

POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE

2 September 2014

PERFORMANCE REPORT QTR 1 2014/15 (APRIL TO JUNE)

Reason for the Report

1. To present the City of Cardiff Council's performance report for Quarter 1 (April to June) of 2014/15 prior to its consideration by the Cabinet on 18 September 2014. The Delivery and Performance Report for Quarter 1 2014/15 is attached at **Appendix A**, and comprises a corporate overview and a summary for each Directorate.

Background

2. The Policy Review and Performance Scrutiny Committee has responsibility for scrutinising overall corporate performance management arrangements. It also has responsibility for monitoring a number of specific services, including:
 - Resources, 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, Equalities and the Welsh Language Team
 - Asset Management and International Policy within the Economic Development Directorate
 - Customer Services and Third Sector Relations within the Communities, Housing and Customer Service Directorate.

Issues

3. The Delivery and Performance report for Quarter 1 2014/15 is attached at **Appendix A**. This contains a Corporate Overview section, detailing:

- Sickness Absence levels;
 - Personal Performance and Development Review compliance as at 11th July 2014;
 - Agency and Overtime Expenditure;
 - Complaints;
 - Member Enquiries; and
 - Freedom of Information Requests Received.
4. Members may recall that when the Committee considered the Quarter 4 Performance report for 2013/14, on 3 June 2014, Members made a number of recommendations about the report. This included building in a better view of the customer point of view into the report, possibly using Connect to Cardiff call data. A copy of the Committee's letter is attached at **Appendix B** for ease of reference.
5. Members have also agreed to consider specific performance issues in more depth during 2014/15, having largely concentrated their efforts on scrutinising the overall performance framework in recent Committee work programmes. Members discussed the form which this Performance Review could take during work programming discussions over the summer and agreed that the Committee would establish a standing Performance Panel with flexible membership to consider specific issues in an inquiry setting each quarter.

Scope of the Scrutiny

6. This item will give Members the opportunity to consider the Council's overall performance, as well as its performance in the specific areas which fall under the Committee's remit, in order to make comments and recommendations to the Cabinet when it considers the report later in the month. It will also allow the Committee to select a performance issue in depth as part of its Performance Panel.

Way Forward

7. 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, have also been invited to attend the meeting to present the report and answer any questions Members may have.

Legal Implications

8. 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

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 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**;
- ii. Consider whether it wishes to make any comments to the Cabinet to take into consideration when it receives the Performance report;
- iii. Decide which performance issue it will scrutinise in depth as part of its Performance Panel.

MARIE ROSENTHAL

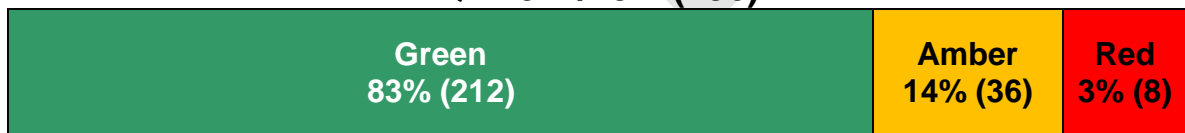
County Clerk and Monitoring Officer

27 August 2014

Q1 Delivery and Performance Report 2014/15

Progress against actions in the Corporate Plan 2014/15

Q1 2014/15 – (256)



Progress against relevant Performance Indicators

Q1 2014/15 – (102)



Contents

Corporate Overview	page 3
Children Services	page 9
Communities, Housing and Customer Services	page 13
Corporate Resources	page 17
Democratic Services	page 21
Economic Development	page 25
Education and Lifelong Learning	page 29
Environment	page 33
Health and Social Care	page 38
Sport Leisure and Culture	page 43
Strategic Planning, Highways and Traffic and Transport	page 47

DRAFT

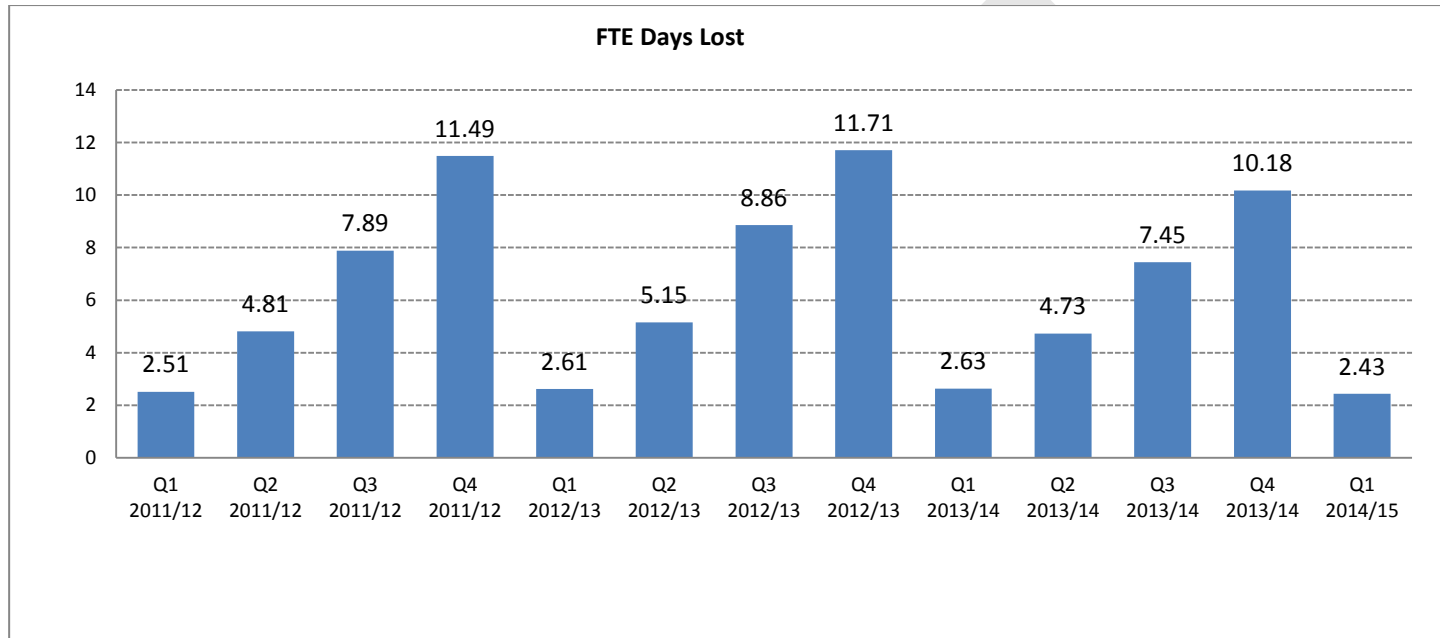
Sickness Absence

2014/15 Target				
Service Area/Division	Average FTE staff No.s	FTE target	Q1 FTE days lost	Forecast for 2014/15
Snr Mgt (Cex, CD & CD Support)	4	6.0	-	0.00
Sports Leisure and Culture	728	12.1	2.94	13.24
Environment	632	18.2	4.24	19.06
Strat Pln High & Traff & Trn	375	7.2	1.86	8.36
Comm Hsg & Customer Serv	1019	9.0	2.12	9.54
Childrens Services	369	15.3	3.87	17.39
Health and Social Care	691	13.1	4.25	19.13
Education & LL - Non-Schools	1074	9.0	2.25	10.11
Education & LL - Schools	5453	7.0	2.10	9.44
Democratic Services	86	6.0	0.94	4.22
Economic Development	118	6.0	0.73	3.29
Finance	289	6.0	1.66	7.47
HR People Services	96	6.0	3.81	17.13
Legal Services	37	6.0	4.06	18.26
CTS / FM	255	10.2	2.44	10.97
ICT	106	6.0	1.31	5.88
Change amd Improvement	50	6.0	0.18	0.81
GRAND TOTAL	11382	9.0	2.43	10.94

Council (Non-Schools)	5929	11.0
Schools	5453	7.0

Sickness Absence (Cont.)

Q1 2014/15 – Sickness Performance report



The Council wide target for 2014/15 has reduced to 9.00 FTE days lost per person. This is a reduction of 11.6% on last years outturn figure of 10.18 days.

The data for Q1 shows a decrease over the same period last year, and is the lowest Q1 figure for the last 5 years.

This will be monitored throughout the year as historically we have higher sickness during the last 2 quarters of the year.

The data used to produce this information is based on sickness data as at 3rd July. Further updates will be provided, as sickness information can fluctuate due to changes made to individuals sickness, and also changes to staff numbers which also affect the calculations.

The new Attendance & Wellbeing policy was implemented from 1st July 2013, and will now be reviewed in Q2 after its 12 months of operation. Whilst the new policy aims to promote a positive approach to maximising attendance through work life balance, health promotion and advice services for staff, it also includes more robust trigger points in relation to short term absence and earlier interventions in long term absences, which is monitored by the Central Sickness team.

Personal Performance and Development Review Compliance as at 11th July 2014

Organisation	Compliance		
Organisation Name	Total	Completed	Percentage completed (%)
ENVIRONMENT	621	531	86%
SPORT LEISURE & CULTURE	788	607	77%
DEMOCRATIC SERVICES	85	70	82%
ECONOMIC DEVELOPMENT	122	118	97%
EDUCATION & LIFELONG LEARNING (exc. Schools & centrally employed teachers)	1608	1271	79%
HEALTH & SOCIAL CARE	802	667	83%
CHILDREN SERVICES	378	298	79%
COMMUNITIES HOUSING & CUSTOMER SERVICES	1147	1063	93%
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	422	401	95%
RESOURCES DIRECTORATE	4	4	100%
LEGAL SERVICES	38	32	84%
FINANCE	317	277	87%
RESOURCES - ICT	109	99	91%
RESOURCES - CTS/FM	334	317	95%
HR PEOPLE SERVICES	99	96	97%
CHANGE & IMPROVEMENT	31	31	100%
GRAND TOTAL	6905	5882	85%

Agency and Overtime Expenditure - April 2014 to June 2014

Directorate	Staff Budget	Total Staff Costs to Month 3	% of Annual budget spent	Overtime Budget	Total Overtime spend	% of Annual budget spent	Total Agency Budget	Total Agency Spend	% of Annual budget spent	% Costs spend on overtime	% Costs spent on agencies
Children's Services	17,318,190	4,012,499	23.17%	0	18,720		513,900	819,436	159.45%	0.47%	20.42%
Communities, Housing & Customer Services	22,242,580	5,306,502	23.86%	231,310	93,602	40.47%	270,100	172,460	63.85%	1.76%	3.25%
Corporate Management	3,928,660	468,404	11.92%	0	780		0	4,770		0.17%	1.02%
County Clerk & Monitoring Officer	1,378,030	688,058	49.93%	0	3,665		2,500	16,459	658.36%	0.53%	2.39%
Economic Development	4,717,100	1,188,246	25.19%	80,970	16,790	20.74%	149,310	59,776	40.03%	1.41%	5.03%
Education	27,064,190	6,550,777	24.20%	0	51,134		362,040	252,977	69.88%	0.78%	3.86%
Environment	23,265,680	5,014,642	21.55%	1,217,620	185,456	15.23%	1,462,590	892,877	61.05%	3.70%	17.81%
Health & Social Care	23,057,350	5,916,863	25.66%	131,480	185,879	141.37%	3,260	282,853	8676.47%	3.14%	4.78%
Resources	36,377,310	7,776,518	21.38%	478,580	114,904	24.01%	289,600	302,473	104.45%	1.48%	3.89%
Sport, Leisure & Culture	24,657,040	6,247,767	25.34%	851,020	311,717	36.63%	1,953,840	716,493	36.67%	4.99%	11.47%
Strategic Planning, Highways & T&T	13,197,680	3,229,769	24.47%	415,020	77,226	18.61%	92,540	68,749	74.29%	2.39%	2.13%
Total	197,203,810	46,400,045	23.53%	3,406,000	1,059,874	31.12%	5,099,680	3,589,323	70.38%	2.28%	7.74%

- Corporate Management budget is artificially high because there are budgets being temporarily held there.
- 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.

Complaints

	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014
New Complaints Received	556	616	684	609	To Follow
Corporate Complaints	553	612	683	607	
Welsh Complaints	3	4	1	2	
Acknowledgements not sent within 5 days	26	12	20	21	
Response not sent within 20 days	63	32	35	19	
Compliments Received	350	386	327	333	

Member Enquiries

Directorate	Number of Enquiries Received	Number Responded to on Time	% Responded to on Time
Children's Services	1	1	100%
Communities, Housing & Customer Services	44	40	91%
Democratic Services	17	15	88%
Economic Development	4	4	100%
Education & Lifelong Learning	6	3	50%
Environment	159	115	72%
Health & Social Care	3	1	33%
Resources	4	1	25%
Sport, Leisure and Culture	27	12	44%
Strategic Planning, Traffic & Transportation	109	72	66%
Total	374	264	71%

Freedom of Information Requests Received

Compliance Report	Q4 2013/14		Q1 2014/15		Compliance
Function	Total	Compliance	Total	Compliance	Trend
Health and Social Care	7	71%	11	81%	Improving
Childrens Services	33	70%	9	77%	Improving
Communications & Media	1	0%	2	100%	Improving
Consumer Affairs	37	86%	35	91%	Improving
Crematoria & Cemeteries	4	100%	1	100%	Static
CTS	4	75%	6	66%	Declining
Customer Services	2	100%	2	50%	Declining
Democracy	11	91%	12	83%	Declining
Economic	4	100%	2	50%	Declining
Environment	11	91%	9	77%	Declining
Education & Skills	27	44%	26	96%	Improving
Facilities Management	5	40%	3	100%	Improving
Finance & Procurement	95	89%	71	90%	Improving
Health & Safety	1	100%	1	100%	Static
Housing	40	88%	22	81%	Declining
HR People Services	25	88%	24	87%	Declining
ICT	18	56%	15	86%	Improving
Improvement & Information	15	100%	6	83%	Declining
Legal Services	5	100%	8	100%	Static
Leisure & Culture	7	57%	14	92%	Improving
Multi Service Request	11	45%	12	41%	Declining
Planning	12	92%	8	100%	Improving
Policy, Partnership	1	100%			
Registration & Coroners	2	100%	2	100%	Static
Traffic Network			5	80%	
Highways & Transport			46	97%	
Waste Management	18	89%	5	80%	Declining
TOTAL	446		359		

The volume of Freedom of Information Requests received by the Council continues to be of a high level. 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 continues to highlight an 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

Director: Tony Young

Councillor: Sue Lent

Q1 2014/15

Number of Employees (FTE)	369
Sickness Absence YTD (Days Per Person)	3.94
PPDR Compliance (year end)	79%

Budget	Projected Outturn	Variance	Variance (%)
£45,191,000	£45,191,000	£0	0%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£2,655,000	£2,610,000	£45,000	1.7%

Q1 Progress against Directorate Plan / Corporate Plan actions 2014/15

Green 96% (23) Amber 4% (1) Red 0% (0)

Q1 Progress against Performance Indicators (7)

Green 43% (3) Amber 0% (0) Red 57% (4)

Progress on Challenges Identified Q4 (previous quarter)

Reduce caseloads - a social work team has been procured to mirror the work of existing case management teams on a temporary basis. This team is due to commence in July 2014 and will enable a quick but safe reduction of caseloads by taking out 250 cases from existing teams. In addition, 2 further practitioners and 2 additional business support staff were engaged to take on a significant proportion of Core Group chairing and minute-taking responsibilities to free up scarce social worker time.

Timely recording of decisions on referrals - there are indications of improvement with 77.6% achieved for Quarter 1, compared with 67.9% in Q4. Contacts to the service and referrals remain high in a context where recruitment activity has not yet impacted on vacancies and gaps in staffing. An audit of contacts and referrals was commissioned to scope the type of contacts and re-referrals, and to recommend ways in which inappropriate contacts can be reduced. This was completed w/e 11th July 2014 and will enable the newly appointed OM to prepare an effective action plan.

Timely completion of initial and core assessments - performance in relation to initial assessments is a significant concern. A newly appointed Operational Manager took up post during the quarter and has acted decisively and promptly to analyse the genuine underlying reasons for continued poor performance, some of which is attributable to continued high demand. She has reported some initial conclusions to the Director who has agreed further short term support to mitigate safeguarding risks; she has also put measures in place to significantly improve performance against this PI by the end of the second quarter. A temporary team manager has been appointed and will be commencing at I&A on 14th July 2014 in order to enable assessments to be authorised in a timely manner.

Recruitment to vacant social worker posts - Children's Services brand for recruitment was developed and launched. The successful recruitment campaign continues and there are 40+ applications in process at the time of writing.

Q1 Service Delivery

Budget Position

See above and page 3.

Directorate Delivery Plan

Good progress has been made against the actions in the Directorate Delivery Plan. Key areas of progress during the quarter include:

- Realignment of services – specialist Child in Need and Looked After Children Services have been created.
- Launch of Children's Services brand for recruitment of social workers.
- Temporary procurement of social work team to reduce existing social worker caseloads.
- Successful launch of Primary Personal Education Plan.
- Launch of Council's Traineeship scheme for looked after children.
- Cardiff appointed host of National Adoption Service.
- Initiation of development partnership with Leeds City Council

Management

79% compliance with initiation of PPDRs for 2014-15 had been achieved at the time of writing.

Directorate: Children's Services

Key Performance Indicator Data – Q1 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
% of referrals with decision made within 1 working day	80.3	77.6				100	RED
<p>There are indications of improvement with 77.6% achieved for Quarter 1, compared with 67.9% in Quarter 4. Contacts to the service and referrals remain high in a context where recruitment activity has not yet impacted on vacancies and gaps in staffing. An audit of contacts and referrals was commissioned to scope the type of contacts and re-referrals, and to recommend ways in which inappropriate contacts can be reduced. This was completed w/e 11th July 2014 and will enable the newly appointed OM to prepare an effective action plan.</p>							
% of referrals that are re-referrals within a year of previous referral	25.6	24.7				25	GREEN
<p>% of initial assessments carried out within 7 working days</p>							
% of initial assessments carried out within 7 working days	40.1	30.6				80	RED
<p>Performance is a significant concern. A newly appointed Operational Manager took up post during the quarter and has acted decisively and promptly to analyse the genuine underlying reasons for continued poor performance, some of which is attributable to continued high demand. She has reported some initial conclusions to the Director who has agreed further short term support to mitigate safeguarding risks; she has also put measures in place to significantly improve performance against this PI by the end of the second quarter. A temporary team manager has been appointed and will be commencing at I&A on 14th July 2014 in order to enable assessments to be authorised in a timely manner. The Children's Services Improvement Plan is now being supported by external audit capacity provided through the Welsh Local Government Association (WLGA) and an initial audit was completed w/e 11th July 2014. This will enable the newly appointed Operational Manager to prepare an effective action plan.</p>							
<p>% of core assessments carried out within 35 working days</p>							
% of core assessments carried out within 35 working days	71.1	49.8				80	RED
<p>The recent slip in performance when compared with Quarter 4 (59.4%) needs to be investigated. External audit work will be commissioned on the same basis as the work undertaken in relation to initial assessments.</p>							
<p>% of child protection reviews carried out within statutory timescales</p>							
% of child protection reviews carried out within statutory timescales	98.5	99.2				100	GREEN
<p>% of social work vacancies in all teams</p>							
% of social work vacancies in all teams	20.8	30.1				17	RED
<p>The apparent increase in the percentage of vacancies must be treated with caution because the rate has increased as a result of the creation of new posts as part of the realignment of Children's Services. Recruitment is ongoing and at the time of writing, 27 social workers have been recruited, with 40+ applications in process. It is anticipated that vacancy rates will improve by the end of the second quarter as newly appointed social workers begin to take up post. The Cardiff brand for recruitment of social workers was launched during Quarter 1 and arrangements for commissioning an external team to deliver case management social work services for a limited period were progressed. The team will start work in Quarter 2 and will bring about an immediate reduction to the high caseloads resulting from social worker vacancies.</p>							
<p>% sickness for Children's Services</p>							
% sickness for Children's Services	7.6	7.2				7	GREEN

Q1 Challenges Identified

Rapid activation of a project plan to deliver the National Adoption Service by November 2014.

Q1 Actions being taken

Engagement with the Welsh Local Government Association (WLGA) and national stakeholders to ensure that resources are aligned by November.

Directorate: Children's Services

Q1 Budget Position

Children's Services are projecting a balanced outturn at month 3.

Although the service area received budgetary re-alignment of £2.7m as part of the 2014/15 budget process, increased support costs for those leaving care, plus cost increases in adoption fees (which underpin significant long term savings for looked after children), agency social work and significant additional legal costs have all combined to put the service under financial pressure.

This adds to the pre-existing cost pressure of residential and fostering placements.

Steps to offset a potential overspend by delaying the implementation of an initiative to support carers have been agreed with the Deputy Leader.

The overall position includes an assumed drawdown of £950,000 earmarked contingency which offsets the costs of the managed social work service in the current year, and partly offsets costs of external residential placements.

DRAFT

Directorate: Children's Services

Councillor: Sue Lent Director: Tony Young

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Potential for mismatch between children's needs and capacity to meet them if current trends continue, for example in children needing to be safeguarded, looked after and/or receive other services to support families and carers to care for them.	B1	B2	Social work team procured to mirror work of existing case management teams on temporary basis – will take 250 cases from existing teams. 2 practitioners and 2 additional business support staff engaged to take on 'Core Group' chairing and minute-taking to free up scarce social worker time.	Director
The implementation of the Social Services and Wellbeing (Wales) Act will place new duties and responsibilities upon already pressured services.	B1	B1	Senior managers are engaged in national activity to influence the development of regulatory requirements with a view to promoting proportionality of expectations.	Director

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Recent announcement of a potentially less favourable local government budget settlement.	A1	A1	Working as part of senior management team to develop appropriate proposals. Children's Services Management Team are actively engaged in analysing and developing options for 2015-16 and beyond.	Director

Q1 Risk Update

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
Vacancy levels	A1	A2	See Progress on Challenges section on page 1 and PI update on page 2.
Timeliness of initial assessments	A1	B1	See Progress on Challenges section on page 1 and PI update on page 2.

Directorate: Communities, Housing And Customer Services

Councillor: Susan Elsmore, Peter Bradbury, Julia Magill, Daniel De'Ath

Director: Sarah McGill

Q1 2014/15

Number of Employees (FTE)	1,019
Sickness Absence YTD (Days Per Person)	2.12
PPDR Compliance (Initiation)	93%

Budget	Projected Outturn	Variance	Variance (%)
£42,529,000	£42,126,000	-£259,000	-0.6%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£2,680,000	£2,272,000	£408,000	15.2%

Q1 Progress against Directorate Plan / Corporate Plan actions 2014/15

Green 98% (48)

Amber 2% (1)

Q1 Progress against Performance Indicators (Total No: 62)

Green 53% (33)

Amber 31% (19)

Red 16% (10)

Progress on Challenges Identified Q4 (previous quarter)

Independent Living Project – All staff funded via the project have now been recruited with the exception of the resettlement officers, with the interviews taking place for those posts week commencing 14th July.

Housing Repairs – The mobile working and scheduling is fully live and functional within CMS. Operational issues going forward are being addressed through project board and service area meetings.

Ely/Caerau Hub – The soft launch took place on the 23rd June which was very successful. Customer footfall is high (500 per day). A representative from CyMAL has visited and has sent positive feedback and will use the site as an example of good practice for other Welsh Libraries.

Contractor Arrangements – A formal Action Plan is now in place with the Ian Williams, the main contractor for responsive repair and void properties. On the 2nd of July a workshop with contractor RM Williams taken place and an improved process for Disabled Facilities Works was agreed.

Adult Community Learning (ACL) – Two programmes have been established and signed off for the next academic year 2014/15 – Learning for Work (grant funded) and Learning for Life (cost recovery). ACL Online Enrolment has been successfully established and will be live for learners to enrol on the new 2014/15 programme from July 1st.

Central Library and Local Studies & Library Support Service Restructure – The ring-fence document has been consulted on and agreed. The recruitment process is progress with a timeline for full recruitment to be completed by July 31st. Any vacant posts that are not filled by displaced staff will be advertised as a priority to meet service demand.

Q1 Service Delivery

Budget Position – position closely monitored. Some in year savings have not being realised from the beginning of the financial year and have been offset by other savings. £259,000 underspend is projected for the Directorate.

Directorate Delivery Plan

- The new Tenants Resource Centre opened on the 8th July and the tenants groups who attended were very pleased with the facilities. The tenant's website has been launched and a number of tenants have signed up to a new way of engaging with us.
- Cardiff Debate is now underway. Six 'on-street' engagement events and a Public Services Summit have taken place.
- The first meeting of the new Cardiff & Vale Local Service Board took place on 24th June and a work programme of joint activity will now be developed by partners and agreed at the next meeting in September.
- Two application rounds of the Neighbourhood Fund have now been undertaken.
- The new Council Web site went live on the 29th of May and during June a total of 137,675 sessions taken place.
- The Into Work Advice service has been remodelled and digital inclusion and work related training sessions are now being provided from the Advice Hub and 10 other outreach venues across the city.
- The Contact & Assessment team moved successfully to C2C on May 20th with no interruption of service.

Management

- **PPDR Status** - 93% initiated for the new year objectives in time, with 89.11% completing the end of year review
- **Health & Safety** – H&S Action Plan in place, Risk assessments have been reviewed.
- **Sickness** – Sickness in the directorate continues to be closely monitored, with all long term cases reviewed monthly and 99% of Return to Works interviews taking place..

Directorate: Directorate: Communities, Housing and Customer Services

Key Performance Indicator Data – Q1 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 14/15	R.A.G.
BNF/002 (a)CTR : Speed of processing: Average time for processing new CTR claims	17.2	19.6				21	Green
BNF/002 (a)HB : Speed of processing: Average time for processing new HB claims	19.8	21.7				21	Amber
HHA/002 : The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	187	193				190	Amber
HHA/008 : The percentage of homeless presentations decided within 33 working days	81%	78%				75%	Green
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	102	115				70	Red
Higher turnover of properties due to Welfare Reform, issues resulting from new contractor arrangements and the CMS restructure. The action plan continues and is slowly resolving these issues. There has been some improvement in this Q1 statistics and it is hoped that this will continue.							
HHA/017 (b) : The average number of days that all homeless households spent in Other forms of temporary accommodation	206	230				200	Red
Whilst still concerning, the figure is an improvement on the previous quarter and reflects the impact of welfare reform and the current issues with void properties resulting in lengthier periods in temporary accommodation.							
HLS/001 (a) : The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year	1.4%	1.3%				2%	Green
STR001 : Combined number of new affordable rented housing units and new assisted home ownership units completed during the year	204	84				180	Green
HLS/010 (a): The average number of calendar days taken to complete Emergency repairs.	0.79	0.75				1	Green
HLS/010 (c) : The average number of calendar days taken to complete Non-urgent repairs	11.6	8.04				25	Green
CORKPI8 : Average time a call queues (seconds)	43	51				40	Amber
LCL/004: The number of library materials issued, during the year, per 1,000 population.	5,163	1,186				1,199	Amber

Q1 Challenges Identified

- The sustainability of Libraries future service delivery
- Contractor performance remains a challenge and will need to be monitored

Q2 Actions being taken

- An Options paper is currently being written, which will go to the September Cabinet. The Cabinet will make a decision on the future of Library Services going forward
- Close monitoring of contractor performance as well as insuring the agreed action plan is being implemented. 100% inspection of void properties to continue to take place to ensure quality standards are being met

Directorate: Directorate: Communities, Housing and Customer Services

Q1 Budget Position

Introduction

1. At month 3, the Communities, Housing and Customer Services portfolio is reporting an underspend estimated at £259,000 against the net controllable budget of £42.529 million.
2. The main variances include a significant surplus against budgeted expenditure for the Council Tax Reduction Scheme and underspends within homelessness administration, partly offset by overspends within the Adult and Community Learning service. In addition, there are part year impacts and in year shortfalls relating to the Community Buildings Review and the restructure of the Central Library service.
3. The table below provides a summary of the projected outturn position:

Division	Net Budget (£000)	Projected Outturn (£000)	Variance (£000)
Service Management and Support	383	382	(1)
Housing and Neighbourhood Renewal	34,176	33,371	(805)
Customer Services	792	785	(7)
Policy, Partnerships & Citizen Focus	1,639	1,623	(16)
Supporting People Services	240	240	0
Neighbourhood Regeneration	569	568	(1)
Libraries	4,085	4,493	408
Into Work Services	510	553	43
Adult & Community Learning	135	255	120
Community Maintenance Services	0	0	0
Total	42,529	42,270	(259)

Key Assumptions

4. Key assumptions included in the month 3 position are set out below:
 - A budgeted draw down from earmarked reserves of £435,000 to fund temporary Benefit staff will be approved.
 - A budgeted draw down from the Housing Options Centre earmarked reserve of £136,000 to fund capital loan repayments will be approved.
 - A budgeted drawdown from the Libraries earmarked reserve of £10,000 will be approved to meet the costs of planned book purchases.

Directorate: Directorate: Communities, Housing and Customer Services

Councillor: Susan Elsmore, Peter Bradbury, Julia Magill, Daniel De'Ath Director: Sarah McGill

Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Welfare Reform - That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform Bill 2011,	A2	B2	<ul style="list-style-type: none"> - Welfare Reform Group is working well in coordinating multi-agency activity - Discretionary Housing payments are being used to top up the benefit claims of those most affected - Tenants adversely affected are being supported to exchange properties , given tenant greater choice on new properties and reducing void rent loss 	Sarah McGill

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Housing Wales Bill – major changes to the homeless legislation	B2	C2	A project team is in place to deal with the legislative changes that will come into force in April 2015. Consultation with private landlords is in progress to establish an incentives package to meet housing need.	Jane Thomas
Housing Finance Subsidy Reform – WG consultation has been sent out, which paves the way those Local Authorities who have kept their housing stock to exit the Housing Revenue Account Subsidy system	A2	C2	Finance and Housing senior officers have been working closely on ensuring the potential implications have been assessed. A report has been to both Audit Committee and Communities and Adult Services Scrutiny Committee, prior to a Cabinet report on 17 th July.	Sarah McGill
Reduction in funding for Supporting People (due to distribution formula as well as annual reduction)	B2	C2	Work continues in this area with the Supporting People spend being reviewed. Workshops are being held with both internal and external partners to review the effectiveness of the current provision and determine priorities.	Jane Thomas

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
- Rover Way Gypsy & Traveller Site – limited life and the current site is no longer suitable for use, uncertainty on the proposed new site	A2	C2	<ul style="list-style-type: none"> - Work is ongoing to procure an alternative site, with option identified in the LDP. - Site surveys to monitor any changes.

Directorate: Corporate Resources

Director: Christine Salter

Councillor: Graham Hinchey

Q1 2014/15

Number of Employees (FTE)	833
Sickness Absence YTD (Days Per Person)	2.12
PPDR Compliance (based on headcount)	92%

Budget	Projected Outturn	Variance	Variance (%)
£19,982,000	£20,244,000	£262,000	1.31%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£5,458,000	£5,042,000	£416,000	7.04%

Q1 Progress against Directorate Plan/Corporate Plan actions 2014/15

Green 63.88% (23)	Amber 30.56% (11)	No Status 5.56% (2)
-------------------	-------------------	---------------------

Q1 Progress against Performance Indicators (8)

Green 37.5% (3)	Amber 37.5% (3)	No Status 25% (2)
-----------------	-----------------	-------------------

Progress on Challenges Identified Q4 (previous quarter)

1. A number of options are currently being looked at in CTS including the possibility of a joint venture & management of CTS workshops which would create efficiencies & income generation opportunities. Other opportunities include external management of the ATF lane & the vehicle wash.
2. Preparation of papers for Cabinet & 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. Worsening Medium Term Financial Plan position emerging – a 3% reduction in WG funding over 3 years would result in a gap of £105M. Extensive work is being undertaken with Cabinet & SMT to reach a conclusion on budget targets in advance of the Budget Strategy report in July.

Q1 Service Delivery

Budget Position

To be confirmed

Directorate Delivery Plan

1. It is proposed to provide 10 funded Council Wide Apprenticeship Opportunities in Business Administration, Customer Service & ICT. Proposals include attending work place experience for 37 hours p/w which includes attendance with one of the Council's learning partners; apprentices are supported & mentored by a line manager, and costs. Proposals have been developed for consideration by Corporate Director Resources & Cabinet Member.
2. Work is progressing for joint commissioning & procurement opportunities in a number of social care areas, including domiciliary care, with ongoing discussions exploring the potential to expand this work programme.
3. The new Workforce Planning tool & Managers guide were rolled out in March 2014. A tool has been developed to enable the organisation to take a snapshot of where we currently are and to start to consider 'skills' requirements. HRPS provided Workforce Planning data and commenced work with Directorates on the Workforce Planning agenda in March. The Behavioural Competency Framework has been piloted and stakeholder feedback is being collated to form a revised approach.
4. Significant Organisational Development & Major Project support has been provided throughout the first quarter. Robust financial challenge has been increasingly important given the scale of projects against the Council's financial situation in all major projects.
5. Significant resources are being deployed into the development of a targeted, multi year budget strategy – resource implications on other workload within the section as a result of this have been identified and escalated.

Management

PPDR status: Objectives finalised - 92% complete as of 25th July 2014.

Health & Safety: The End of Year Report & Action Plan was reviewed at the Resources Management Team and will be reported to next H&S Forum meeting/H&S Committee. Separate reports/plans are being prepared for HRPS, Legal & FM/CTS. A combined 2014/15 H&S Policy and Action Plan for the Directorate have been produced. CTS/FM will have separate arrangements due to the nature of their work.

Sickness: The position as of 16th July 2014 is 2.12 FTE days lost per person.

Directorate: Corporate Resources

Key Performance Indicator Data – Q1 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
The percentage of council tax due for the financial year which was received by the authority	96.35%	28.23%				96.30%	G
The amount of non-domestic rates received during the year, net of refunds	96.43%	32.63%				96.75%	A
This is 1.06% down on last year due to a large sum being due, arrangements are being put in place to recover this							
The number of working days/shifts per full-time equivalent (FTE) employee lost due to sickness absence *	10.18	2.43%				9	A
* Figure as of the 4 th July, figure to be updated at the middle of July							
Percentage of staff that have completed a personal performance & development review (excl school staff) *	69.01%	78%					A
* Figure as of the 4 th July, figure to be updated at the middle of July							
Reliability of top 10 ICT applications	99.97%	100%				99.9%	G
Internal Customer Satisfaction of ICT services	88.44%	89.87%				90%	G
Compliance of Freedom of Information & Environmental Information Regulation Requests *	85%					85%	
*Data to be provided after the 20th working day after the end of the quarter, Quarter 1 to be reported in Quarter 2							
IG02 - Compliance of Subject Access Requests*	N/A					75%	
*Data to be provided in after the 40 th calendar after the end of the quarter, Quarter 1 to be reported in Quarter 2							

Q1 Challenges Identified

- Resources need to be secured to support and drive the Strategic Commissioning Programme
- Service Review Toolkit to be finalised but a prioritised programme of service reviews needs to be agreed by SMT or SCB to ensure maximum benefits can be delivered
- The biggest challenge for CTS is to be able to produce robust and meaningful management information in regard to vehicles costs for Directorates to enable savings and efficiencies to be made and to see alternative more cost effective ways of service delivery
- The number of activities Enterprise Architecture are currently supporting in relation to the number of resources available.
- There are issues with the capacity to implement Windows 7 upgrades. There is a risk that some applications won't run on Windows 7; therefore there is an associated cost with the implementation/upgrade.
- The setting of the Budget Strategy against a potentially worsening financial position remains the main challenge for the Council. Significant support has been provided by Finance to help facilitate the development of a Budget Strategy for 2015/16 and into the Medium Term. The timescales for finalising these discussions and reporting to July Cabinet are challenging.

Q1 Actions being taken

- Bid for resources to be taken to IRB
- SMT to discuss issue & agree priorities for Service Reviews so resources can be targeted at areas with greatest potential to deliver savings and/or service improvements.
- Service Reviews for alternative delivery models are being undertaken for FM & CTS. Focus on CTS financial management and reporting being progressed via Transport Manager.
- The activities Enterprise Architecture are supporting need to be prioritised on a requirements & needs basis to enable them to support these activities effectively
- A briefing paper is being drafted and the issue flagged at Management Team, setting out options
- Cabinet & SMT have had briefings on Budget Strategy. Options for targeting savings have been provided & templates have been used for directorates to consider proposals against these options. Finance has facilitated joint meetings between Directors and Cabinet to consider the challenges ahead.

Directorate: Corporate Resources

Q1 Budget Position

Division	Net Budget £000	Projected Outturn £000	Variance £000
Finance	5,221	5,141	(80)
Commissioning & Procurement	868	880	12
Legal Services	1,040	1,134	94
Health & Safety	207	274	67
Enterprise Architecture	662	535	(127)
Human Resources	3,146	3,162	16
ICT	5,276	5,326	50
Facilities	1,348	1,156	(192)
Fleet	(193)	299	492
Business Admin	420	376	(44)
Organisational Development	1,045	1,010	(35)
Improvement & Information	942	951	9
Total Resources	19,982	20,244	262

1. As at month 3, the Resources Directorate is projecting an overspend of £262,000.
2. The most significant variance is in Fleet Management with a projected overspend of £492,000. This reflects a continuing shortfall against savings targets set in previous years, due to delays in the fleet replacement and reduction programme. Overspends are also projected in Legal Services of £94,000, Health & Safety of £67,000 and ICT of £50,000, mainly due to the non achievement of savings targets. Offsetting savings have been identified against a range of budgets across the Directorate.
3. Budget savings of £5,458,000 were agreed for 2014-15. As at month 3, £3,712,000 has already been achieved. The projected saving for the full year is £5,042,000, a shortfall of £416,000

Directorate: Corporate Resources

Councillor: Graham Hinchey Director: Christine Salter

Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
ICT Platforms Unsuitable/Outdated	High	Medium	Investigation of leasing options to create a sustainable renewals programme for desktop devices	Christine Salter
Budget prioritisation	High	High	This risk remains red, particularly given the worsening financial position. Significant support will continue to be required throughout the year.	Christine Salter
Budget Monitoring 2014/15	High	High	A review of progress in achieving the 2014/15 directorate budget savings at the end of May indicated that £21.448 million had been achieved & that a further £17.437 million was being progressed & was anticipated to be achieved. This results in a projected shortfall of £4.948 million.	Christine Salter
Health & Safety	High	High	Team of H&S Advisers to advise on the day to day management of H&S to managers and aid the implementation of corporate & service specific objectives as detailed in 2014/15 H&S Action Plans and the H&S Policy & management framework.	Christine Salter
Information Governance	High	High	An improvement plan is in place to ensure that the accepted recommendations in the ICO Consensual Audit are delivered SLA with Schools to be in place for September 2014	Christine Salter
Performance Management	High	High	New performance reporting template established along with a standardised agenda for performance management. Financial timelines aligned Established accelerated improvement process.	Martin Hamilton
Organisation Development	High	High	Robust governance arrangements in place for Organisation Development programme.	Martin Hamilton
Business Continuity	High	Medium	Red/Amber BCM risks discussed at SMT & Directors tasked with reviewing risks & developing BCM plans.	Martin Hamilton
Legal Compliance	High	Medium	One training course has been arranged for construction using NEC contract & more are being developed. Early involvement in reports & issue of advice to ensure there is awareness of the key issues concerning changes in services. Prioritisation of work has not yet been possible due to lack of overall programme/plan of projects.	Christine Salter
Fraud	High	Medium	Audit Committee have set up a sub Group to look at the robustness of the investigation process and seeking assurances on how investigations have followed proper processes.	Christine Salter
Workforce Planning	Medium	Medium	Revised Behavioural Competency Framework rolled out for development purposes as part of 14/15 PPDR process. Subject to final consultation on the revised framework, it will be implemented for recruitment from August 2014. Directorate feedback on Workforce planning around existing skills & knowledge, current requirements & gaps is being sought & will be used to inform streams within the 'Academy' including the Management Development Programme.	Christine Salter

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Non compliance with statutory cyclical maintenance inspections	Red	Amber/Green	The Framework contractor is being monitored for performance to ensure inspections are carried out in the specified timeframes to ensure full compliance by September 2014.	Lesley Ironfield

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
Approaching 5% limit for VAT exemption	Red/Amber	Amber/Green	Tender exercise for external VAT expert completed. Contract awarded and starts 01/08/2014

Directorate: Democratic Services

Director: Marie Rosenthal

Q1 2014/15

Number of Employees (FTE)	86
Sickness Absence YTD (Days Per FTE)	0.94
PPDR Compliance (Initiation)	82%

Councillor: Dan De'Ath

Budget	Projected Outturn	Variance	Variance (%)
£4,183,000	£4,183,000	0	0

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£454,000	£409,000	£45,000	10%

Q1 Progress against Directorate Plan / Corporate Plan actions 2014/15

Green 70% (33)	Amber 15% (7)	Red 2% (1)	N/A 13% (6)
----------------	---------------	------------	-------------

Q1 Progress against Performance Indicators (8)

Green 63% (5)	Amber 25% (2)	Red 12% (1)
---------------	---------------	-------------

Progress on Challenges Identified Q3 (previous quarter)

1. Budget proposals for the 2014/15 financial year were discussed at Scrutiny Committee and agreed by Full Council on Thursday 27 February 2014.
2. European Election IER, Community Poll and By Election projects successfully implemented and elections successfully held.
3. Consideration ongoing regarding structure of key elements of service and services to Members.
4. A draft Communications and Public Engagement Plan has been prepared and will go to Cabinet and PRAP in September.

Q1 Service Delivery

Budget Position

1. As at month 3, County Clerk & Monitoring Officer is projecting a balanced position.
2. Budget savings of £454,000 were agreed for 2014-15. As at month 3, £355,000 has already been achieved. The projected saving for the full year is £409,000, a shortfall of £45,000.

Directorate Delivery Plan

1. £51,064 of Welsh Government funding confirmed to deliver a Scrutiny Research project into appropriate joint working between internal scrutiny and external Audit, Inspection and Regulation (AIR) to ensure optimum levels joint working, and potentially reduce the burden of external regulation. Research into how far citizen and expert reference panels can inform the quality and outcomes of scrutiny in Cardiff has not been funded.
2. The Council has launched a web based Individual Electoral Registration facility to encourage greater public participation in local democracy.
3. Collating dossier of evidence to support WLGA Charter application.
4. Research brief confirmed to review current collaborative scrutiny arrangements with partner organisations, including a review of the current Local Service Board Scrutiny Panel. Meeting held with Director of Communities to discuss the review methodology.
5. Scoping project with Cabinet member, Scrutiny Chair and Director of Education to review arrangements to select LEA Governors.
6. The directorate have engaged with key partners and stakeholders discuss a University Engagement Programme to share resources and better links with university students. Scope to be established shortly.
7. Achieved a 50% reduction in printing and publishing of Council and Committee papers from £12,067 in quarter 1 2013/14 to £6,723 in quarter 1, 2014/15.

Management

1. Health and Safety - directorate health and safety action plan completed for 2014/15.
2. PPDR – objective setting will be completed now new management team established.
3. Sickness Absence – 0.94 FTE days against the directorate target of 5.8 FTE days.

Directorate: Democratic Services

Key Performance Indicator Data – Q1 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
Printing and Publishing of Council and Committee papers total expenditure (monthly) GC	£43,517	£6,723				10% less	Green
Number of Social Media Followers AM	26,866	27,982				10% increase	Green
Advertising and other income generated	£180,855	£5,200				£265,260	Red
<p>At this early stage in the financial year for campaigns and with only one edition of Capital Times having been printed income generation is traditionally low. There is also a delay in relation to booking of advertising spaces and journaling for the income to allow for the product to appear. The target is going to be challenging to meet due to the reduction in printed editions of Capital Times. Other ways of generating income are being explored including external sales of design services.</p>							
Number of Public Questions at Council	11	1				10% increase	Amber
Number of Petitions at Council	50	13				10% increase	Amber
Percentage growth in take-up of volunteering opportunities (hours)	4,643	1,917				20% increase	Green
Achieve target for conservation income generation	£10k	£4,400				£10k	Green
Maintain 95% achievement of targets for remote enquiries	95%	100%				95%	Green

Q1 Challenges Identified

1. progress the Council's WLGA Charter for Member development application
2. Review arrangements to select LEA Governors
3. Create a University Engagement Programme to share resources and better links with university students
4. Review predicted shortfall of advertising income
5. Commence benchmarking of services

Q1 Actions being taken

1. Complete the evidence dossier to support the Council's application
2. Set up task and finish group with Scrutiny
3. Establish scope with key partners and stakeholders
4. Explore other ways of generating income including external sales of design services
5. Scope service to benchmark to include constitutional arrangements

Q1 Budget Position

Division	Net Budget (£000)	Projected Outturn (£000)	Variance (£000)	Comments
Monitoring Officer	289	291	2	
	289	291	2	
Scrutiny Services				
Scrutiny	542	501	(41)	£15k Inc shortfall & £56k cont from reserve
Members Library	4	4	0	
Committees	0	10	10	
Scrutiny Dev Fund / CPFS	(66)	(35)	31	£6k CPFS & £25k Scrutiny Dev
	480	480	0	
Democratic Services				
Central Services	621	621	0	£11k Webcasting
Leaders Office	3	3	0	
Cabinet Business Off	(11)	(11)	0	
	613	613	0	
Electoral Services	518	518	0	
	518	518	0	
Member Services				
Members Exps	1,823	1,833	10	£10k Braille Translation
Cabinet Member Exps	12	12	0	
Lord Mayor	4	0	(4)	
Co-Opted Members	12	12	0	
	1,851	1,857	6	
Protocol Services				
Protocol Events	29	32	3	
Civic Relations	137	137	(10)	
Civic Cars	4	3	(1)	
	170	162	(8)	
Welsh Language Unit	262	262	0	
	262	262	0	
Total	4,183	4,183	0	

Directorate: Democratic Services

Councillor: Dan De’Ath

Director: Marie Rosenthal

Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
None				Dir / AD
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Insufficient advertising income to meet budget savings target	Likely: Significant consequences (B:2)	Likely: Moderate consequences (B:3)	Other ways of generating income are being explored including external sales of design services.	Anna Meredith
Insufficient Scrutiny income to take forward projects	Very Likely: Moderate consequences (A:3)	Very Likely: Minor consequences (A:4)	Welsh Government and Centre for Welsh Scrutiny to develop a project	Paul Keeping

Update on Previous Quarters Emerging Risks			
Risk Description	Inherent Risk	Residual Risk	Progress
Electoral Services Manager Vacancy	Very Likely: Moderate consequences (A:3)	Very Likely: Minor consequences (A:4)	Interim arrangements made for newly appointed Governance OM to manage Electoral Services.
Individual Electoral Registration June 2014	Likely: Moderate consequences (B:3)	Very unlikely: Minor consequences (D:4)	The Council has launched a web based Individual Electoral Registration facility.
European Elections May 2014	Unlikely: Significant consequences (C:2)	Very unlikely: Minor consequences (D:4)	Project successfully implemented and election successfully held.
Delay completing the Community Boundary Review	Likely: Significant consequences (B:2)	Likely: Moderate consequences (B:3)	Resources have now been identified to progress the Community Boundary Review with a Report to Cabinet and Council in October 2014. New timeline agreed with the Local Government Boundary Commission for Wales.

Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

Q1 20014/15

Number of Employees (FTE)	118
Sickness Absence YTD (Days Per FTE)	0.73
% PPDR compliant 14-15 (Initiation)	97%

Budget	Projected Outturn	Variance	Variance (%)
£593,000	£701,000	£108,000	15%
Target Savings 14/15	Projected Savings	Variance	Variance (%)
£1,546,000	£1,494,000	£52,000	3%

Q1 Progress against Directorate Plan / Corporate Plan actions 2014/15 (46)

Green 70% (34) Amber 18% (9) Red 6% (3) N/A 6% (1)

Q1 Progress against Performance Indicators (6)

Green 83% (5) Amber 17% (1)

Progress on Challenges Identified Q4 (previous quarter)

1. The development of a new Property Strategy will be progressed as a key element of the Assets and Infrastructure Programme. A presentation was given to PRAP Scrutiny Committee outlining key milestones towards delivery of the strategy.
2. A detailed delivery strategy for the Integrated Transport Hub is being developed in line with the Central Square phasing plan. Ongoing meetings with Network Rail and transport operators with a view to undertaking a public consultation in August and reporting to Cabinet in December.
3. A preferred location has been identified for the Multi Purpose Arena. Further market testing regarding delivery options is on-going.
4. Planning Committee resolved to grant planning permission for the Dumballs Road regeneration scheme subject to signing the S106 agreement.
5. A new City Centre Management structure has been proposed and the new posts have been job evaluated. The proposed structure is now out for consultation with staff and trade unions. Now need to agree a viable business model and funding for Business Improvement District approach.
6. 200 businesses attended the official launch of the Cardiff Business Council on 27th May. City model developed. £90,000 private sector investment committed.
7. Preparations under way to commence consultation on a new Tourism and Heritage Strategy.
8. Planning Applications prepared for the first digital advertising sites.
9. Discussions on-going to identify match funding to unlock allocated funding for SME's in 2015/16.

Q1 Service Delivery

Budget Position

1. Re-structuring of City Centre Management initiated. Re-structuring of Strategic Estates to begin in Q2.

Directorate Delivery Plan

1. Coal Exchange – Following an initial meeting with the Heritage Minister a workshop has been held with Heritage Groups to identify a sustainable future for the building. Work is on-going.
2. Central Square – Cabinet provided authority to acquire the NCP car park in May 2014.
3. James Street Site - A private sector developer has purchased the site to deliver a residential scheme.
4. Super Connected City Programme –The Digital Cardiff Showcase recorded over 947 visitors by 1st June 2014 and the Council has received 212 applications from SME's for the Cardiff Connection Voucher Scheme.
5. ISV – Construction of the Ice Arena has commenced and is progressing on target.

Management

1. Health and Safety – Completed review on last years activities and agreed an action plan for 2014/15.
2. PPDRs – 91% of PPDRs completed for 2013/14. As at 25th July, 97% of staff objectives have been agreed for 2014/15.
3. Employee Engagement – The Directorate achieved comparatively good feedback through the employee engagement survey and an action plan has been developed to ensure continued improvement.

Directorate: Economic Development

Key Performance Indicator Data – Q1 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
The number of businesses supported by the Council	239	90				50	Green
City Centre Footfall	41.5m	9.8m				40m	Green
The percentage of Council workshops let	85.1%	92.8%				90%	Green
Percentage time booked to non-chargeable activities for fee earners i.e., QA, holidays, sickness, other overheads. Target – less than 30%	30.50%	31.90%				30%	Amber
Target missed by 1.9% due to the start of the new annual leave period - 14% of time was booked to holiday.							
Percentage of Schemes over £0.5m with lowest tender received within 10% variance (+/-) of estimate to tender returns	50%	0%				80%	Green
No result – no tender returns within indicator parameters							
Investment Portfolio Income	£5.4m	£1.289m				£4.2m	Green

Q1 Challenges Identified

1. Progress the development of a Property Strategy relating to the Council's operational estate and engage advisors to review the management and maintenance of the estate.
2. Progress the restructure of the City Centre Management team and develop a new public-private partnership approach to provide a sustainable future for the service including making progress on both a Business Improvement District proposition and the roll-out of digital advertising sites.
3. Manage the delivery of the Central Square development following the BBC announcement including developing proposals for the relocation of Cardiff Central bus station.
4. Progress options for the development of the Dumballs Road regeneration scheme.
5. Establish a sustainable future for the Coal Exchange.
6. Progress work on the delivery of a Multi-Purpose Arena.

Q1 Actions being taken

1. Advertise opportunity to provide advice and undertake a series of engagement workshops with service areas and Members. Prepare a report to Cabinet in Q3.
2. Identify funding to take forward the BID approach. Submit planning applications for first digital advertising sites. Complete internal restructuring.
3. Take a report to Cabinet to gain authority for land disposal and Council spend towards the delivery of the project. Put in place governance arrangements with key partners including Network Rail. Undertake public consultation on the relocation of the bus station.
4. Conclude due diligence work and prepare a report for a Cabinet decision on the preferred way forward in September.
5. Undertake an initial workshop with interested parties to establish future governance arrangements and programme for bringing forward proposals for the Coal Exchange.
6. Develop a procurement strategy.

Directorate: Economic Development

Q1 Budget Position

As at 30th June 2014, the projected outturn against the net Economic Development budget of £593,000 is an overspend of £107,814.

The main reason for the projected position is because of an overspend against Major Projects (£62k) and an overspend against City Centre Management (£55k). The Major Projects overspend is the result of a shortfall in income due to it not being possible to secure a sponsor for naming rights in connection with the Doctor Who Experience. Within City Centre Management, the £55k overspend is due to a delay in implementing a staffing restructure of the core team. These overspends are partly offset by a £15k staffing saving within Property, although there is also a £6k overspend within Business & Investment, which relates to the Cardiff Film Unit.

The table below provides a summary of the projected outturn position:

Division	Net Budget (£000)	Projected Outturn (£000)	Variance (£000)
Management & Support	223	223	0
Major Projects	1,453	1,515	62
Events Park & Ride	13	13	0
Business & Investment	1,055	1,061	6
Construction & Design	0	0	0
Property	(2,625)	(2,641)	(15)
City Centre Management	186	241	55
Tourism	288	288	0
Total	593	701	108

Directorate: Economic Development

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

Director: Neil Hanratty

Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Asset Management - Ineffective management and use of Council assets and lack of corporate recognition.	B3 Medium High	C3 Medium Low	The development of a new Property Strategy will be progressed as a key element of the Assets and Infrastructure Programme. A presentation was given to PRAP Scrutiny Committee outlining key milestones towards delivery of the strategy.	Neil Hanratty
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
BID(Q4) - Restructuring of the City Centre Management team and delay with the implementation of BID.	Medium High	Medium Low	Agreed viable business model to take the BID process forward. Need to secure funding.	Ken Poole
Workshops (Q4) - Poor workshop occupancy levels – Green / Amber.	Medium High	Low	Improved marketing and management to achieve maximum occupancy targets.	Ken Poole
Cardiff Business Council (Q4) - Delay in generating income through the Cardiff Business Council.	High	Medium Low	CBC launched. £90,000 committed by private sector. Membership on track.	Louise Prynne
Transport Interchange (Q4) - Agreeing proposals for the delivery of an integrated transport hub including the relocation of the bus station.	Medium High	Medium Low	Agree programme for the delivery of a new Integrated Transport Hub. Secure Cabinet decision on preferred approach.	Claire Moggridge
Economic Vision (Q4) - Possible reputational damage caused by delay to the launch of a new economic vision for Cardiff.	Medium High	Medium Low	Cardiff Convention due to take place in October to review draft vision.	Ken Poole
Advertising Strategy (Q4) - Local Member/Planning/Highways/Safety approvals not achieved leading to delay in generating income through the advertising strategy to offset savings	Medium High	Low	Work underway with partner to submit Planning Application for first site in summer.	Ken Poole

Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Progress	
Transport Interchange - Bus operators do not agree options	Medium High	Medium Low	Discussions with bus operators are positive and on-going.	

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Councillor: Julia Magill

Q1 2014/15

Number of Employees (FTE)	1074
Sickness Absence YTD (Days Per Person)	2.25
PPDR Compliance (Initiation)	79%

Budget	Projected Outturn	Variance	Variance (%)
£29,642,000	£30,396,000	£754,000	2.5%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£6,512,000	£5,912,000	£600,000	9.2%

Q1 Progress against Corporate Plan actions 2014/15 (Total No 12)

Green 67% (8)

Amber 25% (3)

Red 8% (1)

Q1 Progress against Performance Indicators (Total No 8)

Green 100% (8)

Progress on Challenges Identified Q4 (previous quarter)

- Establishing reporting and monitoring of delivery against the recommendations arising from the Estyn Monitoring Revisit – see below.
- Restructure of the Education & Lifelong Learning Directorate – see below.
- Four Wards engagement running from 8th May-18th June regarding potential sites prior to formal consultation planned for Q3 – completed.
- Statutory consultation re increasing primary places (English and Welsh) in the Llanishen area to run from June to July and report back to Cabinet in September – consultation in progress (16 June – 28 July).

Q1 Service Delivery

Budget Position

- Education are projecting a variance of £754,000 against a retained budget of £29,642,000.
- Delegated school budgets are £199,814,000.
- Any variances within individual school budgets are managed against the balances held for each school.

Directorate Delivery Plan

- Education Business Plan completed.
- Estyn have formally accepted the Council's Action Plan to address the recommendations arising from the monitoring revisit of February 2014. This is not an additional plan but has been compiled from appropriate strategies and tasks identified in the Education Business Plan.

Management

- Completed formal consultation of a management restructure to the Directorate.
- Senior management appointment process has commenced.
- Successfully appointments made to the posts of Assistant Director and Head of Achievement and Inclusion.

School Organisation Planning

- A re-profiling exercise, with the Welsh Government, has commenced which will ensure that the 21st Century Plan takes account of current pressures and changes to context since 2011. Recommendations for changes will be reported to Cabinet in October, including updates to anticipated costs and timescales.

School Appeals

- The School Standards and Framework Act provides parents with the opportunity to appeal against a decision made by the Council not to grant a school place. The number of the appeals heard by the Independent Panels are continuing to rise, 469 appeals heard for the last academic year, and 227 already scheduled for 2014/2015, some of which are to be heard during the summer break.

Directorate: Education & Lifelong Learning

Key Performance Indicator Data – Q1 2014/15

Performance Indicator Please note – reporting years show previous academic year i.e. 13/14 is 12/13 academic year	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
Percentage of pupils achieving a standardised score of 85 or above at the end of KS2 (Year 6) in literacy and numeracy (Corporate Plan Outcome E&LL A) E – Reading English, W – Reading Welsh, N - Numeracy	E 88 W 98 N 82	n/a	n/a	n/a	n/a		Green
Annual performance indicator – result available in Q2. Schools reporting positive expected outcomes although not yet proven. This indicator needs to be reviewed, the definition could be misleading and Welsh government are reviewing the standardisation process which will affect year on year comparisons.							
Percentage of pupils with lower reading age than chronological age at end of KS2 (Corporate Plan Outcome E&LL B)	Delete	n/a	n/a	n/a	n/a	Delete	
Data no longer recorded or reported by the Welsh Government therefore PI should be deleted.							
Percentage point gap between FSM and non-FSM pupils achievement of CSI at KS2 (Corporate Plan Outcome E&LL C)	19.5	n/a	n/a	n/a	n/a	17.8	Green
Annual performance indicator – result available in Q2. Schools reporting positive expected outcomes although not yet proven.							
Percentage of pupils with progress of 2 levels or more across KS3 for English, Welsh first language, Mathematics and Science (Corporate Plan Outcome E&LL D) E – English, W Welsh (first language), M – Maths, S - Science	E 43.2 W 43.5 M 51.6 S 46	n/a	n/a	n/a	n/a		Green
Annual performance indicator – result available in Q3. Schools reporting positive expected outcomes although not yet proven.							
Percentage of pupils achieving Level 2 threshold at KS4 (Corporate Plan Outcome E&LL E)	73.0	n/a	n/a	n/a	n/a		Green
Annual performance indicator – result available in Q3. Schools reporting positive expected outcomes although not yet proven.							
Percentage of pupils achieving Level 2+ threshold at KS4 (Corporate Plan Outcome E&LL F)	49.9	n/a	n/a	n/a	n/a	55	Green
Annual performance indicator – result available in Q3. Schools reporting positive expected outcomes (Aggregated to 56.88%) although not yet proven.							
Percentage point gap between FSM and non-FSM pupils achievement of Level 2 threshold including English/Welsh and Mathematics at KS4 (Corporate Plan Outcome E&LL G)	36.2	n/a	n/a	n/a	n/a	33	Green
Annual performance indicator – result available in Q3. Schools reporting positive expected outcomes although not yet proven.							
Percentage of pupil attendance in Primary Schools (Corporate Plan Outcome E&LL H)	94.0	94.09				94.4	Green
Quarterly data is generated from the schools live data, subject to change as schools update systems to include missing attendance marks							
Percentage of pupil attendance in Secondary Schools (Corporate Plan Outcome E&LL I) Provisional 14/15 result shown in brackets	92.9 (93.9)	Data to follow				93.6	Green
Quarterly data is generated from the schools live data, subject to change as schools update systems to include missing attendance marks							

Q1 Challenges Identified

- Need to secure new school in the West of the City.
- Embed quickly the new management arrangements in Education and Central South Consortium (CSC).
- Radicalisation of young people.

Q1 Actions being taken

- Review and refresh 21 Century School Plan over the summer and report to Cabinet in Oct 2014.
- Deliver induction and development of the new Education Management Team and the establishment of a clear commissioning plan for Cardiff's requirements from the CSC.
- Continued liaison with PREVENT, Welsh Government and other organisations and the provision of support and training programme being given to schools.

Q1 Budget Position

Division	Net Budget (£000)	Projected Outturn (£000)	Variance (£000)
Delegated Schools	199,814	199,814	0
Centrally Funded Education Funds	11,526	11,548	22
IAR & SEN	7,244	7,453	209
Early Years & Childcare	752	824	72
Education Grant Funded	1,135	1,135	0
Management & Support services	4,394	4,893	499
Lifelong Learning	2,836	2,906	70
Catering & Cleaning	1,132	1,014	(118)
Wellbeing & Compliance	623	623	0
Total	229,456	230,210	754

- Out of County Placements is currently projecting a £200,000 overspend on a budget of £4.837million. This budget was reduced by £400,000 as part of the 2014/15 budget round.
 - Management & support is the significant area of overspend. Business Support is showing an overspend of £200,000 which reflects the likely amount not to be achieved in 2014/15 in respect of savings put forward in this area. In addition, the impact of Estyn Monitoring visit has resulted in management savings coming in at £177,000 less than the budget saving proposal of £424,000.
 - The position on County Hall Nursery is currently a projection of £70,000 overspend.
 - £85,000 savings related to the enforcement of the workforce agreement have yet to be achieved.
 - Catering & Cleaning are currently projecting a position where there is an underspend of £107,000 against the budget allocated for their services.
 - Youth Service is currently projecting to be balanced against the budget allocated which includes the anticipated achievement of £250,000 savings put forward as part of 2014/15 budget.
- Costs in relation to Friary and Parade are currently not being fully recovered by users which is projecting a £77,000 overspend. Work is continuing to reduce the cost base in these two buildings Corp Resources to provide.

Directorate: Education & Lifelong Learning

Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Education Attainment does not improve at the required rate, particularly at Key Stage 4	High Priority	High Priority	<ul style="list-style-type: none"> Agree Education Development Plan and identify strategies to address leadership concerns and to drive school led improvement Identify action and responsibilities to deliver strategies through a Education Business plan Agree Estyn action plan and establish monitoring arrangements to oversee delivery of improvements 	Nick Batchelar
The Central South Consortium does not challenge Cardiff schools sufficiently to improve	High Priority	High Priority	<ul style="list-style-type: none"> Review CSC governance arrangements to include Officers and the Cabinet Member. Establish clear commissioning arrangements Apply National Model for School Improvement to ensure clarity and consistency in approach Restructure the Central South Consortium 	Nick Batchelar
SOP. Ambitious timescales for project delivery, within agreed capital allocations to support reorganisation, improvement and expansion of school provision to meet growing pupil population	High Priority	High Priority	<ul style="list-style-type: none"> Establish consistent monitoring and reporting of all risks to Schools Programme Board Explore Turn Key solution i.e. one contract for management and responsibility 	Nick Batchelar
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	High Priority	High Priority	<ul style="list-style-type: none"> Explore through the School Organisation Planning process how different organisational arrangements for schools would affect the supply of pupils to schools and delegated budgets Revise and agree protocol for responding to schools in deficit with School Budget Forum, including exercising statutory powers of intervention Establish a protocol for Finance Officers to discuss schools with System Leaders Identify a monitoring officer to provide independent challenge to school each school in deficit (additional to the LFM) 	Nick Batchelar

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Not all secondary schools using Vulnerability Assessment Profile (VAP) to identify pupils at risk of not entering Education, Training or Employment (ETE)	Medium Priority	Low Priority	Schools identified and work being done with them to ensure VAP is embedded from Sept 2014	Simon Morris

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
n/a			

Directorate: Environment

Director: Jane Forshaw

Councillor: Bob Derbyshire

Q1 20014/15

Number of Employees (FTE)	632
Sickness Absence YTD (Days Per Person)	4.24
PPDR Compliance (Initiation)	86%

Budget	Projected Outturn	Variance	Variance (%)
£25.826m	£27.339m	£1.513m	5.86%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£3.435m	£3.119m	£0.316m	9.2%

Q1 Progress against Directorate Plan / Corporate Plan actions 2014/15

Green 72% (5)

Amber 14% (1)

Red 14% (1)

Q1 Progress against Performance Indicators (14)

Green 64% (9)

Red 36% (5)

The Directorate has 37 performance indicators, 8 (22%) are annual and 15 (41%) have no results as yet.

Progress on Challenges Identified Q4 (previous quarter)

- Waste strategy & Collection changes—establishing the preferred direction given the tension between availability of funding and future achievement of statutory targets – aim to report to cabinet in September on a number of elements that can be considered early with a later report giving fully costed options for consideration linked to the overarching principles.
- Control and ownership of the budget –detailed interrogation of the budgets has produced line by line responsibilities, training for Senior Managers on SAP is progressing, the robust budget meetings started in 2013/14 have continued into 2014/15 with fortnightly management budget meetings including the Directorate accountant, a budget tracker approach to monitoring is in place.
- Resources and achievements delivered for key programmes, in particular Alternative Delivery and the Energy Prospectus – The ADM is now part of the Council's three year Organisational Development Programme, together with a more immediate Neighbourhood Services pilot. The resources for delivery of an ADM and pilot is being drawn together from Senior OM Waste & Collections, finance, procurement and resource support from the transformational team, these resources are to be confirmed but in the interim good progress is being with a successful bid to the IRB for specialist resources. The formation of an Energy & Sustainability team for the Council under the Environment Directorate has been achieved and is led by an OM for Energy & Sustainability the team's responsibilities will be to lead on Energy and Sustainability and the key objectives within the Corporate Plan.

Q1 Service Delivery

Budget Position

The Environment net controllable budget for 2014-15 is currently £25.779 million. This includes expenditure of £41.809 million and income of £16.030 million. The forecast at this early stage of the year is a budget deficit of £1.560 million. However, it should be noted that at this very early stage of the year the forecasts are based on a number of assumptions that will be changed or firmed-up in the coming months, particularly on income generation and that the CTS charges can be negotiated once transparency is provided. This position includes the use from central provisions to partly offset the income shortfall from the sale of recyclable materials and to partly offset the reduction in the Sustainable Waste Management grant. The directorate has a saving target of £3.435 million arising from the 2014-15 budget process, this is proving challenging to deliver and the identified variance is being monitored very closely. The Directorate has a number of key pressures include - Vehicle charges, Recycling Processing, MRF income/operational costs, Licensing, Corporate savings.

The directorate has already identified a range of mitigation/deferred spend, the main ones being, delay in Post-sorting of waste, staff costs, deferred Vehicle reversing cameras, Landfill Tax.

Directorate Delivery Plan

Deliver new Waste Strategy by July 2014 (red status)

Exploring alternative delivery models to drive down cost, increase productivity and improve service delivery (red status)

Risks and mitigating action included in emerging Risk Table below

Management

PP&DRs (year start position) –Objectives finalised - 531 which equates to 86%.

Sickness Absence – The YTD (Days Per Person) outcome for Q1 is 4.24 FTE days, the forecast for the year is 19.06 The Directorate continues to closely monitor sickness absence by carrying out timely case reviews for long term absences monitoring compliance for the short term/long term triggers and that the absence policy procedures are being

followed including that all employees receive a return to work interview following a period of sickness absence. This approach is resulting in our sickness absences reducing month on month since April and there has been a significant improvement in the last four weeks which is not reflective in the Corporate reporting figures.

Health & Safety – during 2013/14 475 days were lost to 26 injury type accidents (overall there were 257 incidents), this equates to 18.2 lost days on average for the 26 employees. 29 accidents have been reported for April & May and June's results are awaited, initial investigations have been completed, 18 of these were near miss no injury incidents, no specified major injuries to date. Risk assessment expiry remains extremely positive with only 2 of 288 needing updating. Policy, Action Plan and Annual Report are all currently under review.

Regulatory collaboration - Cabinet Report detailing proposal to collaborate upon the provision of Regulatory Services - A supplement to the Atkins report has been completed and was part of a submission to the SJC on 25th June 2014. The drafting of the Cabinet report will be completed by 10th July 2014 in preparation for pre decision Scrutiny and Trade Union engagement

Directorate: Environment

Key Performance Indicator Data – Q1 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
PPN/001 (i) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Trading Standards	99%	32%				100%	Red
High risk premises have only recently been identified as Trading Standards are following a more intelligence based approach and there has been substantial data to collect and analyse - consequently they have only recently been allocated to officers. Year-end target of 100% is expected to be met.							
PPN/001 (ii) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Food Hygiene	86%	14.16%				25%	Red
Target for Q1 is 25% of high risk inspection programme set out in the code of practice. Current performance is 14.16%. 100% target is not achievable given current resource. Public Protection Committee has been advised that only very high risk premises will be inspected. i.e. A, B and non-broadly compliant C premises. Current performance against this revised group of premises is 22% against target of 25% but will improve in the coming quarter.							
PPN/007 (i) - The percentage of significant breaches that were rectified by intervention during the year for: Trading Standards	94%	19%				90%	Red
Currently dealing with some difficult cases taking significant time to resolve which explains the 14 cases brought forward from last year. Performance on cases identified in year is significantly better at 57%. Further attention required in this area to improve future performance.							
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	87%	87%				75%	Green
STS/005 (b) - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	93.7%	88%				90%	Amber
Result relates to first set of surveys undertaken during 2014/15							
STS/006 - The percentage of reported fly tipping incidents cleared within 5 working days	92.6%	80.9%				90%	Red
Teams are dealing with higher levels of fly tipped asbestos which cannot be removed quickly; this is due to a regional increase in asbestos crime which is being addressed through regional working and engagement with the NRW.							
WMT/009 (b) - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	51%	51%				52%	Amber
The final figure has yet to be validated by the regulator. Extensive checks are being undertaken by waste management and the NRW to ensure all tonnages are recorded accurately as the performance figure is so close to the statutory target of 52%.							
Increase the kw of local energy generation in Cardiff	N/A	118.905kw				300kw	Green
The results and target is based mainly on the housing scheme, however, a major scheme Lamby Way Solar Farm being reported to Cabinet July has the potential to deliver 7MW.							

Reduce CO2 emissions in households subject to Works	N/A	397.02 tonnes (253 properties)				1,270 tonnes (890 properties)	Green
Energy costs saved for Cardiff households benefitting from Council led activities	N/A	£70,067 (253 properties)				£246,000 (890 properties)	Green
1250 surveys for Energy Performance Certificates Undertaken	N/A	361				1250 EPC's	Green

Q1 Challenges Identified

1. Budget Deficit, Unallocated savings to be assigned to budget headings and holders including the corporate Savings O/T, training, agency
2. Cross boundary movements of waste
3. Sickness Absence
4. Accidents/near misses
5. 15/16 Budget Preparation and 15/16 Policy Pressures
6. Food minimisation and recycling
7. Fly tipping intelligence sharing trial in conjunction with Fly tipping Action Wales
8. Bidding for the Bloomberg Mayor's challenge.

Q1 Actions being taken

1. Freeze spend where possible, review monitoring to identify in year savings, allocate saving to budget headings and holders, review the savings required and monitor budgets
2. Residents cross boundary movements and household waste recycling centre usage has been undertaken with Cardiff's neighbouring authorities and the results of the negotiations are expected in Qtr. 2.
3. Continue to closely monitor triggers, case reviews and RTWs.
4. Reviewing the training records to judge the effectiveness of training in respect of health & safety.
5. Providing the budget updates on very short timescales
6. Cardiff has been accepted as one of ten UK Local Authorities to receive external campaign support for Love Food hate Waste.
7. Waste Enforcement have been selected as one of five Welsh Authorities to trial
8. Secured £5k from Welsh Government for external bidding resources.

Directorate: Environment

Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Waste Management - Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment.	Red (B1)	Red (B2)	Waste Strategy & Collection changes strategy being developed and consulted on which will be go to Cabinet during 2014. An interim residual waste treatment contract for non- recyclable waste is going to Cabinet on 17 July.	Jane Forshaw
Energy Security - Inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.	Red (B1)	Red/ Amber (C1)	As of July 2014 directorates will be responsible for their electricity and gas as a controllable budget. Support will be provided by the energy team in terms of small-scale retrofit and/or energy reduction projects and carbon culture reporting. Via the Welsh Purchasing Consortium the authority procures electricity and gas through a 6 month period in order to lower the risk of fluctuation energy prices and to get the best rate. Energy Performance Certificates undertaken to Council owned stock to improve understanding along with a variety of energy efficiency measures (cavity / loft / external wall insulation and boiler upgrades) funded via ARBED, ECO and Green Deal.	Jane Forshaw
Food Safety Management - Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business outlets, events & venues.	Red (B1)	Red (B1)	Corporate E.coli senior officer and working groups in place. Corporate Food safety management plan & broadly compliant policy now in place. On- line training course being developed to support this.	Jane Forshaw
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
New Waste Strategy - external WG provided support failing to deliver of required timelines. Legislation guidance is still emerging.	Red		Seeking alternative technical support Defer decision by cabinet until full detailed options can be presented	Jane Cherrington
Deliver a more attractive environment for the city - lack of expertise to progress leaning process	Amber	Amber	Need to appoint adviser early in Qtr2 and progress cross-directorate 'leaning' work	David Lowe
Realignment of collection services in line with directorate savings proposals for 2014/15 - Other waste streams are not operating as efficiently as required, partly due to vehicle issues and partly due to the need to rebalance rounds.	Amber	Amber	Further rebalancing of other waste streams is needed. It is not anticipated that this will deliver savings, but this may create a budget pressure until addressed.	Claire Cutforth
Potential conflict between process to identify and implement an ADM v's the need for the ADM to deliver savings in 15/16	Red	Red	Issues to be set out in September Cabinet Report. Timescale to implement savings to be part of evaluation criteria in option review	David Lowe

Failure to achieve budget mitigation	Red	Red	Placing a freeze on spend where practicable, continuing monitoring budgets and looking at taking early decisions of 15/6 savings proposals.	Jane Forshaw
Health & Safety in relation to high risk incidents and days lost through injury	Red	Red/Amber	Continue to undertake investigation and analysis to establish root cause and remedial actions	Jane Forshaw

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
Previous Qtr. identified risks are listed above as Corporate risks			

DRAFT

Directorate: Health and Social Care

Director: Siân Walker

Councillor: Susan Elsmore

Q1 2014/15

Number of Employees (FTE)	691
Sickness Absence YTD (Days Per Person)	4.25
PPDR Compliance (Initiation)	83%

Budget	Projected Outturn	Variance	Variance (%)
£95,113,000	£98,964,000	£3,851,000	+4%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£6,213,000	£4,828,000	£1,385,000	22%

Q1 Progress against Directorate Plan / Corporate Plan actions 2014/15 (10)

Green 80% (8)	Amber 10% (1)	Red 10% (1)
---------------	---------------	-------------

Q1 Progress against Performance Indicators (10)

Green 30% (3)	Amber 10% (1)	Red 60% (6)
---------------	---------------	-------------

Progress on Challenges Identified Q4 (previous quarter)

PREVIOUS QUARTER CHALLENGES IE Q4

- **Budget** – Continued robust challenge of expenditure against budget and delivery of savings – weekly budget review within H&SC
- **Delayed Transfers of Care** - The result for April and May 2014 is 20, which shows an improvement against the same period in 2013-14 (April and May 2013 35) and the total for February and March 2014 (22). A Discharge Case Manager is being piloted at UHW and is working closely with Health, to identify blockages in the pathway, to facilitate a smoother and timelier discharge.
- **Improve take up of Direct Payments particularly in LD and MH service area** – The total number of Direct Payments for LD and MH service areas has increased by 7% (Q4 2013-14 92 service users in receipt of DPs compared with Q1 2014-15 99).
- **Integrated Assessment implementation** - Delivered on 1st May 2014 and in Mental Health & Learning Disability services on the 1st June 2014.
- **Continued delivery against corporate HR objectives i.e. PPDR and Sickness reduction**– Overall Corporate sickness target figure for H&SC 2013/14 was 16.8 FTE days lost per person, and our final outturn figure was 14.35 FTE days. PPDR Compliance for Finalisation of Objective Sheet H&SC 14/15 73% as at end of June 14.
- **Improve the number of Carer Assessment offers and completed carers assessments** - A number of management actions have been taken during Q1 to improve performance in this area.
- **Delivery of Independent Living Partnership Programme** - Independent Living Programme Board established and governance agreed. Project Manager appointed and in post.

Q1 Service Delivery

Budget Position

- As below

Directorate Delivery Plan

- **Direct Payments** – Cross cutting working group (including H&SC representative on the All Wales Direct Payments Forum) set up in Q1 across H&SC to look at streamlining and simplifying process to facilitate take up.
- **Re-ablement** – H&SC attended SPIDER (Supporting Public Service Innovation using Design in European Regions) workshop at Cardiff Metropolitan University in June 14. Social Services Improvement Agency (SSIA) has awarded Cardiff 30K until the 31.3.15 to support the Dementia & Reablement Specialist Training Project.
- **Supported Living** – H&SC worked with Procurement and Business Wales to hold a free Supplier Briefing and Consultation event on the 17th June 2014 aimed at social care providers, which included a proposed Supported Living pilot model.
- **Commissioning Framework** – Report on new commissioning model for domiciliary care to be considered by Cabinet in July 14. Directorate currently working towards the implementation of the 'Pro - Actis' to facilitate the securing of options for service users when choosing a residential/nursing placement. It is expected that this on line tendering system will be in place by August 14.
- **Integrated services with partners** – Evaluation of the 4 Regional Collaboration Fund work streams is to be undertaken at the end of Q1. This exercise will determine which projects will continue to be funded and successfully roll over into 14/15.
- **Transitions** – Transition of disabled children into adult social care are all known with issues mapped and regular operational meetings taking place to review jointly with Children's Services
- **Delayed Transfers of Care** - A Discharge Case Manager is being piloted at UHW and is working closely with UHB, to identify blockages in the pathway, to facilitate a smoother and timelier discharge.

- **Quality of care action plan** - Action plan for the joint quality monitoring group (which has been established to monitor issues relating to care home provision) will be reviewed at the second meeting on 30th July
- **Electronic Time Monitoring System (ETMS)** - Software being developed during Q1 to streamline the process and release resources to improve the monitoring of the quality of care received.
- **Third Sector Engagement** - The Healthy & Active Partnership Fund (HAP) received 300K from the Intermediate Care Fund bid, ring fenced for 3rd Sector/community engagement projects. Partnership working continues with Business Wales and C3SC (meeting on 23. 04.14), working corporately with Communities Directorate.
- **Performance Mgt.** - Annual 13/14 Customer Satisfaction report is due to go to Scrutiny on 3rd September 2014
- **Carers Offers & Assessments** – The default position agreed during Q1 is that Team Managers are not to sign off assessments unless carers' issues have been addressed and or an assessment offered. All case managers are required to have a PPDR objective relating to carers' assessments .
- **Safeguarding** – Compliance audit undertaken to ensure 'smooth/fit for purpose' transfer to Corporate Unit.
- **The Social Services and Well-being (Wales) Act 2014** - Received Royal Assent and became law in Wales on 1st May 2014. H&SC continue to contribute to its development though participating in technical groups e.g. Assessment & Care Planning, Co-operatives/Social Enterprise and Population & Needs Assessment.
- **Business Continuity** – All H&SC amber-rated business continuity plans are in the final stages of completion with the Joint Equipment Service (JES) being recently identified as part of this activity.
- **Delivery of Independent Living Partnership Programme** - The recruitment of an Independent Living Officer, who will be based at a Hospital and managed through the Gateway Project, has begun and other preventative projects are proceeding at pace.

Management

- **PPDR Status:** PPDR Compliance for Finalisation of Objective Sheet H&SC 14/15 83% as at end of July 14.
- **Health & Safety:** The H&SC Annual Report and end of year Statement for 13/14 together with the H&SC Action Plan for 14/15 has been signed off by H&SC SMT
- **Sickness:** H&SC's Corporate target for 14/15 is 13.1 FTE days lost. Results for Q1 show 4.25 FTE days lost, which is higher than anticipated though actions are in place to ensure the trend reduces within the year through continued early notification to Occupational Health and Managers identifying patterns of short term sickness

Directorate: Health & Social Care

Key Performance Indicator Data – Q1 2014-15

Performance Indicator	Result 13-14	Position Q1	Position Q2	Position Q3	Year to Date	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>)	8.47	0.86 (part result)				GREEN
The result for Q1 contains April & May figures only - June figures will not be available until late July. Delayed Transfers of Care are recorded directly by the WG on the website Stats Wales and published on a monthly basis.						
% 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	85.29	84.81				AMBER
Of 1435 service users, 1217 were supported in the community during the quarter aged 18-64						
% of adults aged 65 or over who are supported with home care services out of the total with home care or care home packages	71.59	71.50				RED
Of 3239 service users, 2316 were supported in the community during the quarter aged 65+. The target for 2014-15 has been set at 75%, to achieve this we will develop capacity within reablement to increase the number of people accessing the service.						
The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	31	26				GREEN
The implementation of 'All Wales Integrated Assessment' on 1 st May 2014 has had a positive impact on the average number of days. The result for Q1 contains all Integrated Assessment Care & Support Plans (care plans)						
% of reviews due within the quarter that were reviewed or reassessed within the quarter	82.09	74.55				RED
Total number of reviews completed during the quarter 1521. To improve the service will need to maintain the dedicated resources (review team) to complete care plan reviews.						
% of Carers of adults who had an assessment or review of their needs in their own right during the year (<i>Cumulative result</i>)	32.90	22.72				RED
The default position agreed during Q1 is that Team Managers are not to sign off any assessments unless carers' issues have been addressed and or an assessment offered. All case managers are required to have a PPDR objective relating to carers assessments						

% of protection of vulnerable adult (POVA) referrals completed where risk has been managed	91.98	Annual Indicator				
Annual Indicator.						
Total number of Adults using Direct Payments at end of the quarter	501	513				RED
Cross cutting working group (including a H&SC representative on the All Wales Direct Payments Forum) was set up in Q1 across H&SC to look at streamlining and simplifying process to facilitate take up.						
% of people helped back to independence without ongoing care services, through short term intervention	66.91	76.3				GREEN
The result for Q1 contains April & May figures only. The indicator result will be updated as soon as the accurate outcome information is available.						
% of short term sickness absence - (H&SC Services)	2.42	1.59				RED
To deliver the target regular discussions are taking place during SMT on overall H&SC sickness whilst specific service areas are being reviewed during OM's supervision sessions. Continued early notification to Occupational Health and Team Managers now identifying patterns of short term sickness						
% of long term sickness absence - (H&SC Services)	4.39	5.18				RED
To deliver the target regular discussions are taking place during SMT on overall H&SC sickness whilst specific service areas are being reviewed during OM's supervision sessions						

Q1 Challenges Identified

- H&SC continue to face extreme budget pressures
- Performance in relation to Carer Assessments and Direct Payments take up is not improving as it should
- Staff sickness performance is not as it should be.

Q1 Actions being taken

- Establishment of H&SC Programme Board, chaired by Director to monitor budget and savings for Directorate in 14/15
- Work is ongoing to improve how we record offer of carer assessments and performance on DPs should rise once some planned amendments to the process are implemented.
- We are seeking ways to bring improved performance in this area back on track

Directorate: Health & Social Care

Q1 Budget Position

The month 3 monitoring position for Health and Social Care shows an overspend of £3.851m.

The projected position reflects a range of factors but is largely due to ongoing pressures on the budgets for externally commissioned care services. The combined overspend for commissioned care is currently projected at £3.7m. This figure includes approximately £1.2m of cost growth relating to an increase in residential, nursing and supported accommodation placements for those with learning disability and mental health needs. These are high cost placements typically averaging £65,000 in a full year. The additional expenditure would include the impact of former continuing care cases transferring from the Health Service.

The position also reflects an anticipated shortfall (£1.4m) against the £6.2m savings target set for the service as part of the 2014/15 budget. The shortfall relating to externally commissioned domiciliary care plus the reconfiguration of the internal residential care contract.

The overspend also reflects the increased cost (12%, £0.5m) of direct payments made to those who wish to arrange their own care.

There are also cost increases in relation to nursing placements for older people, reflecting increased bed prices plus increased demand, plus additional commitments arising from new legal requirements in relation to mental health.

Directorate: Health & Social Care - Q1 Risk Update

Councillor: Susan Elsmore

Director: Siân Walker

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<p>Health & Social Care</p> <p>The Social Services Wellbeing (Wales) Act Implementation of the Act (from May 14) places new duties and responsibilities upon already pressured services</p>	B1	B1	<p>The Bill received Royal Assent and became law in May 2014. In the last quarter we have taken the following mitigating actions :</p> <ul style="list-style-type: none"> • There has been continued oversight by the Directors of CS and H&SC and proactive input in developing the ACRF. • Implementation of the Act and consultation programmes to deliver the transformation of social care will be included within service delivery plans • In Q2, we will be closely monitoring the above controls proposed. • In Q2, there will be presentations to SMT, Scrutiny and Cabinet so that the wider Council understand the impact of the Act and to gain understanding of the legal framework for improving the wellbeing of people who need care and support, , and carers who need support, to transform social care in Cardiff. 	Tony Young & Siân Walker
<p>Health & Social Care</p> <p>Changing Demographics and increasing expectations of vulnerable people put more pressure on services, increasing the risk of budget overspend</p>	B1	B2	<ul style="list-style-type: none"> • We continue to proactively engage with Health for stronger collaborative working in relation to performance on DTOC & there is weekly monitoring and reporting to Director on DTOC. • Two community resource teams covering the South East and North West of Cardiff fully established • In the next 3 quarters, there are plans in place to develop a whole systems review of disabled children's and adults to ensure more effective transitions from Children's into Adults and which can deliver efficiency gains in future years. • There are also plans in place to review our social care records database to produce more effective information which will enable us to more easily understand the local health and social care economy and to analyse demand and capacity. 	Siân Walker
<p>Health and Social Care</p> <p>Failure to safeguard vulnerable people</p>	B1	B2	<ul style="list-style-type: none"> • Plans have continued in order to consolidate safeguarding arrangements across Cardiff and the Vale of Glamorgan, with proposals now in place to for council-wide responsibility, together with Children's Service. • The current case management system is being reviewed and case quality management system advanced. 	Tony Young & Siân Walker

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<p>Failure to correctly align resources with demand and priorities and failure to have early sight of CHC transfers and to robustly respond to CHC reviews/re-assessments will have an adverse financial impact</p> <p>Failure to correctly align resources with demand and priorities</p> <p>Independent Living Fund</p>	A1	B2	<p>Weekly meetings with Management Accountant and all OMs to assess risk of CHC transfers (potential and actual)</p> <ul style="list-style-type: none"> ILF is closing. All LA's are working on the ILF transfer process prior to closure on 30.06.15. There is a robust process in place to manage this (113 people have ILF). Failure to manage risk may result in a £2million overspend on H&SC 1 full year cost. Case managers are reviewing everyone in receipt of ILF to reassess them and apply eligibility to the ILF element of the total care package. Officers are working closely with ILF HQ to oversee the transfer. Proposals in place for financial re-assessment of all adversely affected by the changes to prevent hardship 	Siân Walker Stuart Young, OM Performance and Resources
<p>Failure to Safeguard vulnerable people</p> <p>There has been an increase in people who do not have mental capacity to decide on their care or accommodation needs, who may be unlawfully deprived of their liberty in care home and hospital settings.</p> <p>The Supreme Court Ruling of March 2014 has held that any person living without capacity to decide on their care or accommodation needs (even where they are compliantly accepting of the care and accommodation) must have a Best Interest Assessment to ensure that an Deprivation of their Liberty (DoL) is lawful. .Across C&V, there are an additional 1500 people who have been identified who will need to have their best interests assessed.</p>	B1	B2	<ul style="list-style-type: none"> Cardiff invests in the C&V DoLS Service to ensure compliance with the law. We have trained an additional 20 " Best Interest" Assessors to undertake DoLS Assessment of risk and to maintain our compliance with the increased workload. The matter is under constant review at the DoLS Partnership Board. A business case has been developed to secure additional full –time Best Interest Assessors. Further consideration needs to be given to the increased costs associated with the use of UHB S.12 Doctors to complete the DoLS Assessments and a separate business case has been produced for the Council to consider Corporately. Over 200 people have been identified under the new arrangement who were considered to be deprived of their liberty in domestic settings and these will each require authorisation through the Court of Protection -which will increase requirement and costs for social care and legal staff. Where there is no capacity for legal support from the Council, this has to be commissioned externally at considerable cost. 	Siân Walker Andy Cole, OM Mental Health

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
The H&SC Directorate Risk register for 13/14 has been reviewed and all risk information has been refreshed, including status of inherent and residual risks.	N/A	N/A	The risk register for 13/14 was closed and a new Directorate Risk Register for 14/15 was established, identifying any new risks, in line with the Service Delivery Plan and current pressures facing H&SC. In Qtr 2 we will provide an update on the emerging risks identified in Qtr 1.

Directorate: Sport, Leisure & Culture

Director: Chris Hespe

Councillor Bradbury, Councillor Lent, Councillor Derbyshire

Q1 2014/15

Number of Employees (FTE)	728
Sickness Absence YTD (Days Per Person)	2.94
PPDR Compliance (Initiation)	77%

Budget	Projected Outturn	Variance	Variance (%)
£14,701m	£15,825m	£1,124m	7.6%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£5.289m	£4.145m	£1.144	21.6%

Q1 Progress against Directorate Plan / Corporate Plan actions 2014/15

Green 90% (19)	Amber (1) 5%	Red (1) 5%
----------------	--------------	------------

Q1 Progress against Performance Indicators (42)

Green 86% (36)	Amber (6) 14%
----------------	---------------

Progress on Challenges Identified Q4 13/14

- The process to determine operator(s) for Arts Venues and Leisure Centres is progressing with PINs having been issued and meetings held with potential management operators.
- Preparation is in progress to invite expressions of interest for new management model for retail catering by September 2014, however it is anticipated that there may be a shortfall in achieving full year savings.
- Introduction of shorter working hours in Play Centres to drive the saving is proving problematic.
- Proposals have been drafted exploring savings offer for 15/16.
- 14/15 objectives recorded on DigiGov representing an overall status of 66%, improved focus will be made to address this particularly in the operational areas of Leisure, Play, Venues and Catering.
- When compared with the same period last year, sickness absence has remained fairly static at overall Directorate level with an improvement in Leisure & Play but in all other areas, absence has increased. In order to improve absence performance, bespoke reports were developed by the Directorate in 2013 in order to help identify issues / trends in specific areas and requested from HRPS but to date these reports have not been available.

Q1 Service Delivery

Budget Position

- Overall savings requirement for the Directorate in 14/15 is £5.289m with an additional saving of £1.2m on Harbour management.
- The forecast at this stage of the year is a budget deficit of £1.144m, key variances include; a shortfall against the £5.289 million savings of £1.144m, Parks waste disposal costs £0.140m, Mansion House income shortfall £0.110m and Leisure Centres increased income/cost control (£0.308 m)
- The current savings position indicates that £2.222 m (42%) has already been achieved with a further £1.923m on course to be delivered by the end of the year leaving £1.144m not realised. The significant shortfalls include; Swimming reprogramming £160k, Management operator at cultural venues £300k, Play Services £190k, Management reductions £ 94k, Catering operating model £ 82k.

Directorate Delivery Plan

- Event Strategic Framework scheduled for consideration at future Cabinet meeting to align with full service review. Forward programme of major events identified and funding agreed.
- Basis for the production of a strategic framework for management and development of parks and open spaces has been produced.
- New operating model for Children's Play - proposal prepared for Cabinet consideration in September.
- Cabinet approved plans for Eastern Leisure Centre development in May, tender preparation underway.
- Development of High Ropes facility at CIWW - work scheduled to start onsite early August '14.
- Joint venture in Sports Development with Cardiff Met University signed and implemented.
- Local Sport Plan objectives agreed with Sport Wales and templates developed for reporting through the area boards when established. With the transfer to the new commissioning model with Cardiff Met, a new structure will be put in place and sports boards set up.
- A report was approved by Cabinet in April which provided an updated position in respect of achievements against the Parks Partnership Programme (2004 – 2014) and set out proposals for refocusing the programme through a

strategic framework and in light of financial pressures faced by the Council and funding streams available going forward.

- On APSE Parks and open spaces performance indicators, Cardiff results include top quartile in hectares managed per FTE front line employee and for Countryside Management.
- **Management**
- Health and Safety - Facilities Management related potential health and safety issues actively progressed.
- PPDR Objectives - overall 14/15 status of 77%.
- Sickness – year end forecast of 13.24 against target of 12.1 FTE days.

Directorate: Sport, Leisure & Culture

Key Performance Indicator Data – Q1 2014/15

Performance Indicator	Result 13/14	Q1 Position	Target 14/15	R.A.G.
Number of Attendances At Harbour Authority Facilities	1,255,251	305,008	1,250,000	Green
Total Income for The Harbour Authority	£767,640	£161,929	£700,000	Green
Customer Satisfaction Levels For The Harbour Authority	95%	94.2%	93%	Green
Number of Individuals Participating In Parks Outdoor Sport (<i>Football, Rugby, Cricket, Baseball</i>)	221,744	59,532	245,000	Green
Customer Satisfaction For Parks And Sport	82%	89%	85%	Green
Total Number of Children Engaged Aged 7 - 16 In Sport Cardiff Led Participatory Opportunities	45,339	Data available July	53,830	Amber
Number of Paid Attendances at St David's Hall and New Theatre	410,402	80,759	382,000	Green
Retained Income For St David's Hall and New Theatre	£1,391,486	£155,898	£1,289,492	Green
Number of Attendances At Cardiff Castle	266,927	80,975	275,000	Green
Cardiff Castle Total Income	£3,022,365	£1,059,832	£3,105,000	Green
Customer Satisfaction Level For Cardiff Castle	(85.8%)	NPS+57	NPS+45	Green
Total Income For City Hall	£633,690	£203,952	£657,944	Green
Visits / Attendances At Sports And Leisure Centres	2,266,061	532,043	2,297,591	Green
Number of Live Active Cards	(New 14/15)	11,530	13,385	Green
Customer Satisfaction Level for Bereavement Services	99%	100%	95%	Green
Customer Satisfaction Level for Registration Services	(New 14/15)	100%	95%	Green
Number of Apprenticeships, Trainee Schemes and Work Experience Placements Supported.	(New 14/15)	10	25	Green

Directorate: Sport, Leisure & Culture

Q1 Challenges Identified

1. Meeting Leisure Centre income generation targets.
2. Meeting full Children's Play savings in 14/15.
3. Achieving £300k saving on new operator for arts venues in current financial year.
4. Receipt of some adverse comments on parks maintenance resulting from financial cutbacks and weather conditions.
5. Partner organisations finding it difficult to match speed of Directorate on transformation projects.

Q1 Actions being taken

- 1., 2. & 3. Management actions and mitigations being implemented and further explored.
4. Planning for identification of minimum level of provision in parks and green spaces as part of the strategic framework.
5. Earlier discussions to be held with potential partners and factor in later realisation of savings.

Q1 Budget Position

Within the overall budget deficit position, the significant divisional variances are as follows. An action plan is being implemented to demonstrate where in year mitigation options are possible in order to reduce the position.

Culture, Venues & Events +£609k

Overspend includes significant shortfall against planned savings for cultural venues in relation to the planned new management operator plus income shortfalls against targets at the Mansion House, sponsorship, rental income from buildings and in catering services. The Venues projected outturn shows an overall overspend of £230k, including shortfalls against the targets at the Mansion House, in Catering Services and at the Cardiff Story Museum. It should be noted that for the period, it has not been possible to monitor spend via SAP in Catering due to Corporate Procurement (P) Card issue, the matter has been raised with Procurement who are progressing resolution. The Castle is projecting achievement of trading surplus target of £674k. The first quarter showed income ahead of the target although generation of this required the employment of additional casual staff, expenditure on which is being closely monitored.

Parks & Sport +£102k

Overspend includes higher costs in respect of disposal of waste generated through litter clearance, bin emptying and fly tipping and as a result of increases in waste collected and an increase in disposal costs. Arrangements are in progress to come out of current framework contract and use in house service whereby a reduction in costs can be achieved. There is a further overspend projected against employee costs relating to grounds maintenance, park keeping and litter collection activities. This position is being reviewed to reduce in this area during the year. There are also higher vehicle costs of £54k due to the fixed charge mechanism used by CTS offset by some reductions on equipment spend. The Sports Development & Outdoor Leisure section is predicting an underspend of which includes an employee saving in outdoor leisure relating to the employment of casual staff and the planned joint venture arrangement with the Cardiff Metropolitan University is concluded thereby achieving the £115,000 savings target.

Leisure Services +£135k

Overspend reflects a shortfall against accepted savings target offset by reductions in staff costs and increased income generated through the Active Card memberships. In addition, the Cardiff International White Water activity is reporting a surplus against its subsidy. The combined position of the five Community Halls is showing an overspend, the majority of which is results from delays to Community Asset Transfer of Maes-y-coed, Plasnewydd and Pontprennau.

Play Services +£185k

Overspend reflects the anticipated shortfall against the £320k savings target. Reduced opening hours rather than closing some of the facilities has created a delay and the saving is unlikely to be achieved in full. No specific savings have yet been realised but it is anticipated an element will be achieved later in the year through a staff restructure.

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
N/a				
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Likely extended timescale for Procurement on Leisure Centres and Arts Venues alternative management leading to non delivery of savings early years.	A2 (Red)	B2 (Red)	Management actions and mitigations being implemented and further explored.	Chris Hespe
Progress on implementation of reduced staffing in Children's Play.	A3 (Amber)	B3 (Amber)	Consideration of budget savings from across the Directorate.	Malcolm Stammers
Unable to monitor spend via SAP in Catering due to Corporate Procurement (P) Card issue.	A3 (Amber)	B3 (Amber)	Issue raised with Procurement who are progressing resolution.	Kathryn Richards

Q1 Risk Update

Update on Previous Quarters Emerging Risks			
Risk Description	Inherent Risk	Residual Risk	Progress
Facilities Management – lack of definitive position on whether statutory and other routine maintenance has been carried out.	A1 (Red)	B2 (Red)	Matters have been repeatedly raised with Facilities Management and Corporate Health and Safety Manager - where identified by Directorate, actions progressed by Facilities Management and where considered necessary by Directorate.

Directorate: Strategic Planning, Highways & Traffic & Transportation

Director: Andrew Gregory

Councillor: Ramesh Patel

Q1 20014/15

Number of Employees (FTE)	375
Sickness Absence YTD (Days Per Person)	1.86
PPDR Compliance (year start)	95%

Budget	Projected Outturn	Variance	Variance (%)
£29,887,000	£29,867,000	(£20,000)	0.06%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£7,216,000	£6,656,000	£560,000	7.8%

Q1 Progress against Directorate Plan / Corporate Plan actions 2014/15 (12)

Green 91.7% (11)

Amber 8.3% (1)

Q1 Progress against Performance Indicators ()

Green % ()

Amber % ()

Red % ()

The Directorate has 41 performance indicators, 12 (29.2%) are annual and 26 (63.4%) have limited results for the Qtr.

Progress on Challenges Identified Q4 (previous quarter)

Ensure that managers rigorously reprioritise and redefine new service areas - a detailed delivery programme is now in place for all projects. The restructure is on-going and on completion this will allow additional service and management integration.

Complete the restructure of management - as a result of a significant number of comments that arose in response to the stage one consultation process a further round of consultation is currently taking place. Initial staff selection process will proceed in next 4 weeks. We are now moving on to complete the restructure of management and transport/highways.

Ensure that budget stays on line - detailed budget progress has been achieved on in-year budget savings and final year projections to allow a balanced budget to be achievable. Further intensive work will take place throughout the year to develop this progress further.

Improve response times and system - a detailed review has been taken forward by Business support manager. This is already resulting in improved figures. Further work will take place to formalise this position.

Q1 Service Delivery

Budget Position

A shortfall of £560,000 is identified against the 2014/15 savings target of £7.216 million at the first quarter monitoring stage. Mitigation measures and managed underspends are being identified and detailed plans being put in place to offset this shortfall and bring the service area budgets back into balance in the current year. It is anticipated that these plans will result in a minor overall surplus of £20,000 for the service. A number of factors associated with delivery of the budget savings will need to be closely managed and monitoring to ensure this figure is achieved. A programme is currently being developed to identify 2015/16 and 3 year savings. The fundamental intention is to ensure that 50% of the service areas become financially self sufficient in the 3 year period.

Directorate Delivery Plan

SP&T1.2 CIL Plan and implementation (amber) – Issue: Current development proposals do not deliver all necessary infrastructure. Mitigation: Review of Development Management process for major applications and pre-application discussions. Including Master-planning Checklist and protocol.

SP&T2 Develop plans for new Central Public Transport Hub by April 2015 (amber) – Issue: Decision on the Transport Hub location (North or south of the railway line) and timescales for delivery. Mitigation: Programme meetings have been set up with Economic Development to deliver the new and temporary transport hub and make sure that the proposals have minimal effect to passengers and businesses using the City Centre during such times that the new public transport hub is completed.

Overall, delivery is moving forward according to plan.

Management

PP&DRs (year start) – 422 staff, 401 completed which equates to 95%

Sickness Absence - target for 2014/15 is 7.2, outcome for Q1 is 1.86 FTE days, forecast for year is 8.36

Health & Safety - 3 accidents have been reported for April & May and June's results are awaited, initial investigations have been completed. Risk assessment expiry has reduced since the previous quarter but still remains high at 57 needing updating of the 321 currently in place. The H&S Policy, Action Plan and Annual Report have all been drafted and final amendments are being made prior to publication.

Directorate: Strategic Planning, Highways, Traffic & Transportation

Key Performance Indicator Data – Q1 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
PLA/003 - The percentage of appeals determined that upheld the authority's decision in relation to planning application decisions and enforcement notices.	56.5%	87.5%				65%	Green
PLA/004 (a) - The percentage of major planning applications determined during the year within 13 weeks	25.71%	16.6%				25%	Red
Need to review outstanding major applications subject to S.106 resolution to achieve target in Q2							
PLA/004 (c) - The percentage of householder planning applications determined during the year within 8 weeks	74.57%	80.6%				80%	Green
PLA/004 (d) - The percentage of all other planning applications determined during the year within 8 weeks	76.19%	74.2%				60%	Green
PLA/006 (b) - The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	93.20%					20%	
Annual PI, no results available until Q1 2015							
LTPPI11 - Mode of Travel to Work by Sustainable Transport	44%						
Annual PI, no results available until Q1 2015							
CM07 - Percentage of Traffic Penalty Tribunal Decisions in Favour of Council	71%	93%				80%	Green
No results available as yet							
HPHO5b - Percentage of repairs to identified dangerous highway defects (Category 1) within 24 hours	95.82%	94%				95%	Amber

Further consideration to be given on additional measures in readiness for Q2

Q1 Challenges Identified

1. Deliver the agreed level of budget savings in 2014/15
2. Ensure that all programmes are delivered on time and budget
3. Develop and take forward in partnership the major capital projects associated with Metro

Q1 Actions being taken

1. A formalised budget programme team has been established that is managing and monitoring the savings in 2014/15 and next 3 years.
2. Regular project board meetings.
3. Strategic engagement is taking place with Welsh Government, Network rail to take this programme forward in an agreed manner.

Directorate: Strategic Planning, Highways & Traffic & Transportation

Q1 Budget Position

Corp Resources to provide

Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Hostile Vehicle Mitigation in Cardiff - Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing it.	Red (B1)	Red (B1)	Upgrading of failed automated bollard sites utilising WIMAG technology to replace induction loops being undertaken in July / August 2014. Contract in place to have 2-hour maintenance response for the automated and lift-assisted bollards in the City centre during NATO.	Andrew Gregory
Preparation of Local Development Plan - Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	Red (B1)	Red / Amber (C1)	This risk has significantly been mitigated by the recent Council agreement to proceed with the Deposit draft to submission and examination.	Andrew Gregory
Climate Change - Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development.	Red (B1)	Red (B1)	This risk has significantly moved into the sustainability team in Environment	Andrew Gregory

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
These have been identified as issues on Page 1 under Directorate Delivery Plan			N/A	

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
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.	Red/Amber	Amber	Detailed programmes are in place to take forward the elements of this that we are able to directly control. Further discussion has taken place with key regional and national partners to ensure effective delivery.

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

Date: 18 June 2014

Councillor Phil Bale and Councillor Graham Hinchey,
City of Cardiff Council
County Hall
Cardiff
CF10 4UW



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Dear Councillor Bale and Councillor Hinchey,

**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 3 June 2014
Draft 2013-14 Quarter 4 Performance Report**

On behalf of the Committee, thank you for attending the Policy Review and Performance Scrutiny Committee to discuss the draft Quarter 4 performance report. Please also pass Members' thanks to the officers who attended with you. Members very much appreciated the approach which you have taken in bringing the draft report to the Committee before it is presented to the Cabinet and hope that this will continue in 2014/15.

In terms of the report presented, the Committee was pleased to note that its structure and substance has been updated and that an improved corporate overview has been developed. There were some inconsistencies and minor errors, but we recognise that officers had been working under pressure in order to prepare it for the meeting.

Members have for some time urged the customer point of view to be taken into account and were glad to see complaints and Member enquiry data contained within the report. However, we feel that the latter does not necessarily capture the whole gamut of enquiries with which Members deal on a regular basis; we hope that the report can be amended to include a more rounded picture or an explanation setting out any gaps in the information. Later in the meeting the Committee also considered the Communities, Housing and Customer Services Directorate Delivery Plan and discussed call data from Connect to Cardiff. We recommend that officers explore how this data (with a suitable narrative) can be usefully included in the report as it would seem to have the potential to highlight changes in the service delivery experienced by our customers.

The Committee was interested to hear that a version of the report is being developed which will be more suitable for engaging members of the public. We would like to have the opportunity to consider this once it comes to fruition. This may be a very useful tool in communicating with Cardiff citizens and managing expectations of service delivery in the future, something which the Committee believes is vital.

Members discussed Directorates' compliance with the Personal Performance and Development Review process, observing the regrettably low rates achieved by some of the smaller Directorates. Members felt that it may be understandable that larger Directorates with more frontline staff find it difficult to finish the process on time, but it is less so in small Directorates. Members explored with you and your officers how



compliance rates could be raised and were interested in Councillor Hinchey's comments that areas with significant fixed deadlines at the close of the year – for example Finance – may benefit from a staggered completion date compared to the rest of the Council. We recommend that this is explored further. We do however stress that the quality of objective-setting and performance reviews must not be forgotten. This is an issue to which the Committee may return as part of its 2014/15 work programme.

Members also discussed an issue which has been of concern to them for some time, in terms of the way in which Directorates manage their budgets in year. Given the seriousness of the financial challenge facing us, we hope that any predicted overspends will be vigorously challenged as part of the performance process. The Committee has previously commented that the Cabinet should return to publishing the position against individual savings targets with budget monitoring reports and hope that you will consider doing so in order to ensure that issues are highlighted appropriately.

The Committee noted your comments that the relationship between Cabinet and Directorate portfolios will be considered as part of the Organisational Development programme, and that the Council's structures 'from top to bottom' will also be addressed to ensure that they are fit for purpose. Having taken a keen interest in our senior management structure in the past, we would like to be involved as any proposals develop. A number of other issues were discussed during the meeting which the Committee may choose to explore as part of its 2014/15 work programme. These include the management development work mentioned by the Chief Executive.

At the same meeting, the Committee had the opportunity to consider a number of draft Directorate Delivery Plans, an exercise which was useful for setting the scene for the Committee's 2014/15 work programming. While we were largely positive about their contents, we were concerned that the challenge process around some of the targets contained in the Plans may have been insufficient. For example, many targets were static over several future years. While this may be appropriate in some cases, given decreasing budgets, we were not satisfied that it was appropriate to all. We hope that this is something which you will keep in mind during future planning and challenge processes.

Finally, Members of the Committee are keen to play an integral part in the new performance challenge arrangements which are now in place. Having largely concentrated on the overall performance management framework in the recent past, we would like to explore how we can play our part in raising the Council's performance levels in the coming year. Subject to formal agreement of our work programme, the Committee proposes to establish a standing panel which can scrutinise particular services' performance in depth throughout 2014/15. Given the Leader's comments at the end of the meeting, we hope this is something of which you will be supportive and that you will ask your officers to facilitate this process. We would welcome the opportunity to explore this with you both further.

There are several recommendations and requests for further information included in this letter, so I would be grateful for your response. Thank you again for attending the Committee meeting and I look forward to working with you in future.

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 Councillor Graham Hinchey, Cabinet Member for Corporate Services & Performance
Paul Orders, Chief Executive
Christine Salter, Corporate Director Resources
Martin Hamilton, Assistant Director
Cabinet Office
Members of the Policy Review & Performance Scrutiny Committee

