Risk position as at Qtr4

- Financial control (red)- Mitigating action: controlling, managing, monitoring and reporting on its budgets fortnightly so that at a very early stage we can identify any significant pressures which could have an impact on our end of year forecast.
 - 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 – (Red)- 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

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

Green 62% (21)

Amber 38% (13)

The bulk of the amber ratings relate to securing necessary resources (both revenue and personnel) and those requests are being scoped and presented for consideration.

Progress against relative Performance Indicators (39)

Green (22) 56.4%

Amber (3) 7.6%

Red (5) 12.8%

Key Performance Indicator Data – Qtr4 2013/14

Performance Indicator	Result 12-13	Target	Position Q1	Position Q2	Position Q3	Position Q4	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%	92.62%	93.76%	Green
Percentage of reported flytipping incidents cleared within 5 working days	86.49%	>90%	91.55%	87.35%	94.89%	89.79%	92.56%	Green
Percentage of reported flytipping incidents which lead to enforcement activity	56.36%	>25%	76.75%	63.45%	60.75%	66.45%	67.50%	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%	TBC End of June 14	51.72%	TBC
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%	TBC End of June 14	TBC	TBC
The percentage of Pollution Control complaints responded to within 2 working days.	87%	>75%	86.73%	79.12%	89.50%	94.86%	86.36%	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%	99.5%	75%	Red
The percentage of significant breaches that were rectified by intervention from Trading Standards.	77.4%	>90%	64.3%	60.4%	84%	93.7%	93.7%	Green

Challenges in the next quarter 2014/15

- Waste strategy—getting a preferred direction of travel, working with Cabinet Member, Scrutiny, Welsh Government & WLGA
- Control and ownership of the budget, with zero base work on the waste budget and training commenced on commercial acumen.
- Resources and achievements delivered for key programmes, in particular Alternative Delivery and the Energy Prospectus.

Directorate: Health and Social Care

Councillor: Susan Elsmore Director: Siân Walker

Sickness Absence YTD (FTE Days Per Person)	14.35
PPDR Compliance (year end)	72.29%
Number of Employees (FTE)	807

Q4 Budget Position

Budget	Outturn	Variance
£94,648,000	£98,272,000	£3,624,000

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

1. Continuation of budget pressures exacerbated by a demand-led service. Directorate working with Housing to develop independent living approach to manage demand. Continuation of programme of reviewing and right-sizing packages of care
2. Limited senior management capacity within the Directorate at the current time
3. Continued proactive management with health partners, maintaining the momentum of the reduction in delayed transfers of care (DToC)
4. Community Resource Centres co location of CC Reablement staff with Health staff has been achieved
5. Whilst numbers of Direct payments taken up has improved, this is still not at satisfactory levels – there is a continued need for improved performance

Service Delivery

Financial

Information to follow as agreed with Corporate Performance Team.

Portfolio Delivery Plan

- Cabinet received the Task Force Independent Expert Group report 'A Fairer Deal for Adult Social Care Users and the Care Workforce' in March 2013, considering the way forward for provision of domiciliary care in Cardiff. 4 recommendations were made which H&SC are taking on board in commissioning new services.
- Successful bid for £3.875m to Welsh Government for Independent Living Partnership Programme, enabling service development of preventative services with Housing & Communities in 14/15.
- Overall trend for Direct payments is positive - up 24% from 12/13 (404) to 13/14 (501), though 13/14 target not achieved.
- Improved performance on service user Reviews due within the quarter (that were reviewed or reassessed within the quarter) have increased from 77.52% in Q3 to 82.09% in Q4 (SCAL24).
- Continued improvement in performance of Delayed Transfers of Care (DToC) for Social Care reasons (44 in Q3 down to 39 in Q4)
- Merger of the Cardiff & the Vale of Glamorgan Local Safeguarding Adult Board (formerly AAPC) now complete.

Management

- **PPDR Status:** Initiated 97%, Finalisation of Objectives 95%, Half Year Review Completed 53%, Process Completed 72.29% (Date for completion of 2013/14 PPDR process is 31 May 2014)
- **Health and Safety:** The H&SC Action Plan for 2013/14 has been signed off by Senior Management Team. Guidance for 2014/15 is currently being developed with Corporate Health & Safety.
- **Sickness:** The percentage of short term sickness for Q4 is 2.8% and long term sickness 4.82%. The situation continues to be monitored monthly by the H&SC Senior Management Team.

Risk position as at Quarter Four

Key risks identified this quarter

- H&SC continue to face extreme budget pressures in 2014/15. The Directorate is closely monitoring identified savings and efficiencies, in order to correctly align resources with the priorities that arise from managing changing demographics.
- Impact of the Cheshire West ruling on requirement for Deprivation of Liberty Safeguards (DoLS) Assessments is currently being scoped but risk both service and financial has been highlighted

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

Green 93% (13)

Amber 7% (1)

Progress against relative Performance Indicators (11)

Green 46% (5)

Amber 18% (2)

Red 27% (3)

N/A 9% (1)

Key Performance Indicator Data – Q4 2013/14

Performance Indicator	Result 12-13	Position Q1	Position Q2	Position Q3	Position Q4	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	2.38	4.88	6.78	8.47	AMBER
Numbers of Delayed Transfers of Care (DTC) for social care reasons continued to decrease this quarter - can be attributed to continued weekly monitoring and reporting to Director H&SC, improving communication/ liaison between Brokerage and service providers, partnership working with Health, and development of Community Resource Centres (CRT's)						
% 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	85.25	85.49	85.31	85.11	GREEN
% 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	71.66	71.35	71.60	71.73	GREEN
The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	33	30.7	30.9	31	32	RED
Target Performance in this area is 28 days and is impacted by complexity of current Unified Assessment Form. Implementation of 'All Wales Integrated Assessment' (1 st May 14 and on target) will result in a reduced recording complexity to assessment of need, and lead to speedier responses.						
% of reviews due within the quarter that were reviewed or reassessed within the quarter	72.18	75.62	77.33	77.52	82.09	GREEN
Total number of reviews completed in Quarter 4 1863. This indicator now includes details of Mental Health reviews recorded in the Health database PARIS.						
% 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	27.75	29.61	31.90	32.90	RED
Target of 58% not achieved and a refreshed approach to delivery includes implementation of a dedicated resource to undertake Carer assessments.						
% of protection of vulnerable adult (POVA) referrals completed where risk has been managed	94.21	91.50				
Initial result excludes Health POVAs. Final annual return will be verified as part of the POVA statistical return to Welsh Govt.						
Total number of Adults using Direct Payments at end of the quarter	404	418	447	477	501	RED
Performance improved but not delivering target – dedicated promotion of uptake of Direct Payments in LD service has commenced and will improve outcomes in 14/15.						
% of people helped back to independence without ongoing care services, through short term intervention	65.68	65.68	62.75	68.88	70.83	GREEN
% of short term sickness absence - (H&SC Services)	3.32	2.23	1.95	2.76	2.80	AMBER
% of long term sickness absence - (H&SC Services)	6.02	4.86	4.29	3.59	4.82	GREEN
Short and long term sickness continues to be monitored monthly by H&SC Senior Management Team.						

Challenges in the next quarter

- Continued robust challenge of expenditure against budget and delivery of budget savings
- Continue to improve reduction of Delayed Transfers of Care for Social Care reasons.
- Improve take up of Direct Payments particularly in LD and MH service area.
- Delivery of Integrated Assessment implementation on 1st May 2014 and in MH & LD services on 1st June 2014.
- Continued delivery against corporate HR objectives (PPDR and Sickness reduction) consistent with the Corporate and H&SC Business plans.
- Improve the number of Carer Assessment offers and completed carers assessments. Integrated Assessment will impact positively
- Delivery with Housing & Communities colleagues Phase 1 of Independent Living Partnership Programme.

Directorate: Planning, Highways, Traffic & Transport

Councillor: Ramesh Patel

Director: Andrew Gregory

Q4 Budget Position

Sickness Absence YTD (FTE Days Per Person)	8.45
PPDR Compliance	42.25%
Number of Employees (FTE)	420

Budget	Outturn	Variance
£35.926m.	£35.777m	£149,000

Issues for the cabinet/senior management to be aware of

- The Service Restructure has been redefined to include all management and transport/highways integration. This will increase additional workload and stress in service in next 2 months.
- The service is currently ongoing a challenging transition. Staff numbers are in the process of being significantly reduced. However, in a number of critical areas, such as major planning applications, transport strategy, and detailed highways responses and workload is increasing. In the next 3-6 months managers will need to substantially reprioritise.
- Key projects are being taken forward such as strategic bus study, Metro RCT study work.
- A strategy development project team has been established between SPHTT and Economic Development. This will allow coordination across all corporate areas.

Service Delivery

2013/14 Business Plan Review outcomes

The Qtr4 review established that 17 of the 22 Business Plan objectives are at green (on target), however 5 objectives are at amber (possible issues), these are outlined below with respective remedial actions or reasoning:

- Implement the District Centres Strategy by developing strategic action plans for priority centres - this objective has been passed to Communities, Housing and Customer Services Directorate to take forward
- Investigate and develop options to deliver Transport infrastructure to compliment Valley Lines electrification - Project Plan developed and now included in the Directorate's Delivery Plan 2014/15 to move forward and deliver
- Develop a Walkable Neighbourhood Plan for Cardiff, together with a prioritised programme of schemes to be delivered awaiting Director / Cabinet approval to proceed
- Deliver the Core Bus Network Plan - awaiting funding confirmation from WG
- Work with Sewta and neighbouring local authorities in the identification of innovative ways to improve collaboration across the region, including progressing Regional Collaboration Fund bids - Project Plan developed and now included in the Directorate's Delivery Plan 2014/15 to move forward and deliver

Financial

The year outturn was £149K in surplus. This was an extremely positive result and It represents a significant turnaround from in-year projections and supports the proactive measures that were taken. In particular Highways has made significant improvements to achieve a very healthy surplus. Further work will need to take place with planning post restructure to improve efficiency.

Personal Performance & Development Review:

Initiated 97%, Finalised 90%, Half Year Review Completed 36%, Process Completed 42.25%.

Sickness Absence:

Overall position at March 14 is 8.45 indicative FTE Working Days Lost per Employee Year against target of 5.24.

Health & Safety

Expired Risk Assessments (RAs) still remain a concern but have reduced slightly (as at 13/5/14) to 18% (59 out of 321), rationalisation has started to help reduce and streamline the number of RAs and this should have an impact on reducing the deficit further in Qtr1. Accident & incident statistics have now been received and analysed for 2013/14, key outcomes are as follows; 19 accident/incident reports, 62 days lost which is attributed to a single accident where a member of staff was off long term, highest trend includes; verbally abused by a person (6 of 19), 10 of the 19 accident reports were deemed to be near misses. Comparisons are difficult to establish for the previous year due to the former restructures and development of SPHTT. Unfortunately firm arrangements for policy and action plan development were not put in place during 2013/14 and this needs re-emphasising to managers to ensure that robust frameworks are put in place for 2014/15. An Annual Report for 2013/14 will shortly be compiled which will give a comprehensive H&S performance account for the Directorate.

Risk position as at Quarter Four

Transport Infrastructure Delivery - Significant issues remain with regard to the delivery of transport infrastructure in terms of long term capital funding and partnership/governance. We are working closely with Welsh Government to identify potential EU, WG and other funding streams.

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

Green 77% (17)

Amber 23% (5)

Progress against relative Performance Indicators (41)

Green 51% (21)

Amber 31% (13)

Red 18% (7)

Key Performance Indicator Data – Q4 2013/14

Performance Indicator	Result 12-13	Target	Position Q1	Position Q2	Position Q3	Position Q4	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%	64.29%	65.08%	Green
The percentage of major planning applications determined during the year within 13 weeks	29.03%	>25%	18.18%	25%	11.11%	45.45%	25.71%	Green
The percentage of householder planning applications determined during the year within 8 weeks	76.62%	>80%	77.44%	71.05%	73.03%	77.34%	74.57%	Red
A combination of streamlining service delivery with increased staffing levels in the Non-Strategic /Householder Team will result in achievement of the target within 3 months.								
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%	52.6%	56.5%	Red
The relatively low numbers of appeal decisions can impact on the percentage figure to a significant degree. For example, one additional decision in the Council's favour would have achieved the target.								
Percentage of openings reinstated as per compliance	99.53%	100%	96.49%	99.44%	99.76%	99.04%	98.67%	Amber
Percentage of Streetworks completed on time	98%	100%	98.2%	97.9%	97.03%	99.2%	98.1%	Amber
Cardiff East Park & Ride Use	129,612	>143,867	31,641	34,947	45,659	30,492	142,739	Green
Traffic penalty tribunal decisions in Council favour	80%	>80%	68%	61%	77%	83%	71%	Red
The year to date figure is below expectation because of the time lag between cases being registered with the Adjudicator and the hearings being scheduled and heard. It can take several months between notification of adjudication and the case being heard, particularly if a personal hearing is requested by the motorist. As cases are closed, this figure will increase. For example, the Q1 result has risen to 89% now that all outstanding cases for that quarter have been heard.								
Percentage of dangerous damage to pavements repaired within 2hrs	93.75%	>95%	100%	100%	100%	100%	100%	Green
Percentage of dangerous damage to roads repaired within 24hrs	93.28%	>95%	95.11%	99.12%	99.01%	95.03%	95.82%	Green
Percentage of Street lighting equipment rectified within 7 calendar days	80.88%	>85%	88.46%	77.49%	78.65%	78.46%	80.69%	Red
Qtrly results are largely influenced by a reduction in weekend working to achieve financial savings in overtime. Future results anticipated to improve based on a cessation of night patrolling which is likely to reduce the number of job tickets produced each month.								

Progress made against challenges identified in Qtr3

- Ensure all programmes relating to corporate priorities and budget savings are effectively established and in train - full delivery programme for all corporate priorities and budget savings in place
- Improve position on PPDR completion/ Improve sickness absence – not progressed significantly since Qtr3
- Ensure that effective approach is embedded in relation to strategic site delivery and master-planning - significant progress has been made, developers have agreed a new approach.
- Ensure that all transport bids and project work is effectively resourced, planned and progressed - significant progress in submitting successful transport bids, still some concerns regarding major funding support on strategic projects.

Challenges in the Next Quarter

- Ensure that managers rigorously reprioritise and redefine new service areas
- Complete the restructure of management and transport/highways / Ensure that budget stays on line
- Improve response times and system

Portfolio: Sport, Leisure and Culture

Director: Chris Hespe

Cabinet Members: Cllrs Bradbury, Derbyshire

Q4 Budget Outturn

Budget	Outturn	Variance
£19,950,000	£19,731,626	(£218,374)

Sickness Absence FTE Days Lost per Employee Year (Target 11.88)	13.18
PPDR Compliance Year End Review	47.32%
Number of Employees	750

Despite some significant financial challenges, the Directorate achieved a surplus of £218,374 against its controllable budget. This included achievement of the £1.994m savings target which incorporated increased operational efficiencies. The underlying position reflects significant subsidy reductions for sports and leisure facilities, community halls, cultural venues and registration services. Significant improvements were also reached at CIWW although the trading position continues to be adversely affected by loan repayment. Further savings were made following the successful tendering of the Winter Wonderland event. The outturn position also includes transfer of the Bereavement surplus to reserves for future capital investment and preservation of commuted sums for existing commitments in parks. A positive outcome was also reached following continuous challenge of additional Parks CTS charges.

Issues For Cabinet / Senior Management To Be Aware Of

Introducing reduced operating hours at play centres, (decision in 14/15 budget round), will provide a challenge throughout 14/15.

Service Delivery

Financial

- Outturn position shows income strategy in Leisure had a positive impact by reducing the subsidy by £445k. 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 410,402 against a target of 401,025, with retained income of £1,391,486, 26.8% above target.
- Venues Functions Unit showed shortfall of £72k mainly against income target set for Mansion House.
- Parks Commercial section shows overspend of £52k including; shortfall of £55k in sponsorship income plus Caravan Park bookings and property rentals offset by surplus from car parking fees.

Portfolio Delivery Plan

- Commonwealth Games bid exploration in partnership with Welsh Government. Bidding decision will be dependent upon full evaluation of Glasgow Commonwealth Games. Worked up bid with Football Association of Wales for EUROS 2020.
- Limited progress in establishment of Sporting Hubs in each of the six Neighbourhood Management Areas but planned through new arrangement with Cardiff Metropolitan University.
- Community Asset Transfer reports for Plasnewydd and Maes-y-Coed Community Centres considered at April Cabinet Meeting. Discussions on Flatholm progressing.
- Stage 1 funding bid submitted for Parc Cefn Onn under the Parks for People funding stream, this will be considered in second quarter of 14-15.
- Events Strategy consideration by Cabinet delayed, will now be presented at June Cabinet.
- MAX Associates work progressed on options appraisal for management of leisure centres and arts venues.
- Commenced work to explore new delivery model for Children's Play for introduction in 15/16.

Management

- **Health and Safety:-** Action Plan in place and year end summary position statement completed. 23 accidents reported for the quarter, 6 of which were lost time. Health and Safety Policy re-issue pending Corporate revisions; Facilities Management related potential health and safety issues actively progressed.

Risk

- The timing for procurement of new management arrangements to generate savings in 2014/15 required from operation of Leisure Centres and Arts Venues is tight to achieve savings on Arts Venues in the year.
- High financial savings target has been set for 14/15 from leisure centre income.
- Resolution of issues re Facilities Management service desk response timescales / maintenance arrangements to take account of business critical services.
- Community Asset Transfer of Flatholm Island not progressing as rapidly as anticipated. Plans in place to move forward as expeditiously as possible and visits by potential partners planned for Qtr 1.

Progress Against Actions In The Corporate Plan 2013/14 (46)

Green 89%

Amber
2%

Red 9%

Progress Against Relative Performance Indicators (54)

Green 71%

Amber 23%

Red 6%

Key Performance Indicator Data – Q4 2013/14

Title / Ref	Result 12-13	Target 13-14	Result 13-14	RAG Status
Number of Attendances At Harbour Authority Facilities	1,147,542	1,200,000	1,247,705	GREEN
Total Income for The Harbour Authority	£616,072	£600,000	£767,640	GREEN
Customer Satisfaction Levels For The Harbour Authority	93.5%	93%	95%	GREEN
Number of Individuals Participating In Parks Outdoor Sport	235,624	245,000	221,744	AMBER
Customer Satisfaction For Parks And Sport	N/a	85%	82%	AMBER
Total Number of Children Engaged Aged 7 - 16 In Sport Cardiff Led Participatory Opportunities	61,447	45,000	45,339	GREEN
Number of Paid Attendances at Cultural Venues	377,796	402,025	410,402	GREEN
Retained Income For Cultural Venues	£1,256,117	£1,097,492	£1,391,486	GREEN
Number of Attendances At Cardiff Castle	246,250	250,000	266,927	GREEN
Cardiff Castle Income	N/a	£2,958,000	£3,022,365	GREEN
Customer Satisfaction Level For Cardiff Castle	86%	90%	86%	GREEN
Total Income For City Hall	£630,581	£632,610	£657,944	GREEN
Visits/Attendances At Sports And Leisure Centres	2,114,558	2,241,431	2,266,061	GREEN
Number of Active Card Sales	4,956	5,055	4,621	AMBER
Visits/Attendances at Children's Play Centres	103,032	101,000	103,986	GREEN

Status of Challenges Reported at Quarter 3

- Progressed discussion of work experience opportunities with Cardiff & Vale College to further develop structured programme of work placement opportunities at Channel View starting next academic term in September.
- Income position for Mansion House only marginally improved, plans in place to address.
- Improved position on PPDR completion required.
- Improve sickness absence – although still above target, improved position from Qtr 3.
- Use of casual accredited coaches and volunteers in Qtr 4 has increased overall number of children aged 7-16 participating in Sport Cardiff led opportunities. (KPI PS010).

Challenges In The Next Quarter

- Progressing speedily with procurement process to determine operator for Arts Venues and Leisure Centres.
- Progress planning for new management model for retail catering by September 2014.
- Keeping Children's Play service operational on reduced staffing hours.
- Exploring savings offer for 15/16.
- Improve position on PPDR completion.
- Improve sickness absence.

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 10 April 2014

Councillor Graham Hinchey
Cabinet Member for Corporate Services and Performance
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Dear Councillor Hinchey,

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 1 April 2014 Council Quarter 3 Performance Report

On behalf of the Committee, please may I thank you following your first visit to Policy Review and Performance Committee last week in your new Cabinet Portfolio role. The Committee Members look forward to developing a productive working relationship with you in this role, to support the ongoing improvement of the Council's services. I will be grateful if you can also convey our appreciation to the Chief Executive and to the Assistant Director of Sport, Leisure and Culture for presenting the new look Quarter 3 corporate performance report.

Thank you for sharing your initial impressions and views on the improvement agenda, and your intention as Cabinet Member to champion and praise good performance, and to challenge areas that can be improved at operational and management levels.

As an overall piece of feedback, Members felt that the new style report is succinct, and relatively clear on priority issues. We would like to see a stronger link between quarterly reports so that it is made clear how successfully the issues previously flagged up as challenges for the forthcoming quarter had been managed.

Members noted that the Chief Executive sees the new refreshed quarterly reporting documents as a work in progress, and that they would continue to evolve in coming quarters. They were interested to hear him describe emerging improvement approaches being considered at Senior Leadership Team as pathfinders towards new ways of improving performance, with the recent action plan emerging from the Estyn monitoring re-visit cited as a case in point. We will be very interested to hear you, Paul and Martin elaborate on these ideas at an appropriate point in the future.

A Member's question about the management of performance of issues that cut across Directorate boundaries promoted an interesting series of questions. We noted Martin Hamilton's contention that there was a need to develop arrangements for harvesting data from each Directorate involved in fulfilling part of a cross-cutting agenda, so that it can be reported as appropriate in partnership settings. Members were also pleased to hear from Paul Orders that – while the new look Directorate Delivery Plans for 2014/15 would better support the management of performance of cross-cutting agendas – this would continue to improve moving forward, and that



Members would see further improvement on this point as the organisation moves into its planning for 2015/16 delivery. Committee will follow these planned improvements with interest.

Another line of enquiry at the meeting revolved around the topic of benchmarking - specifically on this occasion benchmarking around the consistency and level of challenge in setting stretching improvement targets. We are glad that both officers present are strongly focused on this area, and concede that it will take time to develop appropriate benchmarking arrangements. You will appreciate that this subject has been one steadily championed by this Committee over the past two years (as for instance in correspondence to Councillor Joyce and Councillor Cook last month that I have appended to this letter for your information), and that the new Council Leader was probably the firmest advocate of the need to improve benchmarking while he served on PRAP. It was particularly interesting to hear Paul Orders talk of the potential for future performance reports to have a "corporate wrap" with key messages about the Council's overarching performance quality across its services and Directorates. We look forward to returning to this topic at future scrutinies of performance.

A Member asked if citizens and other interested stakeholders (including non-executive Members) could access and interrogate open and machine-readable data on the Council's performance. We thank Paul Orders for suggesting that he would take this back to explore the timelines and resource needs involved in making this kind of data available.

Moving onto a specific topic, you heard at the meeting the enthusiasm Members expressed for considering the Council's Property Strategy. We have been looking forward to this item for some time, and were delighted to hear that following discussions with Neil Hanratty you felt it will be available to come to PRAP very soon. From the comments made by Members at the meeting you will understand that Committee is hoping that the Strategy will contain some interesting ideas which fall "outside the box", and which will act to protect the quality and unique appeal of the city centre to a wide range of demographic and interest groups. We understand that the concept of a "Public Sector Hub" referred to in the Q3 performance report may still be in its early days, but would also be keen to further explore this concept (and the Council's potential participation in a hub of this kind) if possible as part of the Property Strategy.

Picking up on a small piece of recent business, Councillor Goodway had at a meeting earlier this year indicated that – to support rigorous monitoring of the delivery of budget savings during the coming year – he would be prepared to attend Committee monthly if needed to report on progress in this area. You may be reassured to hear that Committee felt this would present an unnecessarily onerous burden on his time, but we would be interested in receiving a short monthly written report. I will be grateful if you could discuss with Christine Salter, and ask her to come back to our Committee's Principal Scrutiny Officer Kate Ward to progress this.

In closing, I and Committee colleagues look forward to meeting you again soon, and wish you all success in getting to grips with your challenging and important new role.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a long, sweeping horizontal stroke at the end.

COUNCILLOR NIGEL HOWELLS
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Paul Orders, Chief Executive
Martin Hamilton, Assistant Director – Sport, Leisure and Culture
Cabinet Support Office
Members of Policy Review & Performance Scrutiny Committee

