



County Hall  
Cardiff  
CF10 4UW  
Tel: (029) 2087 2000

Neuadd y Sir  
Caerdydd  
CF10 4UW  
Ffôn: (029) 2087 2000

## AGENDA

Committee	POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE
Date and Time of Meeting	TUESDAY, 12 MAY 2015, 4.30 PM
Venue	COMMITTEE ROOM 4 - COUNTY HALL
Membership	Councillor Howells (Chair) Councillors Cowan, Goodway, Hunt, Lloyd, Love, McGarry, Murphy and Walker

### 1 Apologies for Absence

To receive apologies for absence.

### 2 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

### 3 Minutes *(Pages 1 - 24)*

To approve as a correct record the minutes of previous meetings.

### 4 Performance Report Qtr 4 2014/15 (January to March) *(Pages 25 - 102)*

- (a) Councillor Phil Bale, Leader, has been invited to attend for this item and may wish to make a statement;
- (b) Paul Orders, Chief Executive; Christine Salter, Corporate Director Resources; and Martin Hamilton, Chief Officer, Change & Improvement will be in attendance for this item;
- (c) Questions by Members of the Committee

### 5 Financial Resilience of Cardiff Council *(Pages 103 - 114)*

- (a) Councillor Phil Bale, Leader, has been invited to attend for this item and may wish to make a statement;
- (b) Paul Orders, Chief Executive; and Christine Salter, Corporate Director Resources will be in attendance for this item;

(c) Questions by Members of the Committee

**6 Way Forward**

(a) Performance Report Qtr 4 2014/15 (January to March)

(b) Financial Resilience of Cardiff Council

**7 Correspondence - Information Report** (*Pages 115 - 174*)

**8 Date of next meeting**

The next meeting of this Committee is on Thursday 14 May 2015 4.30pm, Digital Cardiff Boardroom, Courtyard, County Hall;

The June meeting of the Committee is scheduled for Tuesday 2 June 2015.

**Marie Rosenthal**

**County Clerk & Monitoring Officer**

Date: 11 May 2015

Contact: Andrea Redmond, 029 2087 2434, [a.redmond@cardiff.gov.uk](mailto:a.redmond@cardiff.gov.uk)

## POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

3 MARCH 2015

Present: County Councillor Howells(Chairperson)  
County Councillors Cowan, Hunt, Lloyd, Love, McGarry, Murphy  
and Walker

Apologies: Councillors Goodway

## 34 : APOLOGIES FOR ABSENCE

Councillor Goodway

## 35 : DECLARATIONS OF INTEREST

To advise Members that they had a responsibility under Article 10 of the Members Code of Conduct to declare any interests and complete Personal Interest Forms, at the commencement of the agenda item in question.

Also remind Members that if they have completed Annual Forum there was still a need to disclose any interests. Members were asked when declaring an interest to clearly inform the meeting of the interest in question, to complete a personal interest form and to indicate if they are withdrawing from the meeting.

## 36 : MINUTES

The Committee was advised that the Minutes had not been cleared and would be considered at the next meeting on 31 March 2015.

37 : PERFORMANCE REPORT QTR 3 2014/15 (OCTOBER TO DECEMBER)  
AND CHALLENGE FORUM UPDATE

The Chairperson welcomed Councillor Graham Hinchey, Cabinet Member Corporate Services and Performance, Paul Orders, Chief Executive, Christine Salter, Corporate Director Resources and Martin Hamilton, Chief Officer Change and Improvement.

The Chairperson informed the Committee that this item gave the Committee the opportunity to consider the Quarter Three performance report, which included information on the work of the Challenge Forum as well as information on the Month 9 budget position, the report for which was attached for information at Agenda Item 7.

The Chief Executive drew attention to advice provided by Rod Alcott, Challenge Forum Member. A more sharper means of scrutinising was being suggested with focus being directed towards the key issues being faced by the organisation. The current format of lengthy quarterly performance reports should be reduced to centre on these key issues drawing attention to the focal points.

Martin Hamilton explained to the Committee the report provided an overview of performance in Quarter 3. Members attention was drawn to the key actions arising from the 'Star Chamber' held in January 2015:

- Enhance corporate budget review arrangements to ensure that Directors maintain focus and challenge on the measures in place to restrict spend.
- Review Attendance & Wellbeing Absence Policy to include Occupational Health and management enforcement of the Policy. The review to be reported back to Cabinet in June 2015.
- Improve quality of Personal Performance Development Reviews (PPDR) to shift focus from compliance to impact.
- Accelerate the progress of the Children's Services Placement Strategy
- Monitor the progress of the Communities, Housing & Customer Services aspect of the Outcome Agreement.
- Implement the actions agreed at the Accelerated Improvement Meeting for Health & Social Care in Order to address ongoing financial issues.
- Address issues between Directorates and Central Transport Services ensuring that it resolves ongoing issues
- Ensure that timeline commitments are included in the Cardiff Energy Prospectus
- Undertake a review of the future targets within the Outcome Agreement for discussion with the Welsh Government as part of the end of year evaluation process.

The Committee was provided with the Financial overview, that the Month 9 monitoring showed a balanced position for the Council overall which was an improvement of £725,000 over the figure reported at month 6. Within this, directorate budgets were projecting an overspend of £8.8 million which was partially offset by the budgeted contingency of £4 million. This contingency was created as part of the 2014/15 budget to protect against the delays in achieving the budget savings and to recognise that the level of savings was the highest one year figure that the Council has had to manage. This figure of £8.8 million was made up of a shortfall of £7.2 million against the budgeted savings of £43.8 million and £1.6 million as a result of the net variances in operational expenditure and income.

In relation to Sickness Absence the Committee was advised that the year end projection based on Quarter 3 performance indicated that the annual target of 9 days sickness absence per FTE was unlikely to be met with a projected performance of 10.03 days. Comparisons to sickness absence had been made to the Core Cities and in general Cardiff performance was broadly in line with most of the Core Cities. Birmingham City Council and Leeds City Council were the closest comparable match with Cardiff's in terms of FTE numbers. Birmingham who lost 10.70.

The Committee was provided with information on Freedom of Information Requests. At Q1 PRAP challenged officers to improve performance of "multi-service" FOI requests which was showing a low level of compliance (41%). The management of such requests has now been changed to ensure earlier follow-up with service areas, and escalation of concerns regarding non response. Q3 showed improved performance for "multi-service" FOI requests with compliance at 52% compared with 24% in Q2.

Members of the Committee were informed that in relation to Children's Services positive progress was being made in a number of areas including social worker vacancy position which had slightly improved during Q3. At its January meeting, the Challenge Forum noted concern over senior capacity within the service to sustain progress and recommended that the service recruit an interim senior manager to

address the current Assistant vacancy. The Forum also noted that nationally it was recognised that the recruitment to senior appointments in Children's services was increasingly difficult.

The Committee was provided with an update on Communities, Housing & Customer Services. It was noted that the average number of calendar days taken to let lettable units of permanent accommodation had shown some improvement in Q3 due to actions taken, with a result of 105 days compared with 125 days in Q2. However, this result was significantly over the target of 70 calendar days but the introduction of a new allocations policy was anticipated to improve performance further. Welfare reform had resulted in an increase in current tenant rent arrears. It was currently at 1.54% of the total rent collected. The impact of these changes, including under-occupation, had not had the increase that the authority was prudently planning for. This had been achieved through the proactive way that tenants had been supported, including priority on the downsizing waiting list, flexible use of discretionary housing payments to help moving costs and additional assistance to go back to work. A revised rent arrears policy had also been implemented and has had a positive impact on the performance.

The Committee was advised that improvements were being seen in Education & Lifelong Learning.

The Committee was advised that as part of the Environment Directorate Welsh Government had written to the Council indicating potential fines of £800k in relation to recycling performance in 2013 – 14. A letter providing evidence and mitigation for 2014/15 and 2015/16 had been sent to the Minister for his consideration. The number of missed waste collections reported via C2C decreased to 3173 in Q3 from 4226 in Q2. This improvement was largely attributed to a move away from the 1 hour reduction of the working week implemented on a Wednesday in August 2014, to a more manageable 12 minutes a day as of November 2014.

Members of the Committee were made aware that in Health & Social Care the budget situation was critical with a projected £5.595M overspend and the directorate continued to face extreme budget pressures because of demand. Actions currently being taken to achieve savings and reduce expenditure included operational manager oversight of approvals for expenditure on care packages and residential and nursing care, together with senior management approval for any additional staffing expenditure in direct services. Weekly monitoring was in place to improve the ability to achieve planned savings and weekly 'Tracking' of service area budgets within the Directorate.

The Committee was advised that the Challenge Forum had advised that more needed to be done to secure culture change around challenge and to inject more challenge into performance discussions in various settings within the Council. The Forum had been provided with an early draft of the Corporate Plan for 2015/17 for review. They had endorsed the style and structure and commended the clarity of vision and the clear lines of accountability that the plan made.

Councillor Graham Hinchey informed the Committee that with the return to 37 hours per week the Council's Customer Contact Centre would extend its call service from 5:00pm to 6:00pm. Compliance of PPDR's were improving and the figure had increased from 54% to 92%. Robust savings plans were being put in place and

these were crucial in order to deliver the savings proposals. Senior Management training was underway and employee development was at the forefront of the Council's agenda, in order to move forward with change.

The Chairperson thanked the witnesses for the informative information and invited Members of the Committee to ask questions.

Members of the Committee were advised by the Chief Executive that there would be an opportunity for them to be included in the meeting of the Challenge Forum. At their next meeting cross party involvement would be welcomed and it was vital that the information from the Forum be made available to Members.

The Committee was provided with information relating to the 'Star Chamber'. This was a name coined for a process involving sessions between Cabinet Members and Directors comprising of discussions and the sharing of ideas. It was not held in a public forum and consisted of robust challenging exercises in order to capture key issues. The outcomes were recorded in an Action list that was relayed to Directors for attention.

Members of the Committee were concerned with some of the figures relating to Sickness Absence and asked what improvements could be made. In response, it was recognised that Sickness Absence compliance figures were stable and this trend was continuing. There was inconsistency in some areas and it was essential that compliance was adhered to in all Directorates. Policy changes may come about in the future but to date trends in some areas were better but there was room for improvement. Benchmarking would be considered in order to address positioning of the current trigger points linking to initiation of the formal process.

Members of the Committee were interested in carrying out pre-decision scrutiny of the revised Attendance and Wellbeing Absence Policy, scheduled for Cabinet in June and asked that officers liaise with Scrutiny Services to ensure this came to this Committee in time for meaningful pre-decision scrutiny.

The Committee was advised that both Birmingham and Leeds recorded higher levels of sickness absence than Cardiff and improvement was beginning to show through. Agency spend was in the process of being addressed, along with PPDR compliance throughout the organisation. PPDR compliance was crucial for future development and contribution towards organisational change however, it must be accepted that overall compliance was unrealistic as a result of employees taking annual leave entitlement and experiencing sickness issues. Alternative delivery models were being considered in Leisure, Infrastructure and Events in order to continue to provide the services that people relied upon.

The Committee was assured that continuous engagement with staff was on-going as part of the PPDR process. Under performance was being recognised and actioned and all managers were being encouraged to engage in this process. Members of the Committee remained concerned with the amount of monies being spent on Agency Staff and asked for a breakdown. In response, it was suggested that one Directorate be identified and the agency spend figures be provided to the Committee.

The Committee was advised that discussions with the Chairperson of Cardiff Business Council had taken place regarding the reduction in funding. Discussions were taking place regarding officers in the Economic Development Team transferring to the Business Council and this would be sustained in the medium term in order to mitigate the risk. It was noted that this position was on-going with budget alleviation works in place.

Members of the Committee were of the view that the bullet points from the Star Chamber Action Plans should be shared with the Committee. It was emphasised that these processes should have been in place before now, yet it still seemed apparent that the same problems continued to exist. Some directorates displayed greater improvement than others and would sickness absence figures improve if services were out sourced.

The Committee was assured that sickness absence figures had reduced, they currently remained stable and it was recognised this needed further attention. The Sickness Absence Policy was being adhered to and if School's targets were removed from the figures most other services were 95% compliant. PPDR outcomes revealed shifts from compliance to quality with focus being directed towards positive actions and results.

Members of the Committee were informed that overall improvement in Children Services was recorded. There was a good level of interaction and improvement plans were being developed across the service. Space was being created to support safeguarding work with continued development of the Multi Agency Safeguarding Hub (MASH) to ensure intervention was in place before child protection. The Chairperson requested a one page briefing from the Director of Children's Services regarding this.

The Committee noted the information supplied on Welfare Reform and asked that the report considered by CASC be circulated to PRAP for information.

Members of the Committee were advised that Tenant rent arrears was actually lower than expected. The inter agency work service continued to provide support and advice to tenants and this had led to an accessible integrated advice service for users. Trends over the past 10 years in this area were being analysed and a clearer picture would be available following September 2015.

Members of the Committee were informed that the panels Outcome Agreement measure would be met this year.

The Committee felt the new performance reporting mechanism was more user friendly and easily accessible by the general public. The public were increasingly becoming more engaged with Council issues by means of consultation through social media. Members were informed a public facing version of the performance report would be produced for Q1 2015 – 2016.

Members of the Committee were concerned with the reductions towards the in-year grant in respect of the Minority Ethnic Achievement Grant (MEAG) and School Effectiveness Grant (SEG). The Council was actively working via the Regional Consortium to ensure Welsh Government understood the potential impact for Cardiff.

Work was on-going with Welsh Government to resolve this situation as the MEAG could have a significant affect on Cardiff alone.

Members emphasised the importance of the MEAG along with the significant difference to the achievement levels of individual pupils and paid tribute to their successes. Members therefore asked to receive a one page report on the Council's work with Central South Education Consortium regarding liaising with the Welsh Government to achieve flexibility in 2015/16 in the use of the single funding stream that replaced 11 existing funding streams for Education.

The Committee discussed issues relating to rent arrears, especially when a payment was taken from an account over the weekend. This could possibly put tenants in arrears and it was suggested that payment be made on a working day.

The Committee welcomed the reporting methods being introduced and members asked about the strengthening of Customer Services. Officers explained that all complaints and enquires were monitored in order to provide affective feedback. Ask Cardiff was a valuable tool in this process with customer satisfaction being at the forefront of the organisation.

RESOLVED: The Committee Agreed to outline the following:

- Members looked forward to Group Leaders being invited to the next Challenge Forum
- Members looked forward to shortly receiving the Challenge Forum papers, including confidential papers where Members would be bound by our Code of Conduct and Council's constitution.
- The Committee asked to receive the action plan for one of the Star Chamber actions as detailed in the report.
- Members asked that officers liaise with Scrutiny Services to ensure the revised Attendance and Wellbeing Policy came to this Committee in time for meaningful pre-decision scrutiny, currently scheduled for Cabinet in June 2015.
- The Committee requested a briefing paper from the Environment Director to explain the rationale for the use of agency staff in their Directorate.
- Members re-iterated their previous request for information on the results of PPDR dip-testing to be shared with Committee.
- The Committee agreed to seek briefing papers from the following Directors: Director of Children's Services, Director of Communities, Housing and Customer Services and Director of Education and Lifelong Learning.
- Members requested an update on the level of staff resources available to Cardiff Business Council once discussions have concluded and there was an agreed way forward.



## 38 : ORGANISATIONAL DEVELOPMENT: IMPROVEMENT GOVERNANCE

The Chairperson welcomed Marie Rosenthal, County Clerk and Monitoring Officer and Paul Keeping, Operational Manager Scrutiny Services.

The Chairperson reminded Members that this item gave them the opportunity to assure themselves of the progress in responding to the findings of the Audit Office's Corporate Assessment and in delivering the Organisational Development Programme.

The Committee was provided with the programme overview. The programme would demonstrably improve the quality of policy outcomes, public services and public spending. It was essential for there to be robust governance arrangements in place along with clearer opportunities for people to participate in decision making.

A number of required outcomes had been established consisting of the following:

- Councillors and officers working together to achieve a common purpose, with clearly defined roles and responsibilities.
- Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
- Taking informed and transparent decisions which were subject to effective scrutiny and managed risk.
- Developing the capability and capacity of councillors and officers to be effective.
- Engaging with local people and other stakeholders to ensure robust public accountability.

The Committee was reminded that in September 2014 the Wales Audit Office undertook a Corporate Assessment of Cardiff Council, which determined that 'Political and managerial instability over a number of years had meant that the Council has been unable to develop the culture and framework necessary for continuous improvement' Following this outcome Key Actions identified in the Wales Audit Office Corporate Assessment were:

- Elected Members to be provided with support and training to assist them in the delivery of their roles.
- Formal appraisal system to be in place for Cabinet, to assess the effectiveness of Cabinet Members
- Scrutiny Chairs to have clarity about how their roles were integrated with delivery of priorities to support good governance of the Council.
- Reports to Audit Committee, Scrutiny and Cabinet to have a clear purpose.
- Fewer items to be on the Agenda for meetings.
- Clarity about which responsibilities were delegated to individual members of the Cabinet.
- Time taken for Cabinet to consider Scrutiny reports to be reduced.
- Evidence to be available that Members and staff believed that the Scrutiny process was effective and being well utilised by the Council – assisting in the development of policies.

- All records to be published on the Council's website – Decisions, Supporting Information; Minutes; Committee Forward Plans; Scrutiny Forward Plans; Scrutiny Committee Annual Reports.
- Annual Complaints Report to clearly set out the reasons for complaints and set the actions the Council intends to take – with complaints being used to understand trends/ take corrective action to improve service quality/ customer experience.
- Cardiff Debate to evidence engagement with stakeholders, ranging from strategic partners to communities and individual service users, and how this engagement was being used to address challenges.

Members of the Committee were provided with the Programme Scope:

The Improving Governance Programme currently comprised 4 projects as follows:

- Improved Decision Making and Ethical Culture

This project included E-modernisation including embedding Modern.gov to ensure consistent public record keeping of committee papers, work plans, decisions and minutes in an easily accessible format for members and public. Review and refresh corporate safeguarding arrangements. Communicate the agreed values & standards widely within the Council to all stakeholders. Develop, communicate & embed codes of conduct, defining the standards of behaviour for Members and staff. Sponsor All Wales Standards & Ethics Conference 2015.

- Member Development and Engagement

The project included Member Development Strategy and revised Member development programme agreed at Democratic Services Committee in line with WLGA Charter. Improved Agenda Management and reports at all Committees with fewer information items, less duplication and more clarity about why items were being discussed.

- Improving Scrutiny

Strengthen the scrutiny function clarifying the role of Scrutiny and securing a more strategic view and focus on key information.

- Public Engagement and Communication

A Communication & Public Engagement Strategy was being developed, along with increased citizen participation using social media to access information about the Council. The Council's Twitter feed followers were increasing and this service was also available bilingually.

The Committee was advised that Members would be encouraged to become more involved in Scrutiny with drop in sessions being arranged for Members in order to develop and increase scrutiny awareness. Benchmarking alongside Core Cities was

essential to develop best practice, along with evaluating the scrutiny's status in order to understand and deal with the challenges ahead.

The Chairperson thanked officer for the informative information and invited the Committee to ask questions.

The Committee asked who would be involved in the Cardiff Debate to engage the public in shaping the future of the Council. In response it was advised that views were welcomed from all communities in Cardiff.

Members of the Committee welcomed the introduction of Modern.gov and thanked Democratic Services staff for supporting its implementation. Members also noted the proposal to develop, communicate and embed codes of conduct, defining the standards of behaviour for members and staff.

The Committee was advised that national codes could not be changed but there was scope to change local codes such as social media and whistle blowing policies.

Members noted there was an action on 'Executive Decision Making and Forward Plan' and wished to highlight that the current Forward Plan published on the Council's website ran from October 2014 – March 2015. Members of the Committee asked for the reasons as to why an updated Forward Plan had not been published and that the situation be rectified.

Members were keen for the Council to develop social media resources, with some Councils currently using YouTube as an interaction and development tool. It was also recognised that some of these social media facilities had no cost to the Council.

The Committee discussed the role of councillors in general since the introduction of the Local Government Act 2000. The roles were quite different to that of the old committee system and it was recognised that there was an expectation for councillors to become professional politicians. Support was also provided for councils to have smaller numbers of councillors with a suggestion of 20/30 in some instances. A members suggested that the Scrutiny Function required further attention with limits being placed on the amount of information and facts being considered.

The Committee was reminded of the Welsh Government Paper "Power to the People" and the impact this may have on local government. Part of this agenda would look at the Scrutiny Function with possibility of rolling the function out to communities to encourage public participation.

**RESOLVED:** The Committee Agreed to outline the following:

- The Committee passed their thanks onto Democratic Services staff for all their work on Modern.gov
- The Committee asked for reasons why an updated Forward Plan had not been published and asked that the situation was rectified.
- Members recommended that officers look at the work of other local authorities regarding the use of social media and web based tools in member training.

- Members asked for further information on how the wider member body would be emerged in the process of formulating a response to the Welsh Government White Paper 'Reforming Local Government: Power to Local People'

39 : BUDGET MONITORING 2014/15 - MONTH 9 - INFORMATION REPORT

The Committee noted the information contained in the Budget Monitoring 2014/15 Month 9 Report.

40 : DATE OF NEXT MEETING

31 March 2015

## POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

31 MARCH 2015

Present: County Councillor Howells(Chairperson)  
County Councillors Cowan, Goodway, Hunt, McGarry, Murphy  
and Walker

Apologies: Councillors Lloyd

### 41 : APOLOGIES FOR ABSENCE

Apologies were received from Councillor Kate Lloyd.

### 42 : DECLARATIONS OF INTEREST

No declarations of interest were received.

### 43 : MINUTES

The minutes of the meeting held on 9 February 2015 were approved as a correct record, subject to the following amendment:

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### ECONOMIC DEVELOPMENT BRIEFING

Delete paragraphs 4 (commencing with the words "Members of the committee were concerned...") to 6 (ending with the words "impacting the relationship between the Council and the private sector" and insert the wording):-

Members of the Committee expressed serious concern about the proposed £160k reduction in funding to the Cardiff Business Council. Members asked if the proposed cut in funding coupled with the proposed reduction in the staff supporting the work of CBC would jeopardise its ability to deliver the external private sector investment which the Council expected CBC to generate. Members stated that they hoped that the savings proposals would not impede the effectiveness of this and other kinds of "invest to save" initiatives.

The Leader of the Council explained that he has regular meetings with the Chairperson of CBC, Nigel Roberts, and that Mr Roberts was content with the cuts being proposed. The Leader was challenged about the accuracy of this statement with a Member suggesting that this was not Mr Roberts' position or that of the CBC Board. In response, the Leader repeated his assertion that Mr Roberts was content with the cuts being proposed and that a letter in response to the consultation on the budget proposals had been received from Mr Roberts which the Leader had subsequently discussed with him and that the two were now aligned.

Members stated that they continued to be concerned with this proposal as a result of the cut in the staffing support being provided to CBC in order to support its work and suggested that it sent a damaging signal to the business community adversely impacting on the relationship between the Council and the private sector.

#### 44 : ORGANISATIONAL DEVELOPMENT PROGRAMME: PROGRESS REPORT

At its meeting in January 2015 the Committee requested an opportunity to receive more detailed information on the progress of the Organisational Development Programme, in order to assure itself that the Council is addressing the findings of the Wales Audit Office (WAO) Corporate Assessment of September 2014.

The Committee received a report on the work of the Organisational Development Programme (ODP) to date and Members were asked to consider any observations on the effectiveness of the delivery of the programme as well as make suggestions on how to optimise that delivery.

Members were advised that in May 2014 the Council had established the ODP in response to the Welsh Local Government Association Peer Review. The ODP was amended following the WAO Corporate Assessment to ensure that it addressed the range of issues identified by the Assessment. These issues were detailed in Appendix A of the report. The report also provided details of the following:

- Key impacts of the ODP
- Key changes achieved by each of the workstreams
- The realignment of the ODP
- The proposed next steps.

Details of the Committee's previous scrutiny of the ODP workstreams and overall delivery were also set out in the report.

The Chairperson welcomed Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance; Paul Order, Chief Executive, Barry Quirk, Peer Advisor and Chief Executive of Lewisham Council; Christine Salter, Corporate Chief Officer and Section 151 Officer; and Martin Hamilton, Chief Officer, Change and Improvement. The witnesses were in attendance to deliver a presentation and answer questions on the delivery of the existing programme and the shape of the realigned programme.

Councillor Graham Hinchey made a brief statement. Members were advised that progress was being made against the WAO assessment and this progress was already impacting on outcomes, particularly in Education and Childrens Services. Out-turn performance data would be released in the near future and the Cabinet Members would be tasking Chief Officers to evaluate that data. Paul Orders, Chief Executive stated that the WAO Corporate Assessment had highlighted challenges for the Council in terms of its performance management and ever increasing demands for services at a time when resources are diminishing. The Chief Executive felt that the Council could not respond to these challenges in a piecemeal fashion and a holistic response was, therefore, essential. Officers were under no illusion regarding the scale of the challenge faced by the authority.

The Chief Executive introduced Barry Quirk, Peer Advisor from the Cardiff Challenge Forum to give his view regarding the scale of the challenge. Mr Quirk thanked the Committee for the opportunity to give a frank and candid assessment of this

challenge. The Committee received a presentation from Mr Quirk, which drew on his experiences in Lewisham Council. The presentation is summarised as follows:

- There was a need to act urgently – Cardiff is a growing city and this growth at a time of austerity presented significant fiscal/organisation challenge. The annual budget setting cycle was too slow and the authority's response to the challenge must be phased and implemented in sequence.
- There was a need to adjust taxpayers expectations in terms of their understanding of how the authority is able to deliver services.
- The authority needs to redesign services, revise priorities, reallocate resources, reframe the organisation, and revitalise people.
- When looking to reduce costs trimming back of budgets had minimal impact. The authority needs to consider 'delaying' having fewer layers in the organisation; merge functions, boosting productivity, manage supply, manage demand and radically redesign public services.
- Talent, organisation, strategy and delivery were essential to achieving these objectives.

The Chairperson thanked Mr Quirk for his presentation. The Committee was invited to comment, seek clarification or raise questions on the information received, the report and the information provided at the meeting. Those discussions are summarised as follows:

- The Committee questioned whether officers were confident that the authority would be able to achieve a balanced budget in the current financial year. The Cabinet Member stated that Month 11 figures indicate signs of improvement. However, Members were asked to note that demands for services e.g. childrens services, can skew budgets significantly. The Cabinet Member was confident that the budget would come in on target. However, £217k savings would not be realised during the current financial year this would need to cross over into next year's budget.

Members asked for further clarification as to, not whether a balance budget would be achieved, but how a balanced budget would be achieved. Specifically, whether service area budget were aligned with their spending or whether adjustments were being used to address overspends in some service areas.

The Section 151 Officer addressed this point. The Committee was advised that directorates were overspent by £8.8 million and the £4 million contingency had been used to reduce the overspend position to £4.8 million. A balanced position was forecast and would be achieved not only using underspends in directorate and enhanced controls, but 100% of the outcomes agreements grant and higher than expected Council Tax collections. Referring to the £217k savings that were to be carried forward, the Section 151 Officer stated that these savings had been delayed and would be delivered in the next financial year as a result of additional monitoring.

The Committee considered that the use of adjustments to address service area

overspends was unsustainable in the current financial climate. Member called for officers to be held to account and to be sanctioned if necessary. Members believed that a major culture change was necessary in order to move away from the expectation that the 'centre' can create resources.

- In response to a question from a Member regarding whether the authority was faced with being put into special measures, Mr Quirk stated that he could not foresee this happening. He described the authority as a 'curate's egg' – a mixture of good and bad and felt that the organisation should focus on ensuring there isn't failure in any part. There was a need to revitalise the organisation to make it more agile, flexible and responsive.

When questioned, Mr Quirk stated that he considered the Council's Hubs Strategy to be the right approach but suggested that the Strategy needs to be tailored correctly. He also considered that hubs run by social enterprises could offer a more desirable solution.

- Members commented on a statement made by Mr Quirk that in Lewisham Council 3% of its residents account for 52% of total expenditure; expenditure relating to social care support. Members were concerned about the sustainability of providing such support.
- The discussion centred on the budget and the seriousness of the financial forecast for the authority. Members had concerns that this issue was not referred to in the report received by the Committee and was not addressed at the meeting. It was suggested that this was the single highest priority issue facing the Council.

Members raised concerns regarding the perceived lack of credibility for the Council as an organisation and the disconnect between what residents are told and what residents experience – particular if the Council develops the narrative 'we don't have the money' – it would then be difficult to gain the trust of people if the Council then finds the resources.

The Chief Executive replied that the report offered a retrospective view of whether the Organisational Development Programme had made any progress, or not. The Senior Management Team was aware of the seriousness of the financial situation and assurances were given that the refresh of the ODP will absolutely capture the scale of the financial position. The Chief Executive accepted the point made by Members. The Committee was advised that the continuation of the current approach was untenable. The issue now was how to implement change.

A Member raised the idea of having a standing budget scrutiny panel, which the Cabinet Member said he would take back to Cabinet for discussion.

The Cabinet Member did not accept the point re credibility. Challenge was often difficult, but the budget consultation process was well received. The Cabinet Member felt that there was a danger we can be over critical, stating that in his experience, staff morale was quite good as people understand the scale of the challenge and the need for change.

- A Member noted that Cardiff and London were very different in terms of their demographics, diversity and geography. It was acknowledged that it was very



difficult to engage residents in some parts of the City. Mr Quirk stated that part of the strength of London's economy was its radical social diversity, which was increasing. 60% of all jobs were at graduate level and productivity in London was 29% greater than Manchester, size for size, but at the same time currently only 40% of school children will get degrees. London was dramatically different to Cardiff with a population of 8.6 million; 400,000 students and 1 million commuters.

- Mr Quirk was requested to offer an opinion on deprivation and the removal of dependency. Members were advised that he believed in empowering local communities. In his opinion it was preferable to transfer services and facilities to local communities to ensure they remain sustainable and to build capacity within communities so that the stretched and reducing resources available to local authorities were available to meet statutory duties. He cited Southwark and Lambeth as useful examples of where this approach has worked well.
- The Committee was advised that Cardiff should consider benchmarking that stretched beyond Wales, not with London Boroughs, but with best comparable cities throughout the world.

AGREED – That the Chairperson writes on the Committee's behalf to the Cabinet Member for Corporate Services and Performance to convey their comments and observations (see attached).

#### 45 : WELSH GOVERNMENT WHITE PAPER 'REFORMING LOCAL GOVERNMENT: POWER TO LOCAL PEOPLE' - PRE DECISION SCRUTINY

The Committee received a report on the Council's response to the Welsh Government's White Paper 'Reforming Local Government: Power to Local People' which was due to be considered at the Cabinet meeting on 2 April 2015. Members were given the opportunity to scrutinise and provide viewpoints on the Council's response to the Leader and officers.

The Leader made a brief statement. Councillor Bale apologised for the lateness of the circulation of the Cabinet response. Reports on the Welsh Government's White Paper were considered previously by the Constitution Committee and the Democratic Services Committee.

The Committee expressed their concerns regarding the receipt of the draft Cabinet response so close to the commencement of the meeting. Given this, Members questioned whether it was possible to provide meaningful feedback on the issue and would therefore question the validity of the report.

Martin Hamilton, Chief Officer, Change and Improvement delivered a brief presentation summarising the sections of the draft Cabinet response. The Committee were invited to comment, seek clarification or raise questions on the information provided. Those discussions are summarised as follows:

- Members were advised that the White Paper detailed two documents – the Leader's Manifesto and the Corporate Plan – which would set out how the Council intends to deliver services. Officers questioned whether both documents needed to be 'public facing'. Members were advised that the Chief Executive would be

held to account to deliver the priorities set out in the Corporate Plan. It was envisaged that the Leader's Manifesto, Corporate Plan and Improvement Plan would be supported by Peer Review and Self-Assessment.

Members of the Committee considered that the Leader's Manifesto and the Corporate Plan should 'dovetail'. There was no tension between the two documents. The documents would provide an opportunity for the Leader to set out how he intends to proceed and how the Chief Executive intends to deliver.

- Members noted that further devolution was not ruled out in the White Paper, but it was ruled out until after Local Government reorganisation. The Leader commented that, in respect of further devolution, the Welsh Government was reviewing its position and Cardiff needed to be aware of those issues so as to ensure it is not disadvantaged.
- The Committee discussed the White Paper proposal that only key decision could be 'called in' by Members for consideration by Scrutiny Committees. Members were advised that in England two tests were applied – a financial threshold and a local impact test. If that was the model to be introduced in Wales, the authority would still be able to set its own thresholds.
- A Member stated that the White Paper failed to address what the purpose of Local Authorities was. The Member felt that people must decide what Local Authorities are to be and how they want them to function. It was suggested that Cabinet Members and back bench Councillors were overstretched to such a degree that they weren't achieving their full potential. It was suggested that fewer, full-time professional Councillors should be considered. The Member was disappointed that these issues were not discussed in the White Paper.

The Leader accepted there were issues around capacity and felt that whilst there was an important debate to be had, more support should be given to elected Members to ensure that they are able to fulfil their roles.

It was stated that people may have higher expectations of the role of the Local Authority than the Welsh Government, suggesting that there may be a mismatch between what people look to Local Authorities for and what the Welsh Government looks to Local Authorities for.

AGREED – That the Chairperson writes on the Committee's behalf to the Leader to convey their comments and observations (see attached).

#### 46 : IMPROVING SCRUTINY PROJECT

The Committee received a report advising Members of the progress made in delivering the Council's Improving Scrutiny Project and to seek Members' views on bringing the Project to a conclusion.

The report set out the background to the Improving Scrutiny Project. Members were advised that in May 2014 the Cabinet agreed a programme of organisational change designed to meet the challenges set out in the Welsh Local Government Association Peer Review report. One of the five programmes of change is 'Improved

Governance' and within that programme was a project described as 'Strengthening the Scrutiny Function'.

The Peer Review was complimentary about the Council's Scrutiny Function. However the Council's Scrutiny Chairs were mindful of significant plans in place to transform the Council, the pace of development of alternative delivery models, the growth of collaborative service delivery and governance, the potential for local government reform in Wales, etc. The Scrutiny Chairs therefore felt it appropriate to consider ways that scrutiny could adapt and deliver effective non-Executive challenge to the Cabinet and the complex range of emerging issues likely to stem from these changes.

Following a successful bid to the Centre for Public Scrutiny (CfPS), Cardiff was to be one of nine case studies included in their research programme to assess the role of scrutiny supporting transformational change within local authorities during a time of change and austerity. This would see CfPS provide support to the 'Strengthening the Scrutiny Function' Project, the aims and objectives of which were set out in the report.

Members were asked to consider the progress made to date as identified in the project plan included as Appendix A to the report.

The Chairperson welcomed Councillor Daniel De'Ath, Cabinet Member for Safety, Engagement and Democracy; Marie Rosenthal, County Clerk and Monitoring Officer and Paul Keeping, Operational Manager, Scrutiny Services; to the meeting. The Cabinet Member and officer had been invited to answer questions from the Committee on the Improving Scrutiny Project and report.

Councillor De'Ath recapped the current position, stating that the Improving Scrutiny Project had benefitted from the involvement of CfPS. The Cabinet Member invited the views of the Committee.

- Members felt the five committee structure worked well overall and that Task and Finish group reports lead to policy change and can therefore make a difference. Consideration should be given to having more task and finish group inquiries, whilst being mindful of Councillors commitments.
- A Member raised the issue that there was no real mechanism to follow up on recommendations included in Chair's letters following Committee's consideration of issues and the difference these were making and that this needed to be addressed.
- The Committee agreed that the authority had significant decisions to make and therefore it was more important than ever that the Cabinet be held to account. Members questioned how scrutiny could be made more effective at a time when the officer resource was being eroded.
- The Committee requested further information on the 'Swansea Model' of scrutiny. Officer felt an opportunity existed to compare structures not only with Swansea but with the core cities also.
- Members felt that reading large reports and associated papers presented a challenge to Members in terms of their time constraints. Members welcomed the

use of cover reports, which they considered provided an independent view and analysis of the issues.

- Members considered that there were often too many powerpoint presentations at Scrutiny Committee. Officers suggested that pre-meetings could be arranged to develop lines of enquiry instead.

AGREED – That the Chairperson writes on the Committee's behalf to the County Clerk and Monitoring Officer in order to communicate the way forward on this item (see attached).

47 : CORRESPONDENCE - INFORMATION REPORT

AGREED – That the report be noted.

48 : DATE OF NEXT MEETING

The next meeting would take place on 12 May 2015.

The meeting terminated at Time Not Specified

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

Date: 2 April 2015

Councillor Phil Bale  
Leader  
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,

### **POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 31 March 2015**

Members wish to pass on their thanks to you and officers for attending the above meeting to discuss the Council's proposed response to the Welsh Government White Paper 'Power to Local People'.

Members are extremely disappointed to have only received the proposed response at 1.00pm on the day of Committee. This is unacceptable as it does not allow time for Members to consider the response or for there to be a meaningful examination of the issues detailed in the 28 page response. Whilst Members appreciate your apology for this, Members feel that it was possible for a response to have been provided in time to be included in the papers for this meeting, if there had been proper planning that took into account the scrutiny committee deadlines; the consultation from Welsh Government opened 3<sup>rd</sup> February 2015.

With the caveat that Members only had a limited time to consider the proposed response, Members have the following points to make:

- Members recognise that the White Paper deals with the landscape of local government across Wales and that, whilst there are Cardiff specific issues, the White Paper attempts to deal with Wales-wide issues.
- Members raise a note of caution that, inevitably, individual local authority responses will focus on issues that are specific to their area and needs and that this might not be the best way forward in designing Wales-wide policy, particularly as these local authorities may soon cease to exist in their current form.
- With regard to the proposed response to the White Paper suggestion that Call-Ins will only be permitted of Key Decisions, Members wish to express their opposition to this. Members believe the Call in process in Cardiff has worked well to date, enabling Members to call in issues that may not be counted as Key Decisions but which have great local significance. Members were interested to hear Marie Rosenthal's summary of the approach to Call in in England and believe that this approach merits further investigation.
- With regard to the proposals in the White Paper to have a Leader's Manifesto and Corporate Plan, Members wish to express their support for this proposal and for the suggestion that the Corporate Plan details how officers will



implement the wishes of the administration. Members do not accept that the proposals will become unnecessarily bureaucratic or resource intensive. Members believe that the linkages between these documents and the changes to the improvement environment has the potential to move the landscape to one where it is easier to hold responsible people to account, which is to be welcomed.

- With regard to the White Paper proposal to rule out further devolution of powers to local authorities until any structural reforms have been undertaken, Members agree that this is sensible from an all Wales perspective and therefore disagree with the Council's proposed response.

To re-cap for ease, the Committee therefore asks that you reconsider the Council's response to the White Paper, as follows:

- Call ins – amend the proposed response to reflect the fact that Members believe that these should apply to any decision where there are sufficient grounds for a call in and that the English approach to Call ins merits further investigation to see whether there are useful lessons that could be applied in Wales
- Corporate Planning, Review and Improvement – amend the proposed response to reflect the fact that Members agree with the proposal to have a Leader's Manifesto and revised Corporate Plan and do not agree that these will place an undue burden on local authorities.
- Devolution – amend the proposed response to reflect the fact that Members support the position as set out in White Paper.

Many thanks again for attending the meeting; I would be grateful for a response on the points raised above.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Marie Rosenthal  
Jayne Davis

Martin Hamilton  
Debi Said

Dylan Owen

Date: 02 April 2015

Cllr Graham Hinchey  
Cabinet Member – Corporate Services & Performance  
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 Cllr Hinchey,

### **POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 31 MARCH 2015**

Members wish to pass on their thanks to you and officers for attending the above meeting to discuss the Organisational Development Programme Progress Report and to participate in the discussion with Barry Quirk, Peer Advisor.

Members found the presentation and discussion with Barry Quirk both interesting and thought-provoking. Members were reassured to hear Barry describe the challenge forum process as characterised by rigour, honesty and candour and to hear that he believes the Organisational Development process in place in Cardiff has ensured that management has a grip on the challenges facing the Council. Members note that Barry emphasised the need to have a balanced approach, using hindsight to learn lessons and foresight to ensure the direction of travel is appropriate. Another clear message Members heard from Barry is the critical need for speed in reframing local authorities, redesigning services, reprioritising and reallocating resources and revitalising staff.

With regard to the Organisational Development Programme Progress Report, Members note your comments that you believe it is leading to improved outcomes and the Chief Executive's comments that he is confident it is leading to progress. Members also note your statement that there will be a balanced budget for 2014/15, with circa £217,000 being rolled into next year. Following debate at the meeting about how this has been achieved, Members are clear that a major cultural change is needed so that directorates no longer expect the corporate centre to resolve overspends; Members were heartened to hear the Chief Executive agree with this and to hear that work is underway to enable budget monitoring to be more timely. On this note, Members were pleased to hear your personal support for the proposal to establish a cross-party, scrutiny panel to undertake monthly budget monitoring scrutiny and your agreement to take this proposal to Cabinet for discussion. We look forward to hearing from you in the near future on this matter as it would be beneficial for this panel to begin work early in the new municipal year.

As raised at the Committee meeting, Members do not feel in a position to comment in detail on the progress report as it was not explored in depth at the meeting. In addition, Members feel the progress report provided was incomplete, in that it did not fully address the financial position and resilience of the Council. Members were



pleased to hear the Chief Executive give his commitment to ensure that a future progress report would provide clarity about the financial position and resilience of the Council, as well as providing an overview of the new approach planned for Organisational Development Programme.

Therefore, as agreed at Committee, Members wish to scrutinise a further progress report at our next meeting, 12 May 2015. I therefore ask that you instruct officers to ensure that this report is available in time to go out with the meeting papers and is provided to scrutiny officers by 5 May 2015 at the latest. At this meeting, Members intend to explore in more detail the achievements to date and the speed and pace of change that is required going forward.

Finally, Members explored three specific issues at the meeting and have the following comments:

- Hubs – Members note that Lewisham Council is moving away from one-stop shops (due to declining footfall, a desire to avoid ‘welfare warehouses’ and the need to reduce costs and manage expectations) and towards on-line services complemented by work with social enterprises to provide alternative delivery of face to face services. Members note that, from Barry’s perspective, the three critical questions to ask with regard to hubs are: are they meeting needs?; are they reducing costs?; and what can be done to ensure hubs do not become welfare warehouses?
- Benchmarking – Members explored the relevance of benchmarking with core cities and note that Barry Quirk felt it was important to compare with the best in the world, regardless of where they were, as long as one is comparing similar sizes and demographics. Members would like to receive a copy of this Council’s benchmarking strategy and ask that this be supplied with your response to this letter.
- Alternative Delivery Models – Members questioned whether the Council was limiting ADMs to the 6 models outlined in the paper and were pleased to hear that this is not the case and that other suitable models will be considered as required.

To recap, this letter requests several actions and pieces of information, as follows, which require a response:

- Feedback from you on the view of Cabinet with regard to the proposal to establish a cross-party scrutiny panel to undertake monthly budget monitoring scrutiny
- A further progress report on the Organisational Development Programme that provides clarity about the financial position and resilience of the Council, as well as providing an overview of the new approach planned for Organisational Development Programme, to be provided by 5 May 2015
- A copy of the Council’s benchmarking strategy.

Finally, Members considered a correspondence report at this meeting, which showed that responses are still awaited for the letters that were sent to you, as listed below. I would be grateful if you could please arrange for the responses to these letters to be sent to me as soon as possible.



- Letter dated 21 January 2015 regarding the Organisational Development Programme/ WAO Corporate Assessment
- Letter dated 12 March 2015 regarding the Quarter Three Corporate Performance Report.

I look forward to hearing from you shortly,

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

Cc: Paul Orders                      Christine Salter                      Sarah McGill                      Martin Hamilton  
Matthew Swindell                      Rhian Jones                      Rita Rohman                      Liz Patterson



**CITY & COUNTY OF CARDIFF COUNCIL  
CYNGOR DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE**

**SCRUTINY COMMITTEE**

**12 May 2015**

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**QUARTER FOUR PERFORMANCE REPORT 2014/15 (January to March)**

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**Reason for the Report**

1. To present the City of Cardiff Council's performance report for Quarter 4 (January to March) of 2014/15 prior to its consideration by the Cabinet. The Performance Report for Quarter 4 2014/15 is attached at **Appendix A**.

**Background**

2. The Performance Management Framework includes the production of quarterly performance reports designed to provide an overview of directorate performance. Effective scrutiny of performance is an important component of the Framework as it provides the opportunity to challenge performance levels, and helps the Council reprioritise efforts to secure the delivery of the Council's priorities and targets.
3. Each Quarter, the Policy Review & Performance Scrutiny Committee (PRAP) receives the overall performance report for the Council prior to the report going to Cabinet, while other Scrutiny Committees receive the reports that fall within their terms of reference. Policy Review & Performance Scrutiny Committee's role is two fold:-
  - To consider the overall performance of the organisation and the actions being taken to ensure that agreed targets and commitments are delivered;
  - To scrutinise the performance of the services that fall under the terms of reference of the Committee (contained in the corporate overview).

## **Performance Overview**

4. As part of the development of the performance management arrangements in the Council, and specifically in relation to improving the internal challenge regarding performance of services the Council has introduced a 'Star Chamber' where the Chief Executive, Directors and Cabinet Members have an open and candid debate regarding performance levels, and challenges facing service delivery and where a set of actions are agreed. Actions for each directorate arising from the 'Star Chamber' are included in the Summary of Key Issues - Directorates section of this cover report. *(see paragraphs 23, 27, 30, 33, 37, 43, 45, 50 and 54).*

## **Quarter 4 Performance Report Structure**

5. Attached at **Appendix A** is the Quarter 4 performance report. This report provides an analysis of performance for each directorate, including:
  - Key performance indicators
  - Progress against Corporate Plan commitments
  - Financial performance
  - Management issues
  - Key challenges & risks.
6. In addition the report includes a corporate overview covering:
  - Financial overview.
  - Various staffing issues (Sickness absence, PPDR Compliance etc). Return to work compliance data has also been provided to show a more detailed picture.
  - Staff Costs (including overtime and agency spend). A more detailed breakdown has been provided in response to feedback arising from PRAP at Q2.
  - Customer Contact. This has been revised to take account of feedback as a result of Scrutiny of the Q2 report.
  - FOI requests compliance with statutory timescales.
7. The report also includes a summary of performance against the basket of measures included in the Welsh Government Outcome Agreement, successful

delivery of which triggers release of the £3.3m Outcome Agreement Grant. The financial impact of performance in these measures is such that it is deemed appropriate to draw Members' attention specifically to this suite of indicators.

8. Performance reports for Q4 have been through 'Star Chamber' sessions where Cabinet Members and Directors have reviewed and challenged performance and agreed actions that need to be taken to address issues raised in the report.

### **Summary of key issues from Corporate Overview**

9. Across all Directorates 75.2% of Corporate Plan commitments are Green and 47.6% of Performance Indicators are Green.
10. Members' attention is drawn to the following key issues arising from the corporate overview of performance:

### **Sickness Absence**

11. The final sickness outturn figure for 2014/15 is 10.11 FTE days lost per person. The Council wide target for 2014/15 was 9 FTE days lost per person. This demonstrates a reduction of 11.6% on last year's outturn figure of 10.18 days. Whilst the target was not met, the figure is the lowest sickness level the Council has achieved.
12. In relation to return to work interviews, data between April 2014 and March 2015 shows a compliance rate of 90.7%. However, as at March 2015 there were 1190 return to work interviews pending, the majority of which were in Schools. Typically non-school services are securing a compliance of 98.2%.
13. The Attendance & Well-Being Policy, which was implemented from 1 July 2013, is currently under review. Monitoring will continue, including identifying missed return to work interviews, missed trigger stages, and long term absence cases.
14. *STAR Chamber Actions* –
  - Complete the review of the Attendance & Well-Being Policy and bring forward a report with recommendations.

- Deploy HR support into selected services to improve sickness absence performance, modelling practice within the Environment Directorate. (Initial services are Sport, Leisure and Culture, Civil Parking Enforcement, and Health & Social Care).
- Directors to communicate within teams the impact of sickness absence on Council budgets and other employees.

### **Personal Performance and Development Reviews (PPDR)**

15. Whilst significant weight has been attached to securing corporate compliance with the PPDR process, focus is shifting from compliance to quality. As part of this a sample of PPDR reviews were audited, testing for comparability of;

- Number of objectives set
- Are the objectives SMART?
- Do objectives link to the Corporate / Business plan?
- Are there developmental objectives?
- Are training needs identified?

A total of 230 PPDRs were audited, and across the board objectives could generally be linked to the Corporate / Directorate Delivery Plans. Most PPDRs had objectives that were SMART, but this was identified as an area where there were inconsistencies and improvement required. However, the biggest weakness identified was the extent to which developmental objectives are set and training needs identified. From discussion at Senior Management Team (SMT) it is considered likely that reductions in training budgets have had a part to play in manager's approaches to identifying training needs. As such, attention is now drawn to the identification of training needs and meeting these through shadowing, coaching, mentoring and other sources rather than bought in training. As part of the close down of 2014/15 PPDRs which is now underway, further sampling will be undertaken to assess the consistency of approach taken to year end assessments.

## Freedom of Information Requests

16. At Q1 PRAP challenged officers to improve performance of “multi-service” FOI requests, which was showing a low level of compliance (31%). The management of such requests has now been changed to ensure earlier follow-up with service areas, and escalation of concerns regarding non response. Q4 shows improved performance for “multi-service” FOI requests with compliance at 67%, compared with 52% in Q3.

## Outcome Agreement

17. Performance against the majority of the Outcome Agreement measures indicates generally that performance has been satisfactory.
18. **Housing** – Previous concerns had been raised in relation to performance of some of the measures contained within the Outcome Agreement. Q4 data shows that all measures have met their annual target.
19. **Education** - Results available at Q4 show that two measures within the Outcome Agreement Basket have not met their set target for the academic year 2013/14. These measures relate to the percentage of pupils that achieved the level 2 threshold including a GCSE grade A\*-C in English or Welsh language and Mathematics and the number of local authority maintained schools who are placed in a formal category.
20. **Health & Social Care** – **two** out of 11 H&SC indicators within the Outcome Agreement basket show that they are unlikely to meet their set target, and there are 5 measures which at the time of writing the Q4 results were not available. The average number of working days taken from completion of the care plan to provision and/or installation of aids/equipment has not met its annual target. Q4 results show 5.08 working days against a target of four working days. Sickness within the relevant team during Q4 has impacted on the number of days and priority was given to delivering essential items. January and February figures show 210 delayed transfers of care for social care reasons, March figures will not

be available until May. However, against a target of 150 it is unlikely that this measure will meet its target. H&SC continue to work closely with the University Health Board on admission avoidance and the facilitation of expedited discharge.

21. A 2014/15 progress report against the full suite of performance measures contained within the 2013/16 Outcome Agreement will be submitted to the Welsh Government to meet its set deadline of September 2015.

## **Summary of Key Issues – Directorates**

### **Children's Services**

22. Positive progress is being made in a number of areas including the social worker vacancy position which has improved slightly to 24.8 during Q4 compared with 25.3 at Q3: However the Q4 position remains above the target of 17. The impact of the Managed Team enabled the service to reduce the overall number of Social Worker cases from 2,953 in June 2014 to 2,251 in March 2015, bringing social worker caseloads in Children's Services teams down from 24.5 in June 2014 to 19.7 in March 2015. This is a slight increase compared with the caseload average of 18.4 that was reported in December 2014.

23. *STAR Chamber Actions* –

- Ensure close monitoring of caseloads
- Bring forward a delivery plan for the Multi Agency Safeguarding Hub (MASH) by the end of May.
- Accelerate the roll out of mobile technology to social workers
- Prepare a business case for more dynamic recruitment to vacant posts as recommended by the Peer Advisor.

### **Communities, Housing & Customer Services**

24. C2C call queues have reduced in Q4 to 62 seconds compared with 107 seconds in Q3. However, this result is above the target of 40 seconds. The return to a 37 hour working for all staff in April 2015 combined with extended opening



hours should benefit this area, giving greater flexibility in the rotation and spread of agents available to take calls throughout the day.

25. The average number of calendar days taken to let lettable units of permanent accommodation has remained stable in Q4, with a result of 106 days compared with 105 days in Q3: However this is considerably above the target of 60 calendar days. However, letting times have improved over the financial year due to pilot projects involving the allocation of high-rise flats to families with children and the introduction of the pilot 'quick turnaround' voids project. This reduces both vacant maintenance costs and letting turnaround times. The percentage of empty properties at the end of March 2015 was 1.55% (211 properties out of a total stock of 13,600) compared with 2.3% at the end of 2013/14.

26. Welfare reform has resulted in an increase in current tenant rent arrears. It is currently at 1.7% (£1.1m arrears from £65.5m collectable) of the total rent collected. Whilst the 1.7% is below the 2% target it is still above the 2013/14 result of 1.4%.

27. *STAR Chamber Actions* –

- Improve visibility of rent loss through voids in the future performance report
- Prepare for Cabinet Members an analysis of residential properties (Council and Private), shops and commercial premises that have been vacant for an extended period of time together with a briefing on the legislative powers available to the Council.

### **Democratic Services**

28. Since the introduction of individual voter registration Cardiff has experienced an electorate shortfall which has been clawed back to 5.81% (15,330) compared with 7.19% (18,965) at March 2014.

29. The service has failed to secure the income targets for communications including Capital Times (£124k against target of £265k).

30. *STAR Chamber Actions* –

- Prepare a detailed analysis and mapping of voter registration shortfalls for discussion with Cabinet Members together with an action plan for increasing voter registrations.
- Review the Member Development Programme and Member's satisfaction with the support available to them.
- Undertake an evaluation of investment in Members' IT (Tablets), to include Member satisfaction and costs.
- Bring forward an action plan to address the shortfall in advertising income.

### **Economic Development**

31. The Corporate Property Strategy Asset Management Board meetings are now established and extended to include partnership organisations. Service area plans are drafted and Neighbourhood Plans have been initiated.
32. As at Q4 we have helped support the creation and safeguarding of 351 businesses and 2,395 jobs. 26.06% of these jobs attract a salary of 10% above the average salary for Wales.
33. *STAR Chamber Actions* –
- Increase visibility of partnership property rationalisation opportunities and progress.
  - Prepare a report on progress against the Council's sponsorship strategy with a view to establishing a single corporate approach.
  - To note the potential future corporate budget impact should it be necessary to reinvest income from the asset portfolio back into the properties in order to sustain future revenue streams.

### **Education & Lifelong Learning**

34. The Central South Consortium continues to strengthen support and challenge for Cardiff Schools and there is now a more robust working relationship between the Local Authority and the Consortium. The two senior challenge advisers are driving forward greater consistency in the quality and impact of the work of

individual challenge advisers and there is generally positive feedback from Head Teachers.

35. Work is ongoing to implement the Youth Engagement and Progression Framework. Joint working focuses on the pupils with attendance at below 85%, sharing data and intelligence and matching provision to need in order to most effectively target resources through a personalised approach.
36. Figures collected from secondary and primary schools in March 2015 indicating the percentage of pupils 'currently secure' to achieve expected levels in Summer 2015 show:
- A figure of 60.20% for the L2+<sup>1</sup> (5 GCSE's – A\*-C). This compares favourably to the Summer 2014 figure of 53.9% and the local authority target for 2015 of 60%.
  - A "currently secure" figure of 80.27% for the L2<sup>2</sup> threshold compares favourably to the Summer 2014 figure of 76% and indicates positive progress towards the local authority target for 2015 of 82.8%.
  - A "currently secure" figure of 82.03% for the Key Stage 2 CSI against a 2015 target of 87.76% and a 2014 performance figure of 85.11%. In schools where the proportion of pupils who are currently secure is significantly below their target, challenge advisers are ensuring that the school's resources are targeted on delivering focused interventions to borderline pupils in order to maximise progress towards targets.

37. *STAR Chamber Actions* –

- Establish a clear strategy to improve the recruitment and retention of high quality school governors.

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<sup>1</sup> Level 2 Inclusive Threshold (L2+)

A volume of qualifications at Level 2 equivalent to the volume of 5 GCSEs at grade A\*-C, including English or Welsh first language and mathematics.

<sup>2</sup> Level 2 Threshold (L2)

A volume of qualifications at Level 2 equivalent to the volume of 5 GCSEs at grade A\*-C.

- Undertake work with Children's Services to ensure a joined up approach, especially in relation to Looked After Children, with a detailed analysis of the issues coming back to Cabinet.

## **Environment**

38. At Q2 performance against the statutory recycling target of 52% had declined from 51.85% in Q1 to 49.47%. Q3 and Q4 data for performance data against recycling is yet to be confirmed and will not be available until Q1 2015/16. Additional recycling was undertaken in Q4 which is expected to take the end of year position to 52% which will meet the recycling target.
39. The percentage of high risk businesses in Cardiff that were inspected for food hygiene has not met its annual target of 100% with a Q4 result of 83%. The number of food premises in Cardiff increases on an annual basis, whereas staff numbers available to carry out food hygiene inspections has not increased. Businesses which were not inspected in 2014/15 will be prioritised for the early part of 2015/16.

## **Health & Social Care**

40. Performance in terms of both Direct Payments (DP) and Carer Assessments are improving, but not sufficiently to meet the stretch targets set. Over the year the uptake of DPs has increased by 9.78% from 2013/14. During Q4 DPs remained stable at 550 however, this is against an annual target of 800. The target has been revised to 750 for the 2015/16 financial year.
41. The current number of Carer Assessments being offered and completed is increasing month on month (596 year to date) though still needs significant improvement. Actions taken to address this include making changes to the database recording process for staff to mitigate under-reporting carer assessments offered, and also undertaking data cleansing in relation to the number of Carers recorded on the system.

42. The situation for Delayed Transfers of Care (DToC) in both Q3 and Q4 resulting from winter pressures at UHW was critical. The issue is not one which can be resolved by the Council alone as this is a whole system issue. Partners in the UHB acknowledge that their internal systems need revision and to that end all regional partners (Vale of Glamorgan, Cardiff & University Health Board) are meeting at senior strategic level during April/ early May 2015 to progress plans to continue to deliver on admission avoidance and to agree process redesign so that faster discharge can be facilitated. The final result for DToC (for social care reasons) for March 2015 is not yet published, although indications are that the figure has decreased. The figure is published in May.

*43. STAR Chamber Actions –*

- Provide corporate visibility of the partnership plan for Delayed Transfers of Care to be prepared by the end of May 2015.
- Establish action plans to ensure the delivery of the Corporate Plan targets for Direct Payments and Carers Assessments.

**Resources**

44. Council Tax collection is up by 0.68% compared with last year (at 97.03%). This is the best in-year collection recorded since the introduction of Council Tax in 1993 and builds on the success of the last two years due to changes in processes speeding up collection times and efficiencies within the processes.

*45. STAR Chamber Actions –*

- Accelerate the provision of online parking permits
- Explore the feasibility of linking the member development provision to the Academy.

## **Sport, Leisure & Culture**

46. A strategic framework for the management and development of parks and green spaces is completed. Work is progressing on sport and leisure provision and a Cabinet report is expected late summer 2015.
47. Sickness Absence within the Directorate is well above the target, 13.94 days lost per FTE against a FTE target of 12.1, and priority action is required to address this.
48. Work is ongoing in relation to establishing a new operating model for Children's Play.
49. Attendances at sport and leisure centres, the number of children engaged in sport and the numbers of individuals participating in outdoor sport are all below target and have shown a decline when compared to the previous year. In addition the number of live Active Cards missed the target due to the closure of Eastern Leisure Centre and increased competition from budget gyms.
50. *STAR Chamber Actions* –
- Ensure the recruitment of three development workers for Childrens Play as soon as possible.
  - Accelerate preparation of an action plan for the Mansion House to secure improved performance.

## **Strategic Planning, Highways & Traffic and Transportation**

51. The Directorate is awaiting direction from the Welsh Government for an agreed programme in relation to key transport projects. The development of master plans for Greenfield and Brownfield sites with transport connectivity has made strong progress, and a successful meeting was held with major house developers.

52. The 20% of major planning applications determined within 13 weeks has not met the annual target of 25% . New complex LDP 'major settlement' applications have proved difficult to deliver in 13 weeks and more resources are being placed in this team as a matter of priority.

53. Householder planning applications determined within eight weeks have not met the annual target of 80%, with a result of 71.11%. Caseloads have increased and more resources are being put into the team to improve performance.

54. *STAR Chamber Actions* –

- The service is required to undertake benchmarking of its planning performance indicators against core cities.
- Increase the use of electronic communications rather than sending letters to improve service performance.
- Produce a communication to commit to implementation dates for online parking permits.
- Prepare a communications strategy related to the bus station development.

### **Challenge Forum**

55. As agreed at the 3 March 2015 meeting of the Policy Review and Performance Scrutiny Committee, Group Leaders were invited to be full members of the Challenge Forum.

56. At the April meeting the Forum considered its future work programme for the year ahead. The Forum received a presentation on the prevailing issues identified by the Council, the interventions put in place to respond, and the progress achieved. Key areas of work have included Performance, Governance, Commissioning & Service Delivery Models, Asset Management and Service redesign. The Forum recognised the progress made and considered areas where further improvement was needed.

57. A consensus emerged on the future Work Programme with the Forum agreeing a need to focus on:

- The fiscal resilience of the organisation.
- Performance Management & Financial Discipline - Embedding a culture of performance management and financial discipline.
- Scrutiny Improvements- Ensuring greater alignment between the scrutiny forward work programme and organisational priorities.
- Education - Continuing the existing improvement work, but with a more specific focus on under-performing schools.
- Social Services (Children & Adult Services) - Placing a strong focus on demand management and financial planning.

### **Previous Scrutiny**

58. The Committee considered the **Quarter 3 2014-15** Performance Report at its 3 March 2015 Meeting, requested several actions and items of information, as follows:

- Members looked forward to Group Leaders being invited to the next meeting of the Challenge Forum.
- Members look forward to shortly receiving the Challenge Forum papers, including confidential papers where members would be bound by our Code of Conduct and Council's constitution.
- With the response to this letter, Members would like to receive the action plan for one of the Star Chamber actions detailed at point 8 in the 3 March cover report for this item, preferably bullet pointed so that Members can see how this action is being addressed.
- Members asked that officers liaise with Scrutiny Services to ensure the revised Attendance and Wellbeing Policy comes to this Committee in time for meaningful pre-decision scrutiny, currently scheduled for Cabinet in June 2015.
- Members requested a briefing paper from the Environment Director to explain the rationale for the use of agency staff in their Directorate.
- Members re-iterate our previous request for information on the results of PPDR dip-testing be shared with the Committee, either in response to the



letter or as part of the committee papers for the Quarter 4 Corporate Performance Report item.

- Members agreed to seek briefing papers from the following Directors, Director of Children's Services, Director of Communities, Housing and Customer Services and Director of Education and Lifelong Learning.
- Members request an update on the level of staff resources available to Cardiff Business Council once discussions have concluded and there is an agreed way forward.

59. In his letter dated 27 April 2015, Councillor Hinchey (Cabinet Member – Corporate Services and Performance) responded to the above stating:

- *'As agreed, Group Leaders were invited to the next Challenge Forum Meeting which was held on 09 April 2015'*
- *'Papers for the Challenge Forum will be provided on the basis that they are not for circulation and that your Committee abide by the members Code of Conduct and our Councils Constitution'*
- *'With regards to point 8 of the Star Chamber cover report; this will be addressed as part of the Quarter 4 Corporate Performance reports, which will include an overview of how the actions are being addressed'*
- *'I have asked Martin Hamilton, Chief HR Officer, to bring any revised Attendance and Wellbeing Absence Policy forward for scrutiny in a timely manner'*
- *'I have also asked Martin to work with the Directors for the Environment, Children's Services, Communities, Housing and Customer Services, and Education and Lifelong Learning to provide the one page briefing notes in respect of the matters that you highlighted in your letter. These briefing notes will be appended to the Quarter 4 Corporate Performance Report'*
- *'An update of the quality checks undertaken in respect of PPDRs will be included in the Quarter 4 Performance Report'*
- *'The Economic Development Area faces a 33% cut to its revenue budget in 15/16 which will be felt right across the service area. This includes the Cardiff Business Council' (full response attached at Appendix B).*

## **Way Forward**

60. The Leader, Councillor Phil Bale has been invited to attend for this item. The Chief Executive, Paul Orders; Christine Salter (Corporate Director Resources); and Martin Hamilton (Chief Officer Change & Improvement) have also been invited to present the report and answer any questions Members may have.

## **Legal Implications**

61. 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**

62. 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**

Committee is recommended to:

- Note the contents of the report attached at **Appendix A**;
- Consider whether it wishes to make any comments to the Cabinet to take into consideration when it receives the Performance report.

**Martin Hamilton**  
**Chief Officer – Change & Improvement**  
**6 May 2015**

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# Q4 Delivery and Performance Report 2014/15

## Progress against actions in the Corporate Plan 2014/15

Q4 2014/15 – (254\*)

<b>Green</b> 75.2% (191)	<b>Amber</b> 18.1% (46)	<b>Red</b> 5.1% (13)
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\*Including N/A

## Progress against relevant Performance Indicators

Q4 2014/15 – (271\*)

<b>Green</b> 47.2% (128)	<b>Amber</b> 18.8% (51)	<b>Red</b> 14.8% (40)
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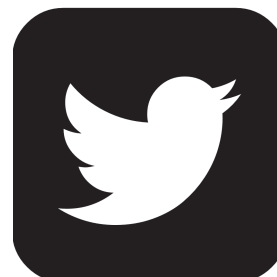
\*Including Annual indicators and those with no results

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# Q4 Customer Contact

**Twitter followers**  
**37,029 followers in English**  
**1,553 followers in Welsh**



<b>Complaints</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
New Complaints Received	652	658	468	533
Corporate Complaints	652	656	467	532
Welsh Complaints	0	2	1	1
Acknowledgements not sent within 5 days	25	15	14	7
Response not sent within 20 days	54	36	33	22
Compliments Received	389	383	341	287

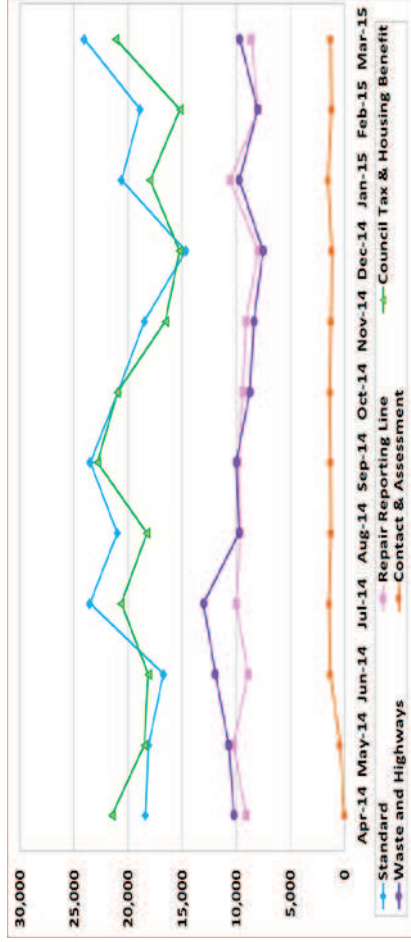
## Members Enquiries

<b>Directorate</b>	<b>Received</b>				<b>Responded on time</b>	
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q4</b>	<b>Q4 %</b>
<b>Childrens</b>	1	1	2	1	1	100%
<b>Communities</b>	178	171	117	125	105	84%
<b>Democratic</b>	10	12	4	0	0	0%
<b>Economic</b>	6	8	4	2	2	100%
<b>Education</b>	9	12	3	8	6	75%
<b>Environment</b>	526	284	188	203	169	83%
<b>Health &amp; SC</b>	4	3	3	6	5	83%
<b>Resources</b>	9	9	11	7	7	100%
<b>Sport L&amp;C</b>	84	100	40	32	21	66%
<b>SPHT&amp;T</b>	316	229	193	243	169	70%
<b>Total</b>	<b>1143</b>	<b>829</b>	<b>558</b>	<b>627</b>	<b>485</b>	<b>77%</b>

The Members Central team have been working closely with IT to correct the reporting mechanism to capture enquiries that were actually requests for service. This has been corrected and a total of 31 cases were recorded on the member enquiry but were then deemed a request for service. Highways have seen an increase in enquiries covering a range of issues such as pot-holes and surfacing, problem parking and footpaths. Rubbish/fly tipping and street cleansing remain consistent.

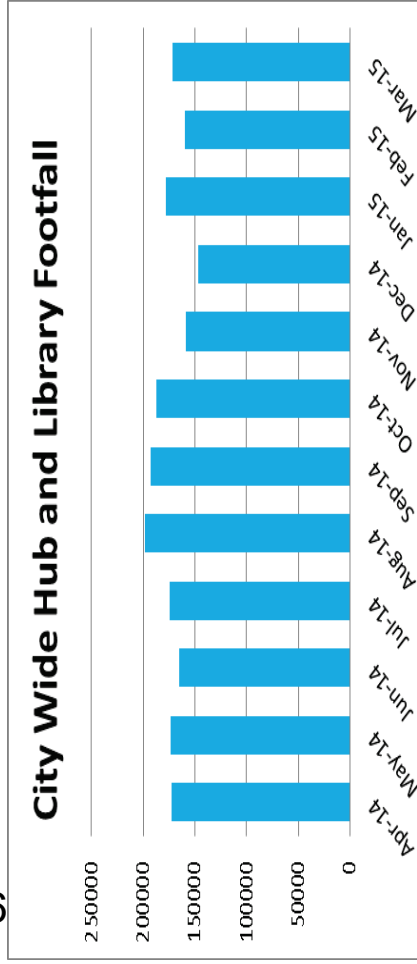
## Customer Contact

Calls offered to C2C



**Update:** Council tax annual billing for the 2015/16 period officially launching on March 11<sup>th</sup>. As a result of those new bills going out, there was a rise in Direct Debit enquiries by 136% from the month before.

Total Footfall in both Libraries & Hubs across the City.



**Update:** Q4 showed an improvement on the previous quarter, the temporary closure to the 5<sup>th</sup> Floor of Central, Roath Library and Grangetown have impacted on the results. Action plan was put in place by the Neighbourhood Development Librarians to increase take up of the Library Services in the Hubs and this has had a positive impact of overall usage, through additional classes and outreach work to increase customer base.

## Online

Since launching the website in a responsive template, access to [www.cardiff.gov.uk](http://www.cardiff.gov.uk) by device has changed as follows



planning  
 applications  
 challengeparking  
 jobs

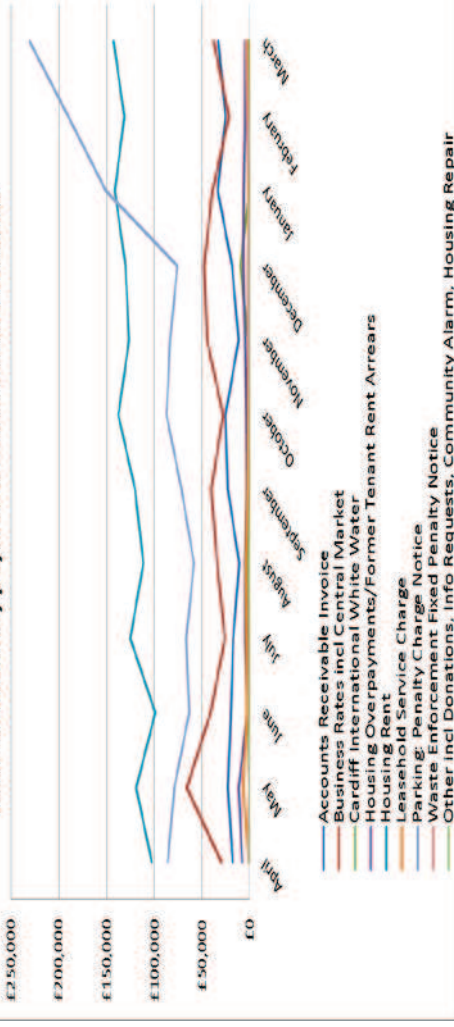
1,392 searches contained the word 'challenge' this is most likely linked to parking fines: Top search result on [www.cardiff.gov.uk](http://www.cardiff.gov.uk) returns: **Challenge a Penalty Charge Notice**



**Popular Tweets** – “Spring is here, summer’s on its way! Cardiff Summer Festival announcements coming soon for 2015 line-up #cdfestival”  
 “Keep up to date with your Bank Holiday waste collection changes here [bit.ly/1CTxeFX](http://bit.ly/1CTxeFX) #greencardiff”

## The value of Payments made through the Website

Value of monthly payments made via the Website



**Update:** Income from Penalty Charge Notices during March (£230,487) again showed an increase online (£40,150) over the previous month (£189,977). This coincides with the introduction of fines for Moving Traffic Contraventions alongside the introduction of 2 additional Civil Enforcement Officers. 3125 payments were also made via C2C totalling £447,599.68



**Total Staff Costs at Q4                    £196,673,662**

**Total Agency Costs at Q4                £16,426,913**

**Total Overtime Costs at Q4            £4,528,736**

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 employed through an agency, so the permanent staff budget will show an underspend and the agency staff an overspend.

Staff Costs to End Q4	% of Annual Budget		% Spend Agency	% Spend Overtime
£16,748,641	93.06%	<b>Childrens Communities Corporate Mgmt County Clerk &amp; Economic Education Environment Health &amp; SC Resources Sport L&amp;C SPHT&amp;T</b>	22.91%	0.51%
£23,496,428	100.87%		5.66%	1.76%
£1,668,758	102.13%		2.92%	0.18%
£1,980,501	117.26%		4.15%	0.63%
£4,651,478	100.08%		6.98%	3.92%
£29,113,994	106.48%		3.48%	0.87%
£22,756,886	97.98%		16.12%	3.86%
£23,707,468	103.33%		5.72%	3.75%
£33,450,445	90.99%		3.85%	1.25%
£25,805,315	104.53%		11.76%	3.72%
£13,293,718	100.76%		3.36%	3.26%

**Agency  
8.35%**

**Overtime  
2.30%**

## Staff Costs at Quarter 4

Directorate	Staff Budget £	Total Staff Costs to month 12 £	% Annual Budget spent	Overtime Budget £	Total Overtime spend £	Overtime Spend %	Total Agency Budget £	Total Agency Spend £	Agency Spend %
Children's Services	17,998,060	16,748,641	93.06%	0	85,323	0.51%	1,110,930	3,837,452	22.91%
Communities, Housing & Customer	23,293,120	23,496,428	100.87%	235,620	412,429	1.76%	367,500	1,330,332	5.66%
Corporate Management	1,633,930	1,668,758	102.13%	0	2,985	0.18%		48,764	2.92%
County Clerk & Monitoring Officer	1,689,050	1,980,501	117.26%	0	12,433	0.63%	2,500	82,095	4.15%
Economic Development	4,647,940	4,651,478	100.08%	82,100	182,296	3.92%	150,380	324,770	6.98%
Education	27,342,360	29,113,994	106.48%	0	253,383	0.87%	308,370	1,013,221	3.48%
Environment	23,225,430	22,756,886	97.98%	1,180,000	878,498	3.86%	1,439,850	3,667,647	16.12%
Health & Social Care	22,942,520	23,707,498	103.33%	139,420	889,965	3.75%	30,280	1,355,023	5.72%
Resources	36,763,031	33,450,445	90.99%	566,340	418,704	1.25%	337,010	1,287,372	3.85%
Sport, Leisure & Culture	24,687,000	25,805,315	104.53%	836,210	959,980	3.72%	2,058,920	3,033,994	11.76%
Strat Planning, Highways & Transport	13,193,950	13,293,718	100.76%	412,290	432,741	3.26%	99,690	446,242	3.36%
<b>Total</b>	197,416,391	196,673,662	99.62%	3,451,980	4,528,736	2.30%	5,905,430	16,426,913	8.35%

# Sickness Absence Q4

FTE days

2014/15

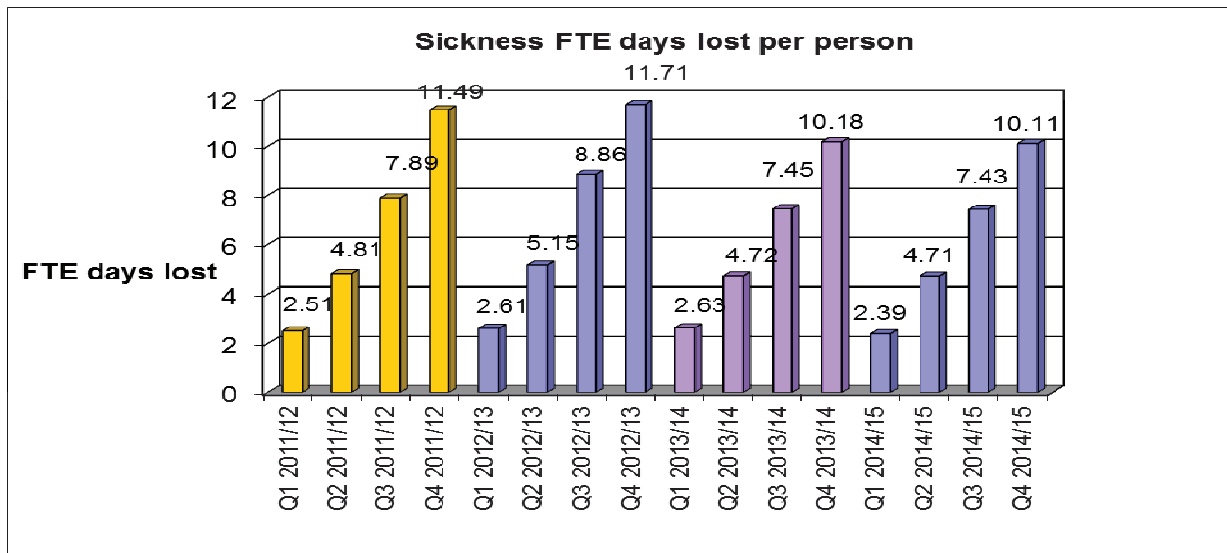
**10.11**

	Av FTE Numbers	FTE Target	2014/15 Days lost	Difference
Childrens	369	15.3	13.87	-1.43
Communities	1019	9.0	10.04	+1.04
Democratic	86	6.0	5.68	-0.32
Economic	118	6.0	4.22	-1.78
Education	1074	9.0	9.66	+0.66
Environment	632	18.2	15.99	-2.21
Health & SC	691	13.1	15.87	+2.77
Resources	833	7.3	10.36	+3.04
Sport L&C	728	12.1	13.94	+1.84
SPHT&T	375	7.2	8.61	+1.41
<b>Total</b>	<b>*11,382</b>	<b>9.0</b>	<b>10.11</b>	<b>+1.11</b>

\*This figure includes schools based education staff.

The final sickness outturn figure for 2014/15 is **10.11 FTE days lost per person**. The Council wide target for 2014/15 was **9.00 FTE days lost per person**. This was a reduction of 11.6% on last years outturn figure of 10.18 days. Whilst the target was not reached, the figure is the lowest sickness level the Council has achieved.

The Attendance & Wellbeing policy which was implemented from 1<sup>st</sup> July 2013 is currently under review. Continued monitoring will take place, and which includes identifying missed returned to work interviews, missed triggers and long term absence cases.



**Sickness – Return to Work**  
**April 2014 to March 2015**

Organisation	Return To Work Done (A)	Return To Work Pending (B)	Total (A+B)	Percentage Completed (%)
CHILDREN SERVICES	329	13	342	96.2
COMMUNITIES HOUSING & CUSTOMER SERVICES	886	4	890	99.6
DEMOCRATIC SERVICES	54	0	54	100.0
ECONOMIC DEVELOPMENT	64	4	68	94.1
EDUCATION - SCHOOLS	5,820	1,093	6,913	84.2
EDUCATION & LIFELONG LEARNING	929	17	946	98.2
ENVIRONMENT	511	11	522	97.9
HEALTH & SOCIAL CARE	907	5	912	99.5
RESOURCES	1,234	7	1,241	99.4
SPORT LEISURE & CULTURE	713	30	743	96.0
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	215	6	221	97.3
<b>TOTAL</b>	<b>11,662</b>	<b>1,190</b>	<b>12,852</b>	<b>90.7</b>

## Personal Performance and Development Review Compliance as at 21st April 2015

Organisation Name	Half Year Compliance		
	Total (Head Count)	Complete	Percentage (%)
CHILDRENS SERVICES	291	244	83.8%
COMMUNITIES HOUSING & CUSTOMER SERVICES	910	873	95.9%
DEMOCRATIC SERVICES	49	47	95.9%
ECONOMIC DEVELOPMENT	106	103	97.2%
EDUCATION & LIFELONG LEARNING (exc schools and central teachers)	980	780	79.6%
ENVIRONMENT	534	480	89.9%
HEALTH & SOCIAL CARE	734	633	86.2%
RESOURCES	1316	1211	92.0%
SPORT LEISURE & CULTURE	679	581	85.6%
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	275	260	94.5%
<b>Total</b>	<b>5874</b>	<b>5212</b>	<b>88.7%</b>

## Freedom of Information Requests Received 2014/15

Area	Q1		Q2		Q3		Q4		Annual Total	
	Rec'	Responses on time (%)	Rec'	Responses on time (%)	Rec	Responses on Time (%)	Rec'	Responses on Time (%)	Rec'	Responses on Time (%)
Childrens Services	9	79%	16	31%	17	56%	20	25%	62	47%
Consumer Affairs	35	85%	24	76%	18	85%	15	64%	92	80%
Crems & Cemeteries	1	100%	2	100%	4	100%	4	100%	11	100%
CTS	6	60%	1	100%	0	N/A	0	0	7	75%
Customer Services	2	100%	3	50%	22	95%	5	88%	32	90%
Democracy & Comms	14	85%	17	8%	13	84%	16	100%	60	86%
Econ & Major Projects	2	0%	1	100%	8	100%	4	100%	14	93%
Education	26	96%	18	73%	16	88%	33	83%	93	86%
Environment	9	70%	13	86%	14	75%	8	63%	44	75%
Facilities Management	3	100%	5	75%	2	100%	0	0	10	91%
Finance & Procurement	71	83%	60	83%	73	91%	61	89%	265	86%
Health & Safety	1	100%	0	N/A	2	100%	0	100%	3	100%
Health & Social Care	10	71%	10	50%	15	38%	21	63%	56	54%
Highways & Transport	46	93%	41	55%	41	90%	66	69%	194	77%
Housing	24	74%	20	75%	11	93%	20	93%	75	81%
HRPS	24	74%	21	91%	25	89%	44	75%	114	82%
ICT	15	88%	10	56%	11	67%	19	69%	55	72%
Improvement & Info	6	100%	8	71%	10	100%	6	86%	30	91%
Infrastructure	0	N/A	3	67%	3	100%	0	100%	6	83%
Legal Services	8	100%	5	75%	2	100%	2	100%	17	88%
Multi Function	12	31%	33	24%	27	52%	36	67%	108	47%
Sport L&C	16	95%	8	82%	11	100%	16	78%	51	84%
Planning	8	100%	19	57%	11	64%	11	55%	49	66%
Policy & Partnership	0	N/A	0	N/A	0	N/A	0	0	0	0
Reg & Support Serv	0	N/A	2	50%	6	100%	14	80%	22	79%
Registration & Coroners	2	100%	2	100%	0	100%	4	100%	8	100%
Traffic Network Man	5	50%	10	55%	9	56%	12	64%	36	58%
Waste Management	5	86%	13	56%	6	42%	10	60%	34	63%
<b>Total</b>	<b>360</b>	<b>83%</b>	<b>365</b>	<b>52%</b>	<b>377</b>	<b>80%</b>	<b>455</b>	<b>75%</b>	<b>1548</b>	<b>76%</b>

\*whatdotheyknow.com

The volume of the FOI requests received by the Council over the year has continued to grow each quarter. During the year the Council has continued its regular review of its FOI processes and streamlined these taking the opportunities to exploit technology and systems. The table shows that compliance in Childrens (47%) and Health & Social Care (54%) are lagging behind other areas. Work to bring about improvement in these functions is ongoing. This includes a review of capacity and streamlining processes within these functions to deal with the volume of requests especially as the Council changes its organisational shape in these areas. Compliance with Multi Function Requests dipped in quarter 4 due to the significant increase in the volume of these (+ 72 from Qtr 3). Compliance will continue to be closely monitored.

Subject Access Requests are not included in the table

Requestor	Q3 2014/15		Q4 2014/15	
	Rec'	% of Total Requests	Rec'	% of Total Requests
AM/MP	9	2%	23	5%
Business/Company	81	21%	74	17%
Campaign	13	3%	10	2%
Elected Member	2	1%	1	0%
Employee	2	1%	1	0%
Local Authority	1	0%	7	2%
Not known	60	16%	33	7%
Police	0	0%	0	0%
Press/Media	39	10%	64	14%
Public	140	37%	187	42%
Student	7	2%	21	5%
WDTK*	23	6%	26	6%
<b>Total</b>	<b>377</b>		<b>447</b>	

# Outcome Agreement Measures for 2014/15 – Annual Result

## Economic Development

Measure	2014/15 Target	Annual Result
Businesses supported	50	351
New & safeguarded jobs in businesses supported financially by the Council	500	1380
New & safeguarded jobs in businesses supported financially or otherwise by the Council	1000	2395
Grade A office space	100,000sqft	277,277sqft
Jobs 10% above average Wales salary	20%	TBC (based on Q3 target exceeded)
Grant aid and private sector finance to companies assisted by the Council	£2m	£3,816,513 (provisional)
Total employment in Cardiff (Aged 16-64) Jan – Dec 2014	198,300 (2012) +/- 1%	207,500

## Education

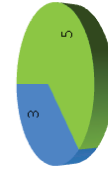
Measure	Academic Year 13/14	Annual Target
Primary Attendance	94.9%	94.4%
Secondary Attendance	93.8%	93.6%
% of pupils achieving core subject indicator at Key Stage 2	84.5%	85.11%
The percentage of pupils aged 15 at the preceding 31 August, who achieved the Level 2 threshold	54.04%	55%
The percentage of pupils assessed at the end of Key Stage 3, achieving the Core Subject Indicator	81.5%	78.4%
The % of pupils achieving the Foundation Phase Indicator (FPI)	83.7%	83.7%
The number of local authority maintained schools who are placed in a formal category	2	1

## Education, Employment & Training

Measure	Annual result	Annual Target
Number of work experience placements	1078	1000

**92%** of Into Work Services Users gained a qualification

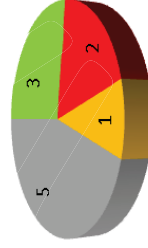
### Annual 14/15 result for Into Work Services Performance Measures



**80%** of Into Work Service Users felt more ready to enter employment as a result of accessing our services

## Health & Social Care

### Progress against the H&SC Measures



■ Met annual target  
 ■ May meet annual target  
 ■ Unlikely to meet annual target  
 ■ Result not yet available

\*The results for H&SC are indicative only as the most accurate and up-to-date results will not be available until the end of May 2015

## Housing

Measure	Annual 14/15 result	Target (Annual)
Boiler upgrades	1353	900
Roof replacements	65	40
Cladding of flats	76	60
% of Boilers that are 'A' rated	84%	84%
Solar panel installations	100	100
SAP rating	69	69

**85%** tenants satisfied with the condition of their property

Maintained Welsh Housing Quality Standard at **100%**

## Directorate: Children's Services

Director: Tony Young

Councillor: Sue Lent

### Q4 2014/15

Number of Employees (FTE)	369
Sickness Absence YTD (Days Per Person)	13.87
PPDR Compliance (completed)	83.8%

Budget	Projected Outturn	Variance	Variance (%)

Target Savings 2014/15	Projected Savings	Variance	Variance (%)

### Q4 Progress against Directorate Plan/Corporate Plan actions 2014/15 (24)

Green 66.7% (16)	Amber 33.3% (8)
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### Q4 Progress against Performance Indicators (7)

Green 43% (3)	Amber 29% (2)	Red 29% (2)
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### Progress on Challenges Identified Q3 (previous quarter)

#### Finalise Prevention Strategy:

Draft Preventative Strategy completed and consultation undertaken with partners at parenting framework launch. Draft implementation plan developed. New Prevention and Partnership Project Manager post to be recruited in order to lead on implementation of strategy.

#### Increase in projected overspend attributable to the increase in the number of looked after children and extension of the Managed Team for a further 3 months AND Exit strategy for the Managed Team:

Extension of Managed Team agreed with 151 Officer and Chief Executive; Significant in year increase in LAC admissions (by 39); Adverse cost mix in LAC commissioned placements; Increase in adoption placements (which represents significant long term savings); Increase in legal costs.

We have reached this position despite robust efforts to claw back the overspend (which produced £170k) and to 'repatriate' individual LAC (which produced £300k). The Exit Strategy for the Managed Team is being implemented on the basis of the additional team withdrawing on 24<sup>th</sup> April.

### Q4 Service Delivery

#### Budget Position

To be provided by the Corporate Performance Team

#### Directorate Delivery Plan

Overall trend in PI performance continues to improve steadily as a platform for achieving top quartile in 2015-16. Good progress has been made against the actions in the Directorate Delivery Plan. Key areas of progress include:

- Implementation of Legal Surgery.
- Completion of draft Preventative Strategy and commencement of consultation.
- Preparation for Contact tender completed.
- Positive report following inspection of Crosslands children's home.
- LAC Traineeship Scheme Co-ordinator in post.
- Partnership and Integration Change Manager post established and advertised.

There has been some slippage in progress against some milestones including the model for managing referrals, developing a set of proposals with Health to support and improve health of LAC and care leavers and progression of the Placement Strategy. A joint inter-agency visit to Rhondda Cynon Taff (RCT) MASH was undertaken to view their model in practice to help determine what is required to fit the needs of Cardiff. The Health Service are leading on the remodelling of primary mental health services for Cardiff and the Vale of Glamorgan in respect of looked after children with Children's Services contributing as and when required. In relation to the Placement Strategy (now renamed as the Looked After Children Strategy), the report of the externally commissioned research to analyse LAC pressures will be presented to Corporate Parenting Advisory Committee in Quarter 1 2015-16. The key ingredients for bringing together a coherent LAC Strategy are in place, including:

- Research into drivers of growth completed
- Payment by Results tender awarded
- Dedicated LAC Service established
- Best practice training completed

These elements will be drawn together to finalise the LAC Strategy to promote stability and permanence in Quarter 1 2015-16.



## Management

88% compliance with finalisation of objectives, 83.8% compliance with 6 monthly reviews and 37% compliance with PPDR completion had been achieved at the time of writing. A small percentage cannot be initiated / reviewed due to staff absence (e.g. maternity leave and long term sick leave), and a high level of recruitment activity and new intake accounts for a proportion of the outstanding PPDRs.

## Directorate: Children's Services

### Key Performance Indicator Data – Q4 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	87.1	83.7	85.5	100	R
Performance has improved slightly in Quarter 4 and there has been a small overall improvement in 2014-15 in comparison to 2013-14. It is acknowledged that further improvement is required and work to achieve this will be ongoing in 2015-16. The performance report is based on electronic records, but there is evidence that the electronic capture of the information is delayed. However, management oversight confirms all referrals are subject to manager decision and prioritisation on the day of receipt.							
% of referrals that are re-referrals within a year of previous referral	25.6	24.7	25.6	25.6	25.4	25	G
% of initial assessments carried out within 7 working days	40.1	34.6	46.5	66.5	56.8	80	A
The threshold for manager intervention for this PI agreed between ADSS Cymru, WLGA and CSSIW is 50%. In contrast to the 2013-14 outturn, the service has secured improved performance in 2014-15. The 2014-15 outturn was adversely affected by very poor performance in the first quarter and inadequate performance in the second quarter, much of which was preoccupied with clearing backlogs. Under new leadership, significantly improved performance in the second half of the year gives us confidence that we can achieve performance in excess of the Welsh average in 2015-16 (the Welsh average in 2013-14 was 71.9%).							
% of core assessments carried out within 35 working days	71.1	49.8	54.5	69.9	68.9	80	A
The threshold for manager intervention for this PI agreed between ADSS Cymru, WLGA and CSSIW is 50%. The 2014-15 outturn was adversely affected by inadequate performance in the first half of the year, with stronger performance in the second half of the year. The impact of successful recruitment and more stable frontline leadership puts the service in a stronger position to achieve the Welsh average in 2015-16 (the Welsh average in 2013-14 was 81.2%).							
% of child protection reviews carried out within statutory timescales	98.5	99.2	100	100	100	100	G
% of social work vacancies in all teams	20.8	30.1	28.6	25.3	24.8	17	R
The vacancy position has improved very slightly during the quarter as appointed social workers have taken up post. The apparent high percentage of vacancies must be treated with caution because the % was inflated by the creation of new posts as part of the realignment of Children's Services. Recruitment is ongoing - the recruitment campaign this year has been very successful and has directly contributed to the service's ability to retain social workers. We are now attracting numbers of applications from agency staff who have been working within the service, and social workers from other local authorities. Vacancies were not actively recruited to in some teams while plans for restructuring were developed. The impact of the Managed Team enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,251 at 31.03.15, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 19.7 at 31.03.15. This is a slight increase on the caseload average of 18.4 that was reported at 31.12.14.							
% sickness for Children's Services	7.6	7.2	6.9	4.8	7.2	7	G

#### Q4 Challenges Identified

Managing caseload levels following departure of Managed Team.

#### Q4 Actions being taken

The Operational Manager is quantifying the impact again 3 risks factors:

1. Level of unallocated work
2. Caseload averages
3. Case transfer bottlenecks

## Directorate: Children's Services

## Q2 Risk Update

### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
None			

### 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.	<b>Red</b>	<b>Red</b>	<p>The impact of the Managed Team enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,251 at 31.03.15, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 19.7 at 31.03.15.</p> <p>An Exit Strategy for the Managed Team has been agreed on the basis of the additional team withdrawing on 24<sup>th</sup> April.</p> <p>A draft Preventative Strategy has been completed and consultation undertaken with partners; a draft implementation plan has been developed.</p>	Tony Young
The implementation of the Social Services and Wellbeing (Wales) Act will place new duties and responsibilities upon already pressured services.	<b>Red</b>	<b>Red</b>	<p>As per Quarter 1, senior managers are engaged in national activity to influence the development of regulatory requirements with a view to promoting proportionality of expectations.</p>	Tony Young

### Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
None				

# Directorate: Communities, Housing And Customer Services

Director: Sarah McGill

Councillors: Graham Hinchey, Susan Elsmore, Peter Bradbury, Julia Magill, Daniel De'Ath

## Q4 2014/15

Number of Employees (FTE)	1019
Sickness Absence FTE Forecast	10.04
PPDR Compliance (Half Year Compliance)	95.9%

Budget	Projected Outturn	Variance	Variance (%)

Target Savings 14/15	Projected Savings	Variance	Variance (%)

### Q4 Progress against Directorate Plan Corporate Plan actions 2014/15 (38)

Green 92% (35)

Amber 8% (3)

### Q4 Progress against Performance Indicators (Total No: 66)

Green 64% (42)

Amber 9% (6)

Red 27% (18)

### Progress on Challenges Identified Q3

- **Implementation of the new Allocations Policy** – New allocations policy has been implemented since January 2015. All applicants on the waiting list have been written to, informing them of their new position within the new banding system. The new system will be closely monitored to identify the impact of the changes and regular review meetings are in place with registered local landlords.
- **Increased demand on the Contact Centre through increased calls, e-mails and web forms** – A range of actions have been implemented to address drop in performance, this includes targeted action on the backlog of e-mails, revised crib sheets for operators and additional lines for those in demand sections. During March this resulted in an answer rate of 96% which was the best performance for 12 months at a time when demand was highest (in part due to Council Tax annual billing). From April 1<sup>st</sup> the opening time for the contact centre will be extended to 8:30AM – 6PM Monday to Friday (previously 5PM close).

### Q4 Service Delivery

#### Directorate Delivery Plan

- **Solar Panel PV** – 100 PV systems were installed by 31<sup>st</sup> March 2015. Live web based updates are provided to monitor the system over the next 12 months.
- **Alarm Receiving Centre** – The completion of the new ARC in Willcox House is due for completion in July. CCTV and door entry systems being upgraded in blocks of flats. Scoping of potential new clients is underway and discussions to offer services to other local authorities and registered local landlords are ongoing.
- **Welfare Reform** – The full Discretionary Housing Payment fund of £1,175,868 has been awarded to support those most in need.
- **Hubs** – Grangetown Hub on course for opening September/October, Rumney Partnership Hub detailed designs have been completed and Youth have moved out - on target for completion in September. Full planning application for the new STAR Hub submitted, construction planned to start from June 2015.
- **Central Library** – Work is on target with the new Super Hub due to open in July, bid to CYMAL for a £150,000 grants was successful and will support the improvements to the 5<sup>th</sup> floor.
- **Adult Community Learning** – In the 1<sup>st</sup> year of the new approach to ACL, the Learning for Life programme was delivered on at cost neutral to the council, the Learning for Work programme (grant funded) achieved a 72% success rate (the target in the Corporate Plan and up from 61% 12/13). Verified 82% success rate for term 1. Successful Estyn monitoring visit with all recommendations either reporting 'strong or very good progress'.
- **Regenerating Local Neighbourhoods** – Beechley Drive Redevelopment, existing shops and maisonettes have been demolished ahead of the commencement of phase 2. Clare Road/Penarth Road District Centre works have started on shop front refurbishment and junction improvements. Schemes completed at Claredon Road, Bedford Street and Pethybridge Road. Additional funding for the Maelfa Scheme has been approved.
- **Cardiff.gov.uk** - SOCITM results published in March. Excellent result with Cardiff achieving the award of 4 stars. Cardiff is the only local authority in Wales to have achieved this. Only 34 Councils in the UK achieved 4 stars from a total of 439 reviewed.
- **Cardiff Libraries** – Book issues are down (PI LCL/004), however despite Central Library reduced opening hours of 1 day per week, floor 5 not being accessible, the temporary closure of Roath Library and Grangetown closure for the Hub redevelopment works the physical visits to Cardiff Libraries has increased from 2,040,412 in 2013/14 to 2,094,124 in 2014/15. The number of new users to the library service is also up from 22,424 in 2013/14 to 23,240 in 2014/15. Computer usage is down, however all branches now have publically accessible Wi-Fi.

## Management

- **Budget** – Communities, Housing and Customer Services is showing an overall underspend of £796,000. 2014/15 savings targets were all the full year effect and understandably the implementation of major staffing changes in Central Library and delivery of the Community Hubs could only be achieved part of the year.
- **PPDR Status** – New PPDR pack has been put together for all managers to use this includes; the line of sight from individual actions through to the partnership outcomes, business plan actions for their area, KPIs and core date and also employee charter.
- **Health & Safety** – The directorate H&S policy has been disturbed for consultation and year end review of H&S action plan has been distributed. Review of PACD (Persons to be Aware of Corporate Database) has taken place and new training documents written and to be rolled out in Q1.
- **Sickness** – Sickness in the directorate is closely monitored, with 98% of return to works completed. As at 15.04.15 the directorate has 18 employees on long term sick, and a case management approach is applied monthly at management teams meetings to ensure that the sickness procedure is correctly implemented. Work to commence in the next quarter to improve reporting and undertaking analyse on trends.

## Directorate: Directorate: Communities, Housing and Customer Services

### Key Performance Indicator Data – Q4 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Year end result	Target 14/15	R.A.G.
BNF/002 (a)CTR : Speed of processing: Average time for processing new Council Tax Reduction claims	17.2	19.6	19.5	19.4	17.1	18.9	21	G
BNF/002 (a)HB : Speed of processing: Average time for processing new Housing Benefit claims	19.8	21.7	21.5	21.5	21.41	21.3	21	A
Quarter 4 performance showed an improvement on the previous quarter particularly for Council Tax Reduction claims								
HHA/002 : The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	187	195	252	168	181	200	190	R
The fall in the average this quarter reflects the fact that 20% of those leaving temporary accommodation had been housed for more than 12 months, and this has resulted in the number of households in temporary accommodation for more than 12 months falling to a level last achieved 2 years ago. This reflects the success in targeting older cases for re-housing, these cases are often more complex and may have been excluded from re-housing for a period of time due to previous behaviour. (NB figures are an estimate and likely to be revised when all data received)								
HHA/008 : The percentage of homeless presentations decided within 33 working days	81%	78%	78%	71%	83%	77%	75%	G
HANR 01: Vacant Local Authority stock as percentage of overall stock	2.5%	2.4%	2.4%	2.2%	1.7%	1.7%	2	G
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	102	115	125	105	106	113	Q1-100 Q2-80 Q3-70 Q4-60	R
Lettings time is improving with the pilot projects involving allocation of high-rise flats to families with children and the introduction of the pilot 'quick turnaround' voids project which reduces both vacant maintenance costs and lettings turnaround time. The monthly result for March was down to 90 days, this is the lowest monthly result for 20 months.								
HHA/017 (b) : The average number of days that all homeless households spent in Other forms of temporary accommodation	206	233	192	191	214	207	200	A
The annual figure is marginally above our annual target. Roughly 20% of those leaving temporary accommodation in the quarter had been in occupation of such accommodation for more than 12 months, and this has resulted in the number of households in temporary accommodation for more than 12 months falling to a level last achieved 2 years ago. (NB figures are an estimate and likely to be revised when all data received)								
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%	1.5%	1.5%	1.5%	1.7%	1.7%	2%	G
STR001 : Combined number of new affordable rented housing	204	87	105	6	26	224	195	G

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Year end result	Target 14/15	R.A.G.
units and new assisted home ownership units completed during the year								
HLS/010 (a): The average number of calendar days taken to complete Emergency repairs	0.79	0.75	0.43	0.28	0.18	0.36	1	G
CORKPI8 : Average time a call queues (seconds)	43	51	177	107	62	98	40	R
The wait for C2C customers reduced significantly in this quarter by an average of 45 seconds across the board. The return to 37 hour working for all staff in April combined with extended opening hours should benefit us in this area, giving greater flexibility in the rotating and spread of agents available to take calls across the day.								
LCL/004: The number of library materials issued, during the year, per 1,000 population	5,163	1186	2498	3624	4,600	4,600	5,163	R
There has been a decrease of 181,551 against 2013/14 figures. This is due to the continued closure of branch libraries 1 day a week. The 5th floor in central Library has remained closed since June 2014 due to Health and Safety reasons and since August 2014 there has been a reduction of the opening hours in Central Library. Roath Library has been closed temporarily since November due to Health & Safety considerations. All of these factors will make direct comparisons with last year's figures difficult but will have had a considerable effect on the overall figures.								

#### Q4 Challenges Identified

#### Q4 Actions being taken

<ul style="list-style-type: none"> <li>- <b>Central Library Closure</b> – building will be temporarily close in two phases the 1<sup>st</sup> is from 18<sup>th</sup> May to 2<sup>nd</sup> May to allow for internal changes to take place.</li> </ul> <p>Waste Restriction Programme there are some wards that will be affected by boundary changes</p> <p>Improving the speed of homelessness decision making</p>	<p>Contingency plans have been drawn up that include</p> <ul style="list-style-type: none"> <li>- Communication plan, that includes media briefing</li> <li>- Pop up library in Marland House</li> <li>- Extra public access PC's in Canton &amp; Marland House</li> <li>- Mobile Library to be positioned outside the library during opening hours</li> </ul> <ul style="list-style-type: none"> <li>- Communication plan in place and workforce planning has taken place.</li> </ul> <ul style="list-style-type: none"> <li>- Action plan is in place to address performance in Homelessness, impact on performance of these changes to be monitored in Q1.</li> </ul>
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## Directorate: Communities, Housing and Customer Services

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

#### Q4 Risk Update

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

## Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<p><b>Central Library Closure for refurbishment</b> – Negative impact for service users and reputational damage from the building being closed if not properly managed.</p>	<b>Red</b>	<b>Yellow</b>	<p>Contingency plans have been drawn up that include</p> <ul style="list-style-type: none"> <li>- Communication plan, that includes media briefing</li> <li>- Pop up library in Marland House</li> <li>- Extra public access PC's in Canton &amp; Marland House</li> <li>- Mobile Library to be positioned outside the library during opening hours</li> </ul>	Isabelle Bignall

## Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
<p>- <b>Rover Way Gypsy &amp; Traveller Site</b> – limited life and the current site is no longer suitable for use, uncertainty on the proposed new site</p>	<b>Red</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>- Work is ongoing to procure an alternative site, with a process to be identified as part of the LDP Examination.</li> <li>- Site surveys to monitor any changes.</li> </ul>	Jane Thomas
<p>Reduction in funding for <b>Supporting People</b> (due to distribution formula as well as annual reduction)</p>	<b>Red</b>	<b>Amber</b>	<p>Cabinet in January for approved in January. This has agreed the approach for next year.</p> <p>For future years it is acknowledged that further slicing of the budget will not be feasible and a new approach will be developed over the next 12 months. This will be based of the feedback from the consultation looking to work with partners on delivering specific outcomes with a focus on a pathway for clients to progress to living independently.</p>	Jane Thomas
<p><b>Housing Wales Bill</b> – major changes to the homeless legislation</p>	<b>Red</b>	<b>Amber</b>	<p>Meeting has taken place with private landlords on their greater use of the private rented sector.</p> <p>A new staffing structure is in place within the Housing Options Centre that is aligned to meet current and future challenges of Homelessness in Cardiff.</p>	Jane Thomas
<p><b>Branch Libraries</b> –some Branch Libraries require immediate essential maintenance</p>	<b>Red</b>	<b>Amber</b>	<p>Alternative temporary provision of a replacement static library has been investigated for the branch that is most at risk.</p>	Isabelle Bignall

## Directorate: Democratic Services

Director: Marie Rosenthal

### Q4 2014/15

Number of Employees (FTE)	86
Sickness Absence YTD (Days Per FTE)	5.68
PPDR Compliance (Half Year Compliance)	95.9%

Councillor: Daniel De'Ath

Budget	Projected Outturn	Variance	Variance (%)

Target Savings 14/15	Projected Savings	Variance	Variance (%)

### Q4 Progress against Directorate Plan/Corporate Plan actions 2014/15 (44) (3 closed)

Green 66% (31)	Amber 15% (7)	Red 14% (6)
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### Q4 Progress against Performance Indicators (13)

Green 77% (10)	Amber 8% (1)	Red 15% (2)
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### Progress on Challenges Identified Q3 (previous quarter)

- Increase Voter Registration** - in March 2014 Cardiff experienced an electorate shortfall of 7.19% (18,965) with the introduction of EIR. A Task Group have reviewed the national trend and we are working with third party organisations to address the reduction in registered eligible electors. The end of year the electorate shortfall has been clawed back to 5.81% (15,330).
- Scrutiny Review** – The Improving Scrutiny project has been reported to all five Scrutiny Committees with good feedback and a timeline has been agreed. Scrutiny Chairs will produce a Task and Finish Report (including recommendations on this matter) to be produced at an event in the summer for Cabinet response in the Autumn 2015.
- Reduced Resources for Member Support** – Chairs agreed with Cabinet Member a new model for Member Support to meet a reduced budget and resources. Modern.Gov will be launch on 28<sup>th</sup> April and will enable increased levels of self service including an online library services with agreed methodology / classification arrangements to tag reports.
- Future Management of Corporate Communications** – Assessment of corporate communications completed and work being undertaken to prepare report for Cabinet to consider. Launched internal employee consultation and introduced new ways of working which has seen strong growth in twitter followers (38,582 at close of year). A Facebook page has been opened and other social media channels are being explored.

### Q4 Service Delivery

#### Budget Position

To be provided by the Corporate Performance Team

#### Directorate Delivery Plan

- Community Boundary proposals** - Full Council agreed final proposals in March 2015. Implementation Plan reaching conclusion within prescribed timescale and Statutory Guidance.
- Improving Governance** – New governor appointment panel agreed. Corporate Parenting panel in place. Corporate Safeguarding Group reinvigorated. New Whistleblowing Policy in place. New Officer Interests Policy in place. New Social Media Member Guidelines agreed.
- Collaborative Scrutiny** -New Partnership Scrutiny Protocol produced and shared with Estyn and with Scrutiny Committee Chairs
- Welsh Language Legislation** - Completed an annual review of the Welsh Language Skills Strategy including an assessment of over 970 posts. This is up from 400 posts in 2013-14. Preparation underway to respond to the Compliance Notice Consultation in July 2015

5. **Investment in Technology** - print spend reduced by 54.49% through investment in technology and reduction of number of Council meetings from 11 to 9.

#### Management

1. **Health & Safety** – Management team have progressed the H&S action plan.
2. **PPDR** – 95.9% of staff have completed their half year review.
3. **Sickness Absence** – An end of year result of 5.68 FTE days against the annual target of 6 FTE days.

## Directorate: Democratic Services

### Key Performance Indicator Data – Q4 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	£43,517	£6,723	£12,155	£15,916	£21,820	10% less £39,166	G
Percentage of Scrutiny recommendations accepted by the cabinet	88% agreed, 12% partially agreed				77% agreed 18 partially agreed	10% increase	R
The result show our percentage accepted did not rise, but performance improved in two areas – both the number and percentage of recommendations responded to rose sharply during 2014/15.							
Level of external grant income received	£7,750				£50,164	£60k	A
£50,150 of funding agreed by Welsh Government.							
Percentage of Member PDRs completed (Members with special responsibilities)	New				60%	40%	G
Number of members transferring to mobile devices	16				74%	40%	G
Number of Social Media Followers	26,866	27,982	31,659	34,377	38,582	10% increase 29,552	G
Advertising and other income generated	£180,855	£5,200	£46,000	£12,700	124,444.19	£265,260	R
An industry wide deterioration in print advertising and the reduction of publications (Capital Times) from 12 to 6 has led to a shortfall in income generation. The spend on the Communications budget has been suspended in a bid to make up the shortfall.							
Number of Public Questions at Council	11	1	5	2	5	10% increase 12	G
Number of Petitions at Council	50	15	10	10	19	10% increase 55	G
Percentage growth in take-up of volunteering opportunities	4,643	1,917	3,989	5,725	7,541	20% increase	G



(hours)						5,571	
Achieve target for conservation income generation	£10,000	£4,400	£5,943	£10,159	£10,500	£10k	G
Maintain 95% achievement of targets for remote enquiries	95%	100%	98%	97%	95%	95%	G
Improved satisfaction ratings in Public Service Quality Group survey (very good response ratings)	78%				95%	80%	G

#### Q4 Challenges Identified

1. General Election to be held in May.
2. Prepare for induction of new Lord Mayor and Lord Mayor Elect.
3. Progress Improving Scrutiny project.
4. Ensure compliance with newly published Welsh Language Standards.
5. Progress a new Bilingual Cardiff Centre.

#### Q4 Actions being taken

1. Ensure arrangements are in place to hold a successful election.
2. Ensure arrangements are in place for the induction of new Officers.
3. Timetable agreed. Work with task and finish group to develop Task and Finish Report.
4. Continue to raise awareness of the standard and schedule meetings with managers most affected by the new standards and assist with preparing improvement plans.
5. Complete Welsh Language Centre Report to be considered by Cabinet in May.

## Directorate: Democratic Services

Councillor: Daniel De'Ath

Director: Marie Rosenthal

### Q4 Risk Update

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

Update on Previous Quarters Emerging Risks			
Risk Description	Inherent Risk	Residual Risk	Progress
Reduction in the numbers of eligible electors registering following introduction of IER reported	<b>Red</b>	<b>Amber</b>	Agree new communication and engagement strategy with universities to target students. Establish IER Task and Finish Group to address issue and claw back position.
Failure to achieve potential service efficiencies and savings following the procurement of new technology due to staff vacancies.	<b>Red</b>	<b>Amber</b>	Appointed a new Head of Corporate Communications and External Affairs and a new Electoral Services Manager.
Insufficient advertising income to meet budget savings target	<b>Red</b>	<b>Amber</b>	Other ways of generating income are being explored including advertising partnership options.
Insufficient Scrutiny income to take forward projects	<b>Amber</b>	<b>Green</b>	Public Engagement Research Project not funded by Welsh Government, therefore not pursued. Close risk.
Delay completing the Community Boundary Review	<b>Red</b>	<b>Amber</b>	New timeline agreed with the Local Government Boundary Commission for Wales and full Council in March 2015. Implementation Plan reaching conclusion within prescribed timescale and Statutory Guidance.

# Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

## Q4 2014/15

Budget	Projected Outturn	Variance	Variance (%)

Number of Employees (FTE)	118
Sickness Absence (Days Per FTE)	4.22
PPDR Compliance (Half Year Compliance)	97.2%

Target Savings 14/15	Projected Savings	Variance	Variance (%)

### Q4 Progress against Directorate Plan/Corporate Plan actions 2014/15 (49)

Green 87.75% (43)	Amber 12.24% (6)
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### Q4 Progress against Performance Indicators (26)

Green 76.9% (20)	Amber 11.53% (3)	Red 3.84% (1)
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(3 results awaited. Key Indicators shown in table from Corporate Plan and Outcome Agreement)

### Progress on Challenges Identified Q3 (previous quarter)

- City Deal** - Budget announcement made. Work will now commence towards preparing a bid for funding.
- Central Square** – New Bus Station proposal progressing. Architect competition initiated. Report scheduled for Cabinet in June.
- Arena** – Work to prepare a business case and appraisal is progressing and will be presented to Cabinet in June.
- BID** - consultants now appointed to manage the BID application process with a view to undertaking a ballot by the end of the year.
- Cardiff Business Council** – Cabinet approved a review of the Cardiff Business Council in March, which has now been initiated and will address membership arrangements and funding.
- Corporate Property Strategy** – Monthly Asset Management Board meetings now established and extended to include partnership organisations bi-monthly. Service Area plans drafted. Neighbourhood Area plans initiated.
- Investment Portfolio** – Work ongoing, report to be presented to Cabinet in July.
- Cardiff Super Connected Voucher Scheme** - total vouchers issued to date is 445. Scheme extended for 12 months and to include surrounding authorities.

### Q4 Service Delivery

#### Budget Position

To be provided by the Corporate Performance Team

#### Directorate Delivery Plan

**Increase the number and quality of jobs in the city economy** - supported the creation/safeguarding of 270+ businesses and 1393+ jobs. 26.06% of these jobs attract a salary of 10% above the average salary for Wales.

**Linking Education and Business Partnerships** - progress made to establish business partnership links with new business representative governors appointed for Cantonian High, Willows High and Eastern High.

**Coal Exchange** – work is ongoing with stakeholders to agree a future for the building. Conservation Management plan being progressed by WG.

**Economic Vision** - Cardiff Convention (CC14) report circulated to attendees. A draft Vision will be presented to Cabinet in July for consultation with a view to being launched at the next Cardiff Convention (CC15) in October.

**New property management improvement system** - business case for appropriate funding being prepared following a recent presentation of SAP based software company.

**Cardiff Central Market** – productive dialogue with Tenants Association on-going regarding future management strategy.

#### Management

**Health and Safety** – One incident reported in the quarter but this did not result in any injuries or time lost. Scheduled consultations undertaken with Trade Unions during H&S Committee meeting in Q4.

**PPDRs** – 97.2% half-year reviews completed and are now being finalised to close off end of year performance.

**Sickness Absence** – The directorate is reporting at total of 4.22 FTE days lost in 2014/15 against a target of 6 FTE days.

**Directorate Employee survey** – Directorate consultation completed. Staff feedback indicated that service area meetings are the most effective communication channel.

**Customer survey** –The directorate completed an annual survey of businesses who had contacted the directorate for business advice/support. Responses indicate an 84.4% satisfaction rate.

# Directorate: Economic Development

## Key Performance Indicator Data – Q4 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
Business Start-up rates(results per 10,000 of population) (2013 latest StatsWales figures)	50				70	50	G
Staying Visitors	1,914,700				1,959,100	1,942,842.96 (2%)	G
GVA per capita (above UK av)	99.7%				98.3%	100%	A
Unemployment Feb 2014 (2.6% Wales)	3.9%				2.9%	Below Wales Av	A
Superfast broadband penetration for homes and businesses in Cardiff (by 2016) Comparative figure* and remapped area figure shown			96%* 91%	97%* 92%	97%* 92%	100% by 2016	G
Investment Portfolio Income (£4.133m excluding SDH & MH £4.764m including SDH & HM)	£5.4m	£1.289m	£1.803m	£3.067m	£4.133m provisional	£4.2 m	A
Grow membership of the Cardiff Business Council to 1,000 members (by 2016)	0				120	1,000 by 2016	R
<b>Outcome Agreement</b>							
The number of businesses supported by the Council	239	90	122 (212 to date)	58 (270 to date)	351	50	G
Number of new and safeguarded jobs in businesses supported financially by the Council	870		301	153 (454 to date)	1380	500	G
Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise)	1,036		1,203	190 (1,393 to date)	2,395	1,000	G
The amount of 'Grade A' office space committed to in Cardiff (under construction)	278,182 sqft				277,277 sqft	100k sqft	G
The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales (using 2013 revised figures – published 19/11/2014)	33%		24.19%	26.06%	TBC	20%	G
The amount of grant aid and private sector finance attracted by companies assisted by the Council	£3,111,740		£165,354	£3,090,720 (to date)	£3,816,513 provisional	£2 m	G
The total number of people employed in Cardiff (Oct 2013-Sep 2014)	211,700		241,200	238,000	218,200	+2,000	G

#### Q4 Challenges Identified

1. Begin the process of preparing a bid for City Deal.
2. Undertake a review of the Cardiff Business Council.
3. Manage the delivery of the Central Square development, including the closure of the Central Bus station.
4. Finalise the business case for a new Indoor Arena
5. Initiate work to develop a masterplan for the Civic Centre with Cardiff University including option for the future of City Hall.
6. Finalise a Corporate Asset Management Plan for presentation to Cabinet in Q1 and progress the development of Neighbourhood Area Asset Plans.
7. Progress with the preparation of a BID proposal.
8. Progress Alternative Service Delivery model review including consideration of the new services merged with Economic Development.

#### Q4 Actions being taken

1. Work with Welsh Government and surrounding authorities to agree a joint way forward on City Deal and begin a process of engagement with the Cabinet Office.
2. Appoint independent advisors to review all aspects of the organisation in light of the City Deal announcement.
3. Continue to engage with stakeholders and put in place a detailed Communications Plan relating to the closure of the bus station and the proposals for a new bus station.
4. Present the business case for a new Indoor Arena to Cabinet in Q1.
5. Jointly appoint architects with the University.
6. Present Corporate Asset Management Plan to Cabinet in Q1.
7. Continue to engage with stakeholders and the appointed advisors to prepare a BID ballot.
8. Undertake an initial review of the new service area in Q1.

# Directorate: Economic Development

Councillor: Phil Bale, Peter Bradbury & Graham Hinchey

Director: Neil Hanratty

## Q4 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Asset Management</b> - Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	Red	Red/ Amber	<ul style="list-style-type: none"> <li>• Cabinet formally approved a new Property Strategy.</li> <li>• Corporate Asset Management Board and supporting Working Group set up to raise property profile and introduce more structured, disciplined approach to management of property and the Office Accommodation Rationalisation Programme. Determined governance and work programme updates.</li> <li>• Established rolling programme of 'Fitness for Purpose' reviews of all council properties providing high level assessment of the current performance and value of buildings.</li> <li>• Established Implementation Plan for the new Property Strategy.</li> </ul>	Neil Hanratty
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Update on Previous Quarters Emerging Risks				
<b>BID (Q4)</b> - Restructuring of the City Centre Management team and delay with the implementation of BID.	Red/ Amber	Amber /Green	Agreed viable business model to take the BID process forward. Funding secured internally to progress a BID approach to City Centre Management. Consultants commissioned to undertake BID application process.	Ken Poole
<b>Cardiff Business Council (Q4)</b> - Delay in generating income through the Cardiff Business Council.	Red/ Amber	Green	Secured partnership agreement with WG and Aviva to establish the City of Cardiff Marketing Suite at 3 Assembly Square. Target achieved close risk.	Louise Prynne
<b>Transport Interchange (Q4)</b> - Agreeing proposals for the delivery of an integrated transport hub including the relocation of the bus station.	Red/ Amber	Amber /Green	Location agreed and secured. Develop detailed proposals in consultation with members and stakeholders. The final design is due to be completed in Spring 2015.	John Worrall
<b>Economic Vision (Q4)</b> - Possible reputational damage caused by delay to the launch of a new economic vision for Cardiff.	Red/ Amber	Green	CC14 report circulated. Draft vision to be reported to Cabinet for consultation with a view to formal launch in the autumn.	Ken Poole
<b>Advertising Strategy (Q4)</b> - Local Member/Planning/Highways/Safety approvals not achieved leading to delay in generating income through the advertising strategy to offset savings	Red/ Amber	Green	Planning applications submitted. Income expected to be realised in time for next financial year.	Ken Poole

# Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Councillor: Julia Magill

## Q4 2014/15

Number of Employees (FTE)	975
Sickness Absence YTD (Days Per Person)	10.38
PPDR Compliance (Half Yearly Review)	85.50%

Budget	Projected Outturn	Variance	Variance (%)
Target Savings 14/15	Projected Savings	Variance	Variance (%)

### Q4 Progress against Corporate Plan actions 2014/15 (Total No 12)

Green 67% (8)	Amber 25% (3)	Red 8% (1)
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### Q4 Progress against Performance Indicators (Total No 15)

Green 18.75% (2)	Amber 68.75% (12)	Red 12.50% (1)
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### Progress on Challenges Identified Q3 (previous quarter)

- Following the increase in the 2014/2015 revenue budget overspend between month 6 and month 9, management actions to restrict spending have reduced the overspend position by £350k.
- The in year reduction to the Minority Ethnic Achievement Grant is factored into the Departmental budget overspend. The Directorate has contained the impact centrally with little or no detriment to the provision in schools. Work is ongoing to assess the impact for the 2015/2016 financial year.

### Q4 Service Delivery

#### Budget

To be provided by the Corporate Performance Team

#### Estyn

- Estyn undertook their scheduled monitoring visit in week commencing 16<sup>th</sup> March 2015, with formal feedback due in Quarter 1 of 2015/16.

#### School Standards

- Eight out of the ten red primary schools are making good or reasonable progress. The local authority has used its powers of intervention in one school that has not made sufficient progress and has issued a letter of concern to the other, with appropriate follow up action.
- Of the five secondary schools that received a warning notice from the local authority in the autumn term, two are currently indicating much improved outcomes for Summer 2015. In the other three schools, the Local Authority intervened in December in one by withdrawing budget delegation and strengthening governance, and has taken similar action in the remaining two, which are in a federation, in April.
- Figures collected from secondary and primary schools in March 2015 indicating the % of pupils 'currently secure' to achieve expected levels in Summer 2015 show:
  - a "currently secure" figure of 60.20% for the L2+ (5 GCSE's – A\*-C) that compares favourably to the Summer 2014 figure of 53.9% and the local authority target for 2015 of 60%.
  - a "currently secure" figure of 80.27% for the L2 threshold that compares favourably to the Summer 2014 figure of 76% and indicates positive progress towards the local authority target for 2015 of 82.8%.
  - a "currently secure" figure of 82.03% for the Key Stage 2 CSI against a 2015 target of 87.76% and a 2014 performance figure of 85.11%. In schools where the proportion of pupils who are currently secure is significantly below their target, challenge advisers are ensuring that the school's resources are targeted on delivering focused interventions to borderline pupils in order to maximise progress towards targets.

#### Challenge and Support to Schools

- The self evaluation of current arrangements for challenging and supporting schools, as presented to Estyn in March 2015, indicated that the challenge to schools had improved and that there is generally appropriate action taken when concerns are evident.
- The Central South Consortium continues to strengthen support and challenge for Cardiff Schools and there is now a more robust working relationship between the Local Authority and the Consortium. The two senior challenge advisers are driving forward greater consistency in the quality and impact of the work of individual challenge advisers and there is generally positive feedback from Head teachers.
- Continuing to embed the more systematic approach to challenge and support is a priority. Efforts are also being intensified to take swift action in schools where progress is too slow, especially where improvements to the quality

of leadership are imperative.

- Cardiff Head teachers have responded positively to the strategy for developing school to school support, the Central South Wales Challenge, in the region, and are well represented on the CSCW Head teacher's Strategy Group.
- 11 primary and 2 secondary head teachers in Cardiff are convenors of the School Improvement Groups (SIGs). Cardiff Schools are also very well represented in the initiatives involving pairs of schools working in partnership.

### **NEETS**

- As at January 2015, 753 young people in Year 11, had been identified by the Vulnerability Assessment Profile (VAP) (attendance below 85%), of which 414 young people were flagged as 'Red', i.e. at risk of not progressing into Education, Employment or Training this autumn. Intensive work is being co-ordinated to support young people in the red category. This figure (753) compares to a figure of 571 at the same time last year.
- Work is ongoing to implement the Youth Engagement and Progression Framework. Joint working focuses on the pupils with attendance at below 85%, sharing data and intelligence and matching provision to need in order to most effectively target resources through a personalised approach.
- Work is developing to improve the existing offer in respect of a coherent 'pre engagement' offer to support young people identified at risk. Proposals for the Cardiff Youth Guarantee have progressed through EDB.

### **Youth Service**

- The directorate is progressing a restructure of Youth Service provision and has moved to develop a commissioning approach to funding open access youth work. 30 organisations from community or third sector partners have engaged in the initial scoping process, which will be rolled out by August 2015.

### **Attendance**

- Current attendance in this academic year 2014/15 (up to the end of Feb 15) in primary schools is 95.17%. This compares to 94.98% at the same point last year so if the current level of improvement continues, the end of year position looks likely to be an improvement on figures for 2013/14 and targets will be met.
- Current attendance in this academic year 2014/15 (up to the end of March 15) in secondary schools is 93.64%. This compares to 93.91% the same point last year so with only 6 weeks left in the reporting period, targets are unlikely to be met. There are 11 schools down on this point last year. After securing significant progress over 3 years following implementation of the 5 steps, schools are struggling to maintain the progress and momentum.

### **Exclusions**

- Progress in reducing short term exclusions in the primary phase has been limited by high rates in a small number of schools (11). Progress in reducing short term exclusions is too slow in some secondary schools (5) and but is stronger in 2 schools. Additional challenge and support is being provided to high excluding schools.

### **Governors**

- Despite some improvement in the number of vacancies in governing bodies, the overall level of vacancies remains too high. Vacancies have reduced from 12% to 9% during the last year. Vacancies are still higher than the Welsh average of 5% and a whole council approach is required to recruitment and retention of governors. Local Authority governor vacancies have reduced from 9% to 8% during the last year.
- A new system to recruit and appoint Local Authority governors, with a LA Governor Selection Panel was approved by the Constitution Committee in March 2015 and is being implemented in the summer term.
- The Cardiff Governor's Association has been reconstituted and has the potential to have significant positive impact in the future. Whilst a programme of training is in place this requires enhancement. Self evaluation by governing bodies needs to improve, to inform future training developments.

### **School Organisation Planning**

- The revised Strategic Outline Programme (SOP) for the 21<sup>st</sup> Century Schools and Education Programme has been approved by the Capital Investment Panel of Welsh Government.

### **Management**

- The average number of sickness absence days per FTE increased again in Q4 and is projected to exceed the Directorate target for the financial year. Management action to address this issue will be taken in Q1.



## Directorate: Education & Lifelong Learning (Please note – reporting years are academic years)

Performance Indicator	Summer 2013	Summer 2014	Summer 2015 Target	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	E 84	E 92	A
	W 93	W89	W 90	
	N 84	N84	N 95	
Need to further develop the quality of teaching of literacy and numeracy and its' application across the curriculum				
Percentage point gap between FSM and non-FSM pupils achievement of CSI at KS2 (Corporate Plan Outcome E&LL C)	19.5	17.5	16.2	G
There is a continued focus on the performance of FSM pupils in order to narrow the gap.				
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	E 46	E 45	A
	W 43.5	W 47.6	W 45	
	M 51.6	M 56.6	M 50	
	S 46.0	S 53.8	S 45	
The proportion of pupils who make more than 2 levels of progress continues to increase.				
Percentage of pupils achieving Level 1 threshold at KS4 (Corporate Plan Outcome E&LL E)	91.74	93	94.5	A
The latest data collection from schools shows 94% pupils secure at the level 1 threshold.				
Percentage of pupils achieving Level 2 threshold at KS4 (Corporate Plan Outcome E&LL E)	73.0	76	82.8	A
The latest data collection (Jan) from schools shows 80.27% pupils secure at the level 2 threshold.				
Percentage of pupils achieving Level 2+ threshold at KS4 (Corporate Plan Outcome E&LL F)	49.9	54	60	A
The latest data collection (Jan) from schools shows 60.20% pupils secure at the level 2+ threshold.				
Percentage Y11 leavers not in education, employment or training (NEET)	4.9	4.2	2.5	A
Proportion of NEETs is reducing but rate of decrease needs to improve. Local authority capacity to directly support young people at risk has decreased. See emerging risks.				
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	33.3	30	A
The latest data collection from schools shows the gap between FSM and non FSM pupils at just under 35%. Targeted interventions during the summer term with FSM pupils should improve this figure.				
Percentage of pupil attendance in Primary Schools (Corporate Plan Outcome E&LL H)	94.0	94.9	94.6	G
The latest attendance figures (period 6) show current attendance in primary schools is over 95%.				
Percentage of pupil attendance in Secondary Schools (Corporate Plan Outcome E&LL I)	92.9	93.8	94.10	R
The latest attendance figures (period 6) show current attendance in secondary schools is just under 94%.				

### Q4 Challenges Identified

1. Enhancing work to fully quality assure the service received from the Central South Consortium, to sharpen the focus and improve the quality and consistency of challenge and support to schools.

2. Ensuring that the range of provision offered to support School Governors meets their needs.

3. Managing the expectations regarding provision of Youth Service within revised financial parameters following budget reduction of £850k.

4. Improving partnership working, including the sharing

### Q4 Actions being taken

1. Ongoing development of the Consortium Business Plan and Annex for Cardiff service requirements. Investigation of specific issues raised during the inspection. Revised working priorities.

2. Ongoing review of the existing offer and the future options to enhance services for governors.

3. Meetings held with staff, Trade Unions and elected members regarding transition period before new model of delivery.

4. Review the data collection, tracking and reporting

of data on NEET's between Communities First, Families First, WBLP, Colleges, Careers Wales and Schools to effectively support young people to secure and sustain personal pathways to progression.

processes for potential and current NEETs. Review the nature and level of Education engagement with the neighbourhood panel infrastructure. Further engage Schools Challenge Advisers in EET's agenda.

## Directorate: Education & Lifelong Learning

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
The Central South Consortium does not challenge Cardiff schools consistently to ensure that they improve	Red	Red/Amber	Ensure the delivery of the Education Development Plan underpins the necessary systems and processes for both the Education Department and Central South Consortium. Ensure the agreed commissioning arrangements are delivered and make a positive impact on the performance of schools.	Angela Kent
SOP. Ambitious timescales for project delivery, within agreed capital allocations to support reorganisation, improvement and expansion of school provision to meet growing pupil population	Red	Red/Amber	Established consistent monitoring and reporting of all risks to Schools Programme Board. Refreshed 21 <sup>st</sup> Century School Plan completed and presented to Cabinet Feb 15.	Janine Nightingale
Schools Delegated Budgets. Some Secondary Schools have significant deficits and failure to adhere to recovery plans will impact on the overall budgets for all schools	Red	Red/Amber	Review the match of pupil numbers to school places as part of the 21Century plan refresh Revised Protocol for responding to schools in deficit, including exercising statutory powers of intervention Finance Officers now link with Challenge Advisers to discuss schools Each school in deficit now has a monitoring officer (additional to the LFM) to provide independent challenge	Neil Hardee

### Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
A number of schools not making sufficient progress against targets or being placed in an Estyn category following inspection. Performance is still unacceptably weak in a minority of Secondary Schools.	Red	Red	LA to consider whether increased intervention is necessary.	Nick Batchelar
Unable to meet the increasing demand (identified through the VAP) of young people at risk of becoming NEET	Red	Red	Improve analysis of vulnerability data, improved partnership working and more targeted intervention. ESF Bid – 'Inspire to Achieve'.	Nick Batchelar

### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
Weaknesses in mathematics in a number of secondary schools	Red	Red/Amber	Active recruitment for staffing vacancies. Training for non-specialists in maths teaching. Targeted interventions for identified pupils. Easter revision programmes.

# Directorate: Environment

Director: Jane Forshaw

Councillor: Bob Derbyshire

## Q4 2014/15

Number of Employees (FTE)	632
Sickness Absence YTD (Days Per Person)	15.99
PPDR Compliance (Half Year Compliance)	89.9%

Budget	Projected Outturn	Variance	Variance (%)
Target Savings 14/15	Projected Savings	Variance	Variance (%)

### Q4 Progress against Directorate Plan/Corporate Plan actions 2014/15 (Total: 7)

Green 100% (7)

### Q4 Progress against Performance Indicators (Total: 36)

Green 34.2% (12)

Amber  
8.5%  
(3)

Red 5.7% (2)

22.8% 8 are annual and 31.4% 11 have no results as yet

### Progress on Challenges Identified Q3 (previous quarter)

1. Meeting the 52% recycling target - plans were put in place to increase performance in Q4, final data will not be available until June
2. CTS charges – Several meetings have been held with CTS to review the additional charges imposed upon the Environment Directorate. Progress has been made with respect to reducing the additional charges confirmation of the proposed outturn figure for the 14/15 period is awaited from CTS. It is clear that a proper vehicle financial management system needs to be put in place corporately to ensure that all vehicle costs can be identified and controlled going forward. Additionally, appropriate budget realignment and asset renewal plans are required to ensure that realistic vehicle costs can be funded in future years
3. Maintaining targets and expected service delivery through staff reductions and budget cuts, for example; since April the Directorates workforce has reduced by 71, Cleansing budget reduced by £533K and no opportunity to backfill vacancies through agency staff – The Neighbourhood Services Pilot is underway and seeks to deliver further savings through area based working, consolidating roles and reviewing management and back office requirements. The trial has demonstrated an increase in productivity and a reduction in mileage due to reduced travel time as a result of resources being based closer to their area of work. Agency staff are being used to fill some vacancies whilst the pilot is ongoing
4. Plasnewydd Additional Licensing Scheme – The scheme is being rolled out with recruitment of staff into surveying and administrative positions having taken place to ensure process of the licences in Plasnewydd
5. RENTSMART – Cabinet decision made on the 19th March to accept the designation as the Single Licensing Authority for Wales. Effective from the 1st April 2015. Considerable work to do now to prepare for the implementation of the legislation on the 1st October 2015. Appointment of managers scheduled by May 31<sup>st</sup>
6. Regional Regulatory Services Collaboration drift – Officers are finalising the Joint Working Agreement (JWA) with regional colleagues and the staff will transfer on 1<sup>st</sup> May with new service arrangements commencing implementation
7. Difficulties with procurement in relation to energy projects - Procurement issues with current projects have now been overcome projects have now moved to delivery
8. Cyd Cymru - Funding for Switch 4 is currently being sought, the switch has been completed and a positive outcome for all switchers – Wales wide which should be sufficient for 2015/16 funding gap. Fuel outcome in Q1
9. Radyr Weir - Scheme now in contract position

### Q4 Service Delivery

#### Budget Position

To be provide by the Corporate Performance Team

#### Directorate Delivery Plan Core Objectives - all objectives below will cascade over into the new City Operations Delivery Plan, all are Green status at year end with the exception of C3 – Exploring ADM objective

**ENV01 - Deliver a new Energy Prospectus** - Prospectus currently being updated by Welsh Government Team

**ENV02 - Deliver new Waste Strategy** - Detailed plans and revised waste strategy 2015 has been presented to Environmental Scrutiny and full Cabinet report for Cabinet consideration in April 2015.

**ENV03 – Deliver a national collective energy switch** – For Switch 3 a series of unique tariffs were secured for dual fuel, electricity only, prepayment and economy 7 customers. Evaluation of Switch will be complete during Q1 2015/16

**ENV04 - Deliver a more attractive environment for the city** – the Neighbourhood Services Model has been developed and this is currently being trialled in the South West area of the city and is working well. A number of lessons have been learned from the trial and it has delivered a number of benefits and secured early 2015/16 savings.

**ENV05 – Deliver phase 1 of the Radyr Weir project** - Scheme currently in contract stage following modified procurement arrangements

**ENV06 – Housing Retrofit** – Good progress made against majority of aspects, some delays with schemes due to bad weather will roll into Q1 2015/16. Council contacted by Welsh Government about potential to undertake basic energy efficiency improvements to a further 38 properties in Caerau. Maximising ECO Revenue funded post (Little by Little Officer) recruited by Melin Homes and due in post 1st April 2015

**ENV07 - Redesign the street cleaning team to match user needs** - Some further improvements that can be made to the overtime rounds to make them more effective, these need to be trialled over the next quarter

**C3 - Exploring alternative delivery models to drive down cost, increase productivity and improve service delivery (Red status at year end)** - The parallel progression of the Corporate methodology for the evaluation of the alternative delivery models, and the associated governance arrangements, is having an impact upon progressing the outline business case analysis

**Regulatory collaboration** - Officers are finalising the Joint Working Agreement (JWA). A small number of details within those documents need clarification, in particular the financial arrangements. To ensure a fully robust business case can be concluded and all necessary transfer arrangements are in place, the Chief Executives of the three Councils agreed that the staff transfer date would be deferred to 01 May 2015. The JWA is scheduled to be signed on 10<sup>th</sup> April 2015.

**Management**

**PP&DRs** – 89.9% (480 completed of 534 reviews), work continues with managers being reminded to complete reviews by 31<sup>st</sup> May 2015.

**Sickness Absence** – Stats for Q4 show 15.99 which is 2.21 below target of 18.2 FTE days lost per person, this improvement is testament to the management interventions undertaken throughout the year.

**Health & Safety** – To year end for 2014/15 there have been 284 accidents/incidents of which 180 were recorded as near misses (no injury related), 233 days have been lost within the same period. Near miss reporting continues to increase with double the amount recorded this year compared to the year before, this is helping to raise the profile of accident and incidents in the workplace.

**Key Performance Indicator Data – Q4 2014/15**

Performance Indicator	Result 13/14	Q1	Q2	Q3	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%	36%	51%	100.9%	100%	G
PPN/001 (ii) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Food Hygiene	86%	14%	23%	36%	83%	100%	R
The number of food businesses in Cardiff increase on an annual basis without a corresponding increase in staff resource. Our inability to deliver the programme fully has been the subject of scrutiny in 2014/15 and priority areas were identified which were largely met. Significant measures were put in place during Quarters 3 and 4 to improve performance against the target which were successful with an improvement from 23% at end of Quarter 2 to 83% at year end. Businesses which were not inspected in 2014/15 will be prioritised for inspection in the early part of 2015/16.							
PPN/007 (i) - The percentage of significant breaches that were rectified by intervention during the year for: Trading Standards	93.7%	19%	68.2%	87.5%	87%	90%	A
At the end of the year there were projects scheduled and undertaken which identified a greater number of significant risks than expected. The reason for the target not being met is that these risks couldn't be rectified in the short period remaining.							
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	87%	88.8%	90.2%	92.5%	91.7%	88.2%	G
STS/005 (b) - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	93.7%	No survey	83.3%	85.3%	80%	90%	A
This is a combination outcome indicator with the Council and Keep Wales Tidy and whereas the Council's year end result was 82.6%, the average score in conjunction with KWT is 86.7% and this is the result that will be submitted for this statutory indicator. The downward trend in results and cleanliness standards is firstly related to a change of inspection regime where it is now undertaken independently rather than by cleansing supervisors and secondly, despite increasing							

demands on the service, the budget has decreased significantly in recent years. Work is underway to improve this situation through the Neighbourhood Services model.							
STS/006 - The percentage of reported fly tipping incidents cleared within 5 working days	92.6%	80.9%	63%	87.8%	96.6%	90%	A
There is an improving trend throughout year; however the result for year end is 80.3%. Through the Neighbourhood Services Pilot resources are being shared to help remove fly-tipping more promptly and efficiently. Quarter 4 demonstrates a significant improvement in performance as a result of the improvements made.							
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	49.6%	51.8%	49.4%	TBC	TBC	52%	G
The end of year position is currently being collated and verified. The final position is not expected until Q1 2015/16. Additional recycling was undertaken in Q4 which is expected to take the end of year position to 52%.							
Outcome measure ENV B - Increase the kw of local energy generation in Cardiff (data relates to Council Estate) *Target is composed of: Residential solar scheme at Trowbridge (approx. 250kW – delivery between Oct 14 and March 15); Lamby Way Solar Roofs ( approx. 220kW, in Q3) and Lamby Way Solar Farm (up to 7MW in Q4)	118.905kw No specific target last year but this reflects what was achieved	0	0	0	417kW total  217kW (installed at 100 residential properties in Trowbridge) and 200kw installed on the roofs of the Lamby Way Cleansing Depot	7.47mW	R
Overall, the target for 2014/15 was not met, due mainly to a Cabinet decision to change the procurement strategy around the Solar Farm which is now being delivered as a land lease option by a third party. A preferred operator has now been determined for this scheme and their work programme shows an indicative connection in the last quarter of 2015/16 subject to contract.							
Outcome measure ENV C - Reduce CO2 emissions in households subject to Works (cumulative)	New	397.02 tonnes (253 properties)	946.98 tonnes (698 properties)	1,505.68 tonnes (1,116 properties)	2,201.40 tonnes (1,636 properties)	1,270 tonnes 890 properties	G
Outcome measure ENV D - energy costs saved for Cardiff households benefitting from Council led activities (cumulative)	New	£70,067 (253 properties)	£193,304 (698 properties)	£314,736.50 (1,116 properties)	£460,188.5 (1,636 properties)	£246,000 890 properties	G
Outcome measure ENV F - 1250 surveys for Energy Performance Certificates Undertaken (cumulative)	New	361	557	707	1,467	1250 EPC's	G

#### Q4 Challenges Identified

- The parallel progression of the Corporate methodology for the evaluation of the alternative delivery models, and the associated governance arrangements, is having an impact upon progressing the outline business case analysis.
- Significant communicable disease outbreaks
- Regulatory Services staff turn-over and vacancies.
- Managing staff concerns and business as usual in run up to the collaboration transfer

#### Q4 Actions being taken

- Commissioning and Procurement will present the corporate methodology to Informal Cabinet in April and then to the PRAP Scrutiny Committee in May. The methodology will then be finalised with cognisance of the feedback received. The corporate methodology is a component of the Outline Business Case being compiled; all components are being completed and will be reviewed with stakeholders in Q1 of 2015/16.
- Workload re-prioritised and support provided by teams working together.
- Vacancies are being managed in accordance with the protocol established with the Bridgend and Vale Regulatory collaboration. This means that vacancies are being held vacant or filled on acting up basis pending re-structuring following TUPE transfer. Transfer due to take place on the 1<sup>st</sup> May, when re-structuring can begin.
- Officers within scope and the Trade Unions have been fully apprised through a series of meetings this quarter. Regular communications are planned in the run up to the transfer date – 1st May.

## Q4 Risk Update

Corporate Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<p><b>Waste Management</b> - 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.</p>	<b>Red</b>	<b>Red</b>	<p><b>Q4 Update</b> Q3 still remains under validation with NRW. Q4 data is still being collated. Additional activity was undertaken in Q4 to increase recycling and keep the Council on track for achieving 52%. The risk of failing the biodegradable (LAS ) targets risks has been removed now Project Gywrdd is treating non-recyclable residual waste for the remainder of the year</p>	Jane Forshaw
<p><b>Climate Change and energy security</b> - Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.</p>	<b>Red</b>	<b>Red</b>	<p><b>Q4 Update</b> Training and 1-2-1 support has been provided by the Sustainable Development Unit to all Directorates to support them in completing year 1 requirements of the corporate Climate Change Resilience PI. However, due to some SD Advocates and support officers leaving the Authority and others being involved in Directorate re-organisation, there have been insufficient responses to the year 1 requirements to assess the responses. The Sustainable Development Unit will further support Directorates to provide a combined year 1 &amp; 2 response.  An Energy Prospectus is being developed to identify renewable energy generation opportunities throughout the city, and early schemes for solar, hydro and energy from waste technologies are being delivered in Q4 and into 2015/16. The Green Dragon accreditation system is well established as a means of monitoring and improving environmental performance across Council activities. A Carbon Reduction strategy has been drafted in Q3 to drive further energy efficiencies in the Council's estate. The Council is also participating in the WLGA "early adopters" scheme to help develop guidance for the Welsh Government's forthcoming Future Generations Bill. This will bring a stronger focus to the longer term impacts and implications of the Council's decision taking and policy making activities.</p>	Jane Forshaw
<p><b>Food Safety Management</b> - Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business outlets, events &amp; venues.</p>	<b>Red</b>	<b>Red / Amber</b>	<p><b>Q4 Update</b> The working group meeting was held within the quarter. Feedback given by Leisure staff on the online haccp e-learning module. This module is now to be made available to all relevant staff after minor updates. HACCP team regularly meet.</p>	Jane Forshaw

# Directorate: Health and Social Care

Director: Siân Walker

Councillor: Susan Elsmore

## Q4 2014/15

Number of Employees (FTE)	691
Sickness Absence YTD (Days Per Person)	15.87
PPDR Compliance (Half Year Compliance)	86.2%

Budget	Projected	Variance	Variance (%)

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)

### Q4 Progress against Directorate Plan / Corporate Plan actions 2014/15 (10)

Green 80% (8)

Red 20% (2)

### Q4 Progress against Performance Indicators (8)

Green 50% (4)

Red 50% (4)

### Progress on Challenges Identified Q3 (previous quarter)

- Budget** -- The overspend has reflected continued growth in the number of residential placements for people with learning disabilities, particularly college placements; significant cost inflation in relation to nursing placements for older people; growth in the number of care hours delivered via Direct Payments plus the impact of Supreme Court ruling in respect of Deprivation of Liberty Safeguards. The position also reflects a projected shortfall of £2.7m against the £6.2m saving target set within the 2014/15 budget. Significant efforts have been made to minimise the projected overspend. A number of major commissioning and procurement exercises have been undertaken in 2014/15 with a view to controlling costs and an ongoing process of reviews implemented. A slowdown of growth has been evident in the second part of the year.
- Improve take up of Direct Payments (DPs)** -- Overall take up has improved over the year increasing by 9.78% from 13/14; especially for people with learning disabilities where the increase for this group has been 35.71%. However, we have not met the stretch target of 800 as anticipated in this year. The target for 15/16 has been revised to 750.
- Improve the number of Carer Assessment offers and completed Carer Assessments Reviews** – Following the Improvement Project in October 2014, a data cleansing exercise was completed in March 2015 to ensure that Carer information on CareFirst is accurate. The trend for Carer Assessments offered continues to show an increase in Q4, though still requires significant improvement. The number of completed assessments has improved in Q4 to 188 and the total for the year to date is 596. The percentage of carers known to social services who were offered an assessment or review of their needs is 64.4%. – this did not meet the target of 90%.
- Delayed Transfers of Care (DToC)** - The Directorate performed well in the first two quarters of the year, continuing the downward trend from 2013/14, though this was not reflected in Q3 and Q4 which saw an increase in delays for social care reasons owing to winter pressures and unprecedented admissions of people into hospital, particularly those with greater complexity and dependence. The issue is not one which can be resolved by the Council alone as this is a whole system issue. Partners in the UHB acknowledge that their internal systems need revision and to that end all regional partners (VoG, Cardiff & UHB) are meeting at senior strategic level during April/ early May to progress plans to continue to deliver on admission avoidance and to agree process redesign so that faster discharge can be facilitated. The final result for DToC (for social care reasons) for March 2015 is not yet published, though does show a decrease. The figure is published at the end of April.
- Sickness** - The H&SC target for 14/15 is 13.10 FTE days lost to sickness. Q4 cumulative result is 15.87 days. The directorate is pursuing the Health & Wellbeing policy rigorously and there are strong management controls in place. There has been an improvement in Return to Work interviews conducted in accordance with policy as well as other stage interviews in the process. Managing sickness remains a priority for the directorate and this will continue during 15/16.

### Q4 Service Delivery

#### Budget Position

To be provided by the Corporate Performance Team

#### Directorate Delivery Plan 14/15

- Re-ablement** - The Council will deliver a Dementia Reablement Training Programme (for health and social care professionals and domiciliary care staff) from April/May 2015 onwards. The 'Smart House' is completed and will positively impact on showcasing technology, aids and adaptations available to promote reablement. The co-location of 2 Community Resource Teams (CRT's) in partnership with the C&V UHB was achieved in

14/15 and work continues to improve the integration of services.

- **Supported Living** – Contract award in relation to the supported living provision for adults with a learning disability agreed at Cabinet 02/04/15. The handover of 2 properties in Quarter 4 has been completed which enables individuals to return to their own communities ('Closer to Home'). This will improve outcomes for citizens. Savings for this year have already been identified. H&SC has also appointed a provider for a Floating Support service for people with mental health needs, currently being implemented.
- **Commissioning Framework** – The 'Proactis' (Electronic Tendering System) was implemented in August 2014 to improve the care and nursing home market position for older people and will extend to offer similar services for those with mental health needs and learning disabilities next year. The 'Matrix' APL system has been delivered in November 2014 to improve the commissioning of Domiciliary Care, for all service user groups.
- **Integrated services with partners** - H&SC have implemented and delivered the Regional Collaboration Fund and Intermediate Care Fund projects. For further information and progress report please click on following link: <https://www.cardiff.gov.uk/ENG/Your-Council/Councillors-and-meetings/CouncilMeetings/Pages/default.aspx#lists> . Choose [Community & Adult Services Scrutiny](#) then 1st April 2015 and scroll down to relevant item.
- **Transitions** –We have made significant improvements to a more effective operational process for transition from Children's Services to Health & Social Care.
- **Performance Management** –Integrated Assessment was implemented in April 2014. The system provider for the social care records database system (Care First) has been commissioned to work with the directorate to improve accessibility and performance outcome reporting. New monthly Assessment & Care Management (ACM) activity monitoring reports have aided a better understanding of the business and managing demand during 2014/15. A new quarterly activity report has also been developed for the Local Safeguarding Adults Board
- **Safeguarding** – We have delivered on the Regional Safeguarding Adults Board and the first Annual Report will be available at the end of Q1 (2015/16). The Council's corporate safeguarding unit is now operational, including the successful transition of the adult social care POVA team to that unit. The impact of this is a cohesive and visible safeguarding provision in line with the national direction of travel outlined by the Deputy Minister in her vision for safeguarding in Wales.
- **The Social Services & Well-being (Wales) Act 2014** –Participation in consultation exercises with Welsh Government (WG) has been effective and awareness training has been ongoing throughout 14/15. The Regional Plan for the implementation of the Act was agreed/ signed off by the Integrated Health and Social Care Strategic Leadership Group in March 2014 for submission to Welsh Government. The plan will contain proposed milestones and these will be monitored/progressed reported during 15/16
- **Management**

**PPDR** – See above. Please note the date for completion of the 2014/15 PPDR process is 31st May 2015, therefore, as this data was produced on 14th April 2015 there is still 6 weeks remaining for the Service Area to complete the process

**Sickness** – see above

**Health & Safety** - Continued monitoring of 14/15 H&SC Health & Safety Action Plan. H&SC Directorate due to complete their annual H&S Report 2014/15, to be agreed by SMT before the June 2015 Health & Safety Forum.

## Directorate: Health & Social Care

### Key Performance Indicator Data – Q4 2014-15

Performance Indicator	Result 13-14	Position Q1	Position Q2	Position Q3	Position Q4	Target	R.A.G.
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (Cumulative result)	8.56	1.25	3.40	5.98	9.03*	6.52	R
*The result for Q4 contains January & February figures only – March figures are not available until late April. The final result for Q3 is 5.98 (in Q3 Delivery Report result was 5.07) H&SC continue to work closely with the UHB on admission avoidance and facilitating quicker discharge.							
% 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	84.89	84.82	85.09	85	G
Of 1449 service users, 1233 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	72.26	71.55	72.26	72	<b>G</b>
Of 3324 service users, 2402 were supported in the community during the quarter aged 65+							
The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	31	26	26	24.5	26	28	<b>G</b>
% of reviews due within the quarter that were reviewed or reassessed within the quarter	82.09	74.55	68.50	68.47	62.50	85	<b>R</b>
Total number of reviews completed during Q4 was 1526. The annual review indicator - the % of clients with a care plan at the 31 <sup>st</sup> March whose care plan should have been reviewed that were reviewed during the year is 81.27% (target 85%) included in the Outcome Agreement 14/15. This measures all reviews completed during the year. Final result for annual indicator will be available as part of the end of year submission to WG (29 <sup>th</sup> May) this will better inform us of our position of reviews completed throughout the year.							
% of Carers of adults who had an assessment or review of their needs in their own right during the year (Cumulative result)	32.90	22.72	23.3	24.4	26.3	58	<b>R</b>
We are anticipating performance to improve in Q1 following the work undertaken to the social care records database and the data cleansing exercise completed in Q4 2014/15							
% of protection of vulnerable adult (POVA) referrals completed where risk has been managed	91.98	Annual Indicator					
Annual Indicator. Result will be available as part of the Protection of Vulnerable Adults end of year submission to WG (due 29 <sup>th</sup> May 2015)							
Total number of Adults using Direct Payments at end of the quarter	501	513	524	550	550	800	<b>R</b>
Take up has been steadily increasing and we were aware that we would not hit the stretch target which is now more realistic for next year and continues to allow for month on month improvement							
% of people helped back to independence without ongoing care services, through short term intervention	66.91	76.30	83.24	74.81	76.60	65	<b>G</b>
The result for Q4 contains January & February figures only – March figures are not available until mid to late April. The final result for Q3 is 74.81 (in Q3 Delivery Report result was 74.17)							

#### Q4 Challenges Identified

- Extreme budget and demand pressures
- Improved performance on DPs against target
- Improve Carer Assessments completed/ offers
- Improve Delayed Transfers of Care (DToC)
- Improve staff sickness performance

#### Q4 Actions being taken

- Major procurement exercises undertaken to achieve savings
- 15/16 target revised, service improvements to be agreed.
- Data cleansing exercise completed`
- H&SC working closely with the UHB during winter pressures
- Review of long term sickness & DigiGOV monitoring

## Directorate: Health & Social Care – Q4 Risk Update

**Councillor:** Susan Elsmore      **Director:** Siân Walker

### Q4 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Health &amp; Social Care</b>  <b>The Social Services &amp; Wellbeing (Wales) Act 2014</b> Implementation of the Act (Received	<b>Red</b>	<b>Red</b>	<ul style="list-style-type: none"> <li>• Senior Managers continue to be engaged in national activity to influence the development of regulatory requirements with a view to promoting</li> </ul>	Tony Young & Siân Walker

Royal Ascent in May 14) places new duties and responsibilities upon already pressured services			<ul style="list-style-type: none"> <li>proportionality of expectations</li> <li>A Delivery Plan will be produced in July 2015 including the requirements for wider corporate engagement with delivery of the Act requirements</li> </ul>	
<b>Health &amp; Social Care</b> Changing Demographics and increasing expectations of vulnerable people put more pressure on services, increasing the risk of budget overspend	Red	Red	<ul style="list-style-type: none"> <li>Continued proactive engage with Health in relation to ensuring performance on DToC improves.</li> <li>We are progressing plans to develop a whole systems review of disabled children's and adults and to review our social care records database</li> </ul>	Siân Walker
<b>Health and Social Care</b> Failure to safeguard vulnerable people	Red	Red	<ul style="list-style-type: none"> <li>The Regional Safeguarding Adults Board has been constituted for Council-wide safeguarding responsibility in preparation for delivering the requirements of the Act. A review of activity during its first year will be presented in Q2 15/16.</li> <li>A corporate Children's &amp; Adults' Safeguarding tea has been established</li> </ul>	Siân Walker

### Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
None				

### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Emerging H&SC risk identified this quarter:  Failure to correctly align resources with demand and priorities: Sleep in Judgement – Whittlestone & Esparon Employment Tribunal Cases  The Sleep In Judgement will have a financial implication across H&SC Directorate.	Red	Red	<ul style="list-style-type: none"> <li>Mitigation of sleep in judgement made within Supported Living Services for Learning Disability contract but further scoping exercise proposed – to be completed by Contracts Team – as Judgement impacts on a number of different providers across both adult and children's services.</li> </ul>	Siân Walker/ Amanda Phillips

## Directorate: Resources

Director: Christine Salter

Councillor: Graham Hinchey

### Q4 2014/15

Number of Employees (FTE)	833
Sickness Absence YTD (Days Per Person)	10.36
PPDR Compliance (Half Year Compliance)	92%

Budget	Projected Outturn	Variance	Variance (%)
Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)

### Q4 Progress against Directorate Plan (23)/Corporate Plan (13) actions 2014/15 (Total: 36)

Green 50% (5 Corporate Plan and 13 Directorate Plan)	Amber 42% (8 Corporate Plan and 7 Directorate Plan)	Red 6% (2 Directorate Plan)
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\* 1 Action is N/A as it was ceased in Q2

### Q4 Progress against Performance Indicators (13)

Green 23% (3)	Red 30.7% (4)
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\* 6 PI's have data to be confirmed

### Progress on Challenges Identified Q3 (previous quarter)

1. A new Transport Manager for CTS has now been appointed and started week commencing 20<sup>th</sup> April. The CTS restructure progress has been further delayed as Trade Unions have been unavailable to approve the grades of new posts. The consultation for the restructure closed in March.

2. The Workforce Strategy consultation has been completed with key stakeholders. The strategy and accompanying employee charter was approved by Cabinet on 2 April. Workforce planning has been identified as a key priority.

A workforce planning dashboard data has been provided to each Directorate to inform the Directorate Delivery Planning discussions and development. The alignment of Directorate Delivery Plans and the Workforce Strategy has been piloted within Children's Services and will be reviewed before roll out, a version of which will be incorporated into the Delivery Plans, integrating Workforce planning and business planning.

3. Loss of Subject Matter Experts within Business Areas continues to present issues to ICT; this has also been highlighted as a risk in an Internal Audit report. ICT are continuing to work with suppliers for support/solutions and succession planning to mitigate loss of knowledge and expertise.

4. Discussions between the WLGA/Local Government Data Unit and Welsh Government regarding the funding for data collection and the availability of comparative information have concluded. The Council's Benchmarking Strategy is being updated to reflect the changes in the availability of information

5. The Budget Report for 2015/16 was approved by Council in February which set a balanced budget for revenue and capital with the medium term financial plan also being established. The Budget Report included a number of key statements in respect of the financial resilience of the Council over the medium term. Work has commenced on the Budget Strategy for 2016/17 and the medium term with the emphasis being on prioritising services and delivering efficiencies to ensure that a balanced budget can be set and a financially sustainable Medium Term Financial Plan established.

### Q4 Service Delivery

#### Budget Position

To be provided by the Corporate Performance Team

#### Directorate Delivery Plan

1. Council Tax collection is up by 0.68% compared to last year (at 97.03%). This is again the best in-year collection recorded since the introduction of Council Tax in 1993 and builds on the success of the last two years due to changes in process and speeding up collections times and efficiencies within the processes.

2. The VAT exemption limit continues to be proactively managed and monitored, however current estimates for 2015/16 predict the limits could be exceeded. As a result of year average is being used to ensure the Council does

not incur any penalties or have to repay any VAT claimed. It will be increasingly important that the VAT team are engaged by directorates at an early stage for any major projects/schemes. A briefing note for Directors will be prepared to highlight those specific areas within the Council that impact more directly on the partial exemption calculation. In addition to this, training will be provided to finance leads to ensure that topics with VAT implications are highlighted at the earliest possible stage.

3. The CTS Restructure is currently in progress; however this has been delayed due to Trade Unions being unavailable to approve the grades for the new posts. The consultation for the restructure took place in March.

4. Work to collate the first tranche of datasets (45) has concluded. Testing of the first part of the workflow was concluded on time however the publication of the initial dataset (FOI) to the website has been delayed as the end to end workflow was not ready for the anticipated date of February 2015. This workflow will now be tested during April 2015

### **Management**

#### **Health & Safety:**

17 accidents have been recorded for Resources in 2014/15, details of these will be included in the Directorate annual Health & Safety report

## **Directorate: Resources**

### **Key Performance Indicator Data – Q4 2014/15**

<b>Performance Indicator</b>	<b>Result 13/14</b>	<b>Position Q1</b>	<b>Position Q2</b>	<b>Position Q3</b>	<b>Position Q4</b>	<b>Target 14/15</b>	<b>R.A.G.</b>
The percentage of council tax due for the financial year which was received by the authority	96.35%	28.23%	54.70%	81.80%	97.03%	96.30%	<b>G</b>
Council Tax collection is 0.68% up compared to 2013/14							
The amount of non-domestic rates received during the year, net of refunds	95.43%	32.63%	57.01%	82.06%	95.63%	96.75%	<b>R</b>
Business Rates is 0.20% up compared to 2013/14 figures but continues to be very challenging with a number of companies with significant debts that are outstanding as at the 31 <sup>st</sup> March which are being closely monitored							
The number of working days/shifts per full-time equivalent (FTE) employee lost due to sickness absence (Council Wide)*	10.18	2.43	4.71	7.43	10.11	9	<b>R</b>
*Whilst the target was not reached, the figure is the lowest sickness level the Council has achieved							
Percentage of staff that have completed a personal performance & development review (excl school staff)*	69.01%	Initiation 78%	Objective Setting 94%	Half Year Compliance 85.8%	Year End Completion TBC	90%	
*The date for completion of the 2014/15 PPDR process is 31st May 2015, therefore, as this data was produced on 14th April 2015 there is still 6 weeks remaining for the Service Area to complete the process							
Reliability of top 10 ICT applications	99.97%	100%	100%	99.99%	TBC	99.9%	<b>G</b>
<i>Data to be confirmed</i>							
Internal Customer Satisfaction of ICT services	88.44%	89.87%	89.62%	89.08%	TBC	90%	<b>A</b>
<i>Data to be confirmed</i>							
Compliance of Freedom of Information & Environmental Information Regulation Requests (Council Wide)	85%	83%	52%	80%	75%	85%	<b>R</b>
Compliance against the end of year target was missed due to the capacity issues to process requests during Quarter 2 and the ongoing increase in volume and complexity of requests. Close monitoring will continue during 2015/16.							
Compliance of Subject Access Requests (Council Wide)	N/A	83%	80%	92.13%	92.72%	75%	<b>G</b>
Number of Corporate Apprenticeships and traineeships offered	N/A	N/A	N/A	N/A	4	10	<b>R</b>
Requests have been received from other Directorates e.g. Resources, Communities etc. to take on additional apprentices. Discussions are underway with HRPS providing support for these additional requests.							

#### Q4 Challenges Identified

1. Implementation of how parking warrants are going to be recycled to enable missed traffic offences income to be recovered.
2. The Month 9 monitoring report predicted a directorate overspend position of £4.8m after utilisation of the budgeted contingency of £4m. However, the Council's overall position was shown as balanced.
3. Delivering a balanced budget for 2015/16 and achieving a sustainable budget strategy in the medium term remains the Council's most significant challenge. Savings proposals in respect of 2015/16 have been published and the consultation period runs until the 12<sup>th</sup> January.

#### Q4 Actions being taken

1. Discussions with Chipside and a review of alternative software systems are currently underway.
2. Additional actions were put in place from early January to require Directors to do all they could to reduce the projected overspend position. This included increasing the level of authorisation of expenditure and suspending all non essential spend including IT purchases.
3. A period of intensive activity will be entered into at the close of consultation on the budget proposals. This will include the finalisation of the response of Cabinet to these proposals and the preparation of the February Budget Report.  
In addition work needs to be continued over the medium term to reset the Council's finances and the sustainable services that it will deliver.

#### Q4 Risk Update

### Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Budget prioritisation</b>	Red	Red	The Medium Term Financial Plan includes a Budget Reduction Requirement of £51m for 2016/17. This is in the context of a projected directorate overspend in 2014/15 and savings to be achieved in 2015/16 of £32.476m and a further £3.487m in respect of capitalisation.	<b>Christine Salter</b>
<b>Budget Monitoring 2014/15</b>	Red	Red	A review of progress in achieving the 2014/15 directorate budget savings at month 11 indicated that £32.915 million had been achieved and that a further £3.312 million was being progressed and was anticipated to be achieved by the year end. This results in a projected shortfall of £7.606 million.	<b>Christine Salter</b>
<b>Information Governance</b>	Red	Red	The Internal Annual Review completed end March 2015 which and a review of the Information Security Board/Forum will be undertaken and revised as appropriate	<b>Christine Salter</b>
<b>Performance Management</b>	Red	Red	An independent review of Performance Management has been commissioned from the Challenge Forum.	<b>Martin Hamilton</b>
<b>Organisation Development</b>	Red	Red	The new Organisation Development structure is in place with only recruitment to the OM1 position outstanding; a self assessment of progress against the WAO findings has been used to inform reports taken to PRAP scrutiny committee.	<b>Martin Hamilton</b>
<b>Business Continuity</b>	Red	Red/Amber	Emergency Management is working with directorates to review Red & Amber Business Continuity risks & put in place Business Continuity Plans.	<b>Martin Hamilton</b>
<b>Fraud</b>	Red	Red/Amber	Continued vigilance; regular briefing notes; reports for Audit Committee; (Nov 2014 – emailed CEO and all Directors, highlighting need for vigilance through period of change + greater highlight of this in Senior Management Assurance Statements review), continual assessment of training needs (developing e-learning	<b>Christine Salter</b>

## Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
	<b>Red</b>	<b>Amber</b>	modules for risk management and Fraud). Fraud, Corruption and Bribery Policy approved at Audit Committee March, due to be presented to Cabinet in May. Contributed to the review of the Disciplinary Policy and workplace investigations. Training programmes for Senior Management; review of induction material; retain experienced, professionally trained investigators.	

### Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
N/A				

## Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
Non compliance with statutory cyclical maintenance inspections	<b>Red</b>	<b>Amber</b>	Known property equipment asset list data is used to measure performance of planned preventive maintenance work by the framework contractors. Weekly contract meetings are held, any non compliance is raised and contractor instructed as appropriate. Electronic notification system is being developed with the SAP team; implementation target date is November 2015.
Procurement Directives will be implemented in national legislation. Precedents will need to be developed. There is the risk of lack of stakeholder engagement and staff not following procedures.	<b>Amber</b>	<b>Green</b>	The Directive came into force at the end of February 2015. Commissioning & Procurement are providing training for the directive.
The use of PROACTIS will not be fully adopted by directorates	<b>Red</b>	<b>Amber</b>	Continue to deliver class room based training and support directorates with the use of technology through shadowing techniques and work instructions.
Lack of advertising to local/regional suppliers for low value opportunities	<b>Red</b>	<b>Amber</b>	Working with pilot groups from Sport, Leisure & Culture to identify standard templates which can be used to enable greater use of advertising.
Information Governance (Schools)	<b>Red</b>	<b>Amber</b>	Discussions regarding providing training to Head Teachers and School Governors underway with a view to setting up training events from April 2015.

## Directorate: Sport, Leisure & Culture

Director: Chris Hespe

Councillor: Peter Bradbury & Bob Derbyshire

### Q4 2014/15

Number of Employees (FTE)	728
Sickness Absence YTD (Days Per Person)	13.94
PPDR Compliance (Half Year Compliance)	85.6%

Budget	Projected Outturn	Variance	Variance (%)
		£	%
Target Savings 14/15	Projected Savings	Variance	Variance (%)

### Q4 Progress against Directorate Plan/Corporate Plan actions 2014/15 (Total No: 19)

Green 95% (18)	Red (1) 5%
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### Q4 Progress against Performance Indicators (Total No: 54)

Green 50% (27)	Amber 46% (25)	Red 4% (2)
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### Progress on Challenges Identified Q3 14/15

- *Meeting Leisure Centre income generation targets:* - The delayed closure of Eastern Leisure Centre has impacted on projected year end position.
- *Continued focus is required to meet Children's Play savings in 14/15:-* An overall balanced budget position was achieved in Children's Play.
- *Achieving £300k saving on new operator for arts venues and other underlying targets within the Culture, Venues and Events area in current financial year remains an issue:-* The £300k saving was not achieved due to procurement timescales and will be carried forward to 15/16. Cardiff Castle, St David's Hall, New Theatre and City Hall Functions have all exceeded income targets, however re-balancing of base budgets is required for Mansion House and Catering.

### Q4 Service Delivery

#### Budget Position

To be provided by the Corporate Performance Team

#### Directorate Delivery Plan

Of the Corporate Plan actions planned, all have been substantially achieved with the exception of SL&C4 as noted below. Commitments which are continued through into 15/16 are highlighted (\*) and these will be identified in the respective new Directorate Delivery Plans.

- **SL&C1 Bid for key major events to be hosted in Cardiff from 2014:** 2014/15 event calendar delivered in accordance with programme and annual review in progress. Work continues with Welsh Government to support international event bids.\*
- **SL&C2 Deliver plans for the future needs of the city in terms of leisure facilities, cultural venues and parks and green spaces in 2014:** Strategic Framework for management and development of parks and green spaces completed and work progressing on sport and leisure provision for Cabinet report late Summer 2015. A Cultural Consortium is in process of being established based on agreement with Cultural Conversation partners in February.\*
- **SL&C4 Develop with other Council directorates a new model for Children's Play throughout the city by 2015:** Following the February budget decision to keep children's play centres open for a further 12 months, work is progressing with groups and organisations to provide community access while working with community groups to find new management options for each play centre building. \*
- **SL&C5 Invest in key leisure facility developments including remodelling Eastern Leisure Centre from 2014 onwards:** Eastern Leisure Centre closed in preparation for refurbishment contract to begin in April.
- **SL&C6 Generate new and enhanced income streams to fund enhanced services and their development from 2014 onwards:** New income streams identified, planned and a number introduced e.g. new 3G installation at Channel View generating 25% increase on sports hall income.
- **SL&C7 Introduce targeted sport and cultural provision to deprived communities, and build upon European**

**Capital of Sport status to increase sports participation levels from 2014 onwards:** Annual report on effectiveness of new commissioning model via Cardiff Sport Board will be prepared.

- **SL&C8 Ensure that the participation of Friends Groups and volunteers in the management and development of parks and green spaces is maximised from 2014 onwards:** Over the year, participation by over forty individual groups including Friends, Park Watch and other community and volunteer groups has contributed in excess of 14,000 hours towards the management and development of parks and green spaces.\*
- **SL&C9 Deliver a parks partnership programme designed to secure external investment to improve parks and open space provision from 2014 to 2017:** Strategic framework for management and development of parks and green spaces produced and HLF Stage 2 submission for Parc Cefn Onn progressing to submission in Q2 15/16.\*
- **SL&C10 Partner with public, private and third sector organisations to safeguard and ensure continued operation of the city's key leisure and cultural venues, facilities and services:** Leisure Centres and Arts Venues procurement process prepared and competitive dialogue stage is progressing. Enhanced in house position work continuing in accordance with timetable. Transfer of Maes-y-coed and Plasnewydd Community Centres to community groups completed. Approval given by Cabinet for joint partnership on management of Flat Holm Island with the National Trust, RSPB and Flat Holm Society and progressing with lease agreement on Cardiff International Sports Stadium with Cardiff and Vale College. \*
- **SL&C11 Offer a comprehensive and structured programme of opportunities for apprenticeships, trainee schemes and work experience placements in partnership with stakeholder organisations from 2014 onwards:** Twenty eight placements filled within Directorate programme for apprenticeships, trainee schemes, work experience and volunteers in partnership with stakeholder organisations, exceeding the annual target of twenty five. \*
- Bereavement and Registration Strategy approved by Cabinet in February and implementation progressing.

#### Management

- Sickness; Year-end position of 13.94 FTE days has remained static against last quarter's figure of 13.95. The Directorate target of 12.10 FTE has not been met and an action plan to address issues is being prepared.
- Health and Safety; Overall, the number of employee accidents has decreased by 32% from 13/14.

#### Key Performance Indicator Data – Q4 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Result 14/15	Target 14/15	R.A.G.
Number of Attendances At Harbour Authority Facilities	1,247,705	305,008	380,720	215,637	Data not yet available	Data not yet available	1,250,000	A
Total Income for The Harbour Authority	£767,640	£161,929	£216,811	£337,117	£168,891	£884,748	£700,000	G
Customer Satisfaction Levels For The Harbour Authority	95%	94.2%	98.9%	98.0%	96.28	96.3%	93%	G
Number of Individuals Participating In Parks Outdoor Sport ( <i>Football, Rugby, Cricket, Baseball</i> )	221,744	59,532	55,009	37,197	44,377	196,115	245,000	A
	Ten weekend cancellations due to wet weather over year equates to approximately 45,000 participatory opportunities.							
Customer Satisfaction For Parks And Sport	82%	89%	95.3%	97%	92%	93%	85%	G
Total Number of Children Engaged Aged 7 - 16 In Sport Cardiff Led Participatory Opportunities	45,339	8,447	4,486	13,474	12,723	39,130	53,830	A
	Staff vacancies which existed prior to transfer of the Sports Development team to Cardiff Met have impacted on provision. The 15/16 position should improve reflecting the new Neighbourhood Management structure in place.							
Percentage of Sports Fixtures Cancelled or Postponed	(New 14/15)	33%					25%	A
	Impact of wet weather resulting in ten weekend cancellations of fixtures.							
Number of Paid Attendances at St David's Hall and New Theatre	410,402	80,759	43,864	133,026	152,324	409,941	382,000	G



Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Result 14/15	Target 14/15	R.A.G.
Retained Income for St David's Hall and New Theatre	£1,391,486	£162,282	£224,189	£533,871	£594,166	£1,514,509	£1,269,492	G
Number of Attendances At Cardiff Castle	266,927	80,975	97,375	50,578	45,357	274,285	275,000	G
Cardiff Castle Total Income	£3,022,365	£1,059,832	£1,253,954	£597,665	£456,011	£3,367,462	£3,105,000	G
Customer Satisfaction Level For Cardiff Castle	(85.8%)	NPS+57	NPS+35	NPS+60	NPS+60	NPS+53	NPS+45	G
Total Income For City Hall	£633,690	£203,952	£208,168	£168,078	£177,493	£752,540	£662,610	G
Customer Satisfaction Level for Bereavement Services	99%	100%	98.36%	98.44%	99.19%	99.09%	95%	G
Customer Satisfaction Level for Registration Services	(New 14/15)	100%	100%	100%	99%	99.8%	95%	G
Percentage of Funerals Carried out under City of Cardiff Council Funeral Service	(New 14/15)	17%					8%	A
		(Provisional result to date - excludes cremations)						
Visits / Attendances At Sports And Leisure Centres	2,266,061	532,043	565,082	481,856	523,268	2,102,249	2,297,591	A
	Impact of ten week closure of Pentwyn Pool for repairs and increased competition from budget gyms.							
Number of Live Active Cards	(New 14/15)	11,530	12,843	11,723	11,786	11,786	13,385	A
	Impact on sales resulting from the closure of Eastern Leisure Centre and increased completion from budget gyms.							
Financial Performance of Leisure	(New 14/15)	Data not yet available					£4,480,700	G
NSI Number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity. (LCS/002 (b))	9990.21	Data not yet available					9945	A
Cost Recovery percentage	(New 14/15)	Data not yet available					72%	A
Number of Apprenticeships, Trainee Schemes and Work Experience Placements Supported	(New 14/15)	10	24	26	28	28	25	G

## Directorate: Sport, Leisure & Culture

### Q4 Challenges Identified

1. Achieving the financial targets for alternative delivery on Leisure Centres and Arts Venues.
2. Finding suitable community organisations to take over responsibility for play centre buildings.
3. Increase income across the portfolio to mitigate against future savings requirements.

### Q4 Actions being taken

1. 2. & 3. Management actions and mitigations being implemented and further explored.

### Q4 Risk Update

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
Should timescale for procurement on Leisure Centres and Arts Venues alternative management not be met, savings achievement would be delayed.	<b>Red</b>	<b>Red</b>	Sound control by project board and team to drive procurement but ultimately dependent on procurement timetable and content of bids.	Chris Hespe
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	
Non achievement of budget savings in financial year – ambitious targets both new and historic allow little scope for manoeuvrability.	<b>Red</b>	<b>Red</b>	Despite in year mitigation measures, the projected end of year position remains an issue. Management actions and further mitigations being implemented into 15/16.	

# Directorate: Strategic Planning, Highways & Traffic & Transportation

Director: Andrew Gregory

Councillor: Ramesh Patel

## Q4 2014/15

Number of Employees (FTE)	375
Sickness Absence YTD (Days Per Person)	8.61
PPDR Compliance (Half Year Compliance)	94.5%

Budget	Projected Outturn	Variance	Variance (%)
Target Savings 14/15	Projected Savings	Variance	Variance (%)

### Q4 Progress against Directorate Plan/Corporate Plan actions 2014/15 (12)



### Q4 Progress against Performance Indicators (33)



36.3% 12 are annual and 36.3% 12 have no or limited results as yet

### Progress on Challenges Identified Q3 (previous quarter)

1. Directorate restructure on programme to be effectively completed by year end.
2. In year financial management has been successful - budget position at end of year will be balanced.
3. Culture change task force in highways Operations and Directorate wide communications are about to move into implementation stage.
4. Transport interchange: On programme to Cabinet report in May. World-class architectural schemes being developed.
5. LDP on programme. Ongoing support will be required to respond to the 187 "Action Points" raised by the Inspectors at the Hearing Sessions which the Council have agreed with the Inspectors to submit by the end of April.
6. Work on-going on development of sustainable transport proposals in North West Cardiff – aligned to strategy presented in LDP hearings. On-going engagement with Welsh Government and regional officials to progress the Metro and regional transport agenda. Additional resources have been identified for the transport team to meet the growing programme of key project delivery. Work is commencing on World-Class Transport and Cycling Strategy in line with corporate priorities.

### Q4 Service Delivery

**Budget Position**  
To be provided by the Corporate Performance Team

**Directorate Delivery Plan – unless completed the following objectives below will now cascade over in new City Operations Delivery Plan**

Red status objectives at year end

**Create among the most 'open for business' planning and development services in the UK by December 2015 –** Considerable in-year progress in terms of planning service productivity. Additional strategy development progressing re step change in design quality and customer engagement.

Amber status objectives at year end

**Work with key partners to develop phased proposals for key transport projects including City Region Metro, phase 1 of North West Cardiff rapid transit corridor and Tram-Train link between the City Centre & Cardiff Bay by December 2014** - Still awaiting a decision and direction from WG following Mark Barry Report

**Develop a world class transport strategy to help make Cardiff one of the most liveable cities in the world by April 2015** - LTP submitted to WG on time. Still awaiting WG approval. Transport Strategy production deferred to 2015/16.

**Deliver new Master Planning and Development Proposals for the City Centre and Cardiff Bay Area by December 2014** – there is a need to understand the scope of the work to be completed and integration with wider masterplanning and potential development.

**SP&T12 - Develop an effective city-wide partnership with hospitals, universities and colleges by December 2014** Regular meetings with University of Cardiff taking place. However, the wider approach of engaging with all public sector organisations and creating a single development partnership is seen as less critical at this stage given the priority attached to other objectives.

Green status objectives at year end

**Deliver the Local Development Plan, including submission of Deposit LDP to Welsh Government by August 2014 and adoption by October 2015** - On programme - it is anticipated there will be an additional Hearing Session in mid-May to review the information submitted with the Council to the Welsh Government before commencing consultation on the

suggested changes to the Plan arising out of the LDP Examination Hearing Sessions and “Action Point” responses  
**Develop plans for new Central Public Transport Hub by April 2015** - submissions were received and officers are working with developers to carry out technical appraisals.

**Deliver a new Parking Strategy to help manage travel demand and improve management of the strategic highway network by March 2015** - Approval of Draft Parking Strategy has been deferred to June Cabinet. Preparation for new parking pricing structure implementation in progress.

**Deliver new city regional planning arrangements with regional partners and the Welsh Government by April 2015** - Progress made re increasing closer regional working on coordination/governance, transport and planning.

**Develop master plans for new world class settlements and neighbourhoods on greenfield / brownfield sites connected by rapid transit and accessible by walking and cycling in partnership with key private sector partners by April 2015** - Successful quarterly meeting with major housing developers. Ongoing work on masterplan and transport-led development approach

**Create a coordinated approach to public realm, highways, transport and wider neighbourhood developments by December 2014** - Draft Public Realm Strategy completed and going to cabinet in July 15. Pilot project commenced at Penarth Road / Claire Road. Further work is commencing relating to Hubs and the A469 corridor improvements.

**Deliver new planning controls in those areas of the city with high numbers of students and HMOs by June 2015** - Letting Boards controls project on programme. A coordinated corporate HMO officer working group has been established and single ‘action plan’ produced. Revised SPG HMO (Saturation Policy and Planning) being developed to agreed programme.

### Management

**PP&DRs (year start)** – 94.5% complete (260 of 275 reviews). Team Leaders have been made responsible to complete reviews by 31<sup>st</sup> May 2015.

**Sickness Absence** – Stats for Q4 show 8.61 over the target of 7.2 FTE days lost per person. However, a strong reduction of 1.67 has taken place from Q3 which was 10.18. We believe that the completion of the restructure process and staff engagement will support further improvement.

**Health & Safety** – For year end 2014/15 there have been 28 accidents/incidents reported of which 19 were near misses (no injury related), 202 days have been lost during the same period and no specified major injuries reported. The previous year shows 19 accident reports of which 10 were near misses (no injury), 62 days lost and no specified major injuries. The Directorate is currently compiling a schedule of H&S inspections which will help to mitigate possible accidents and incidents.

### Key Performance Indicator Data – Q4 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%	69.2%	71.4%	77.8%	41.7%	65%	G
PLA/004 (a) – The percentage of major planning applications determined during the year within 13 weeks.	25.7%	18.18%	54.55%	0%	0%	25%	R
Following the recent restructure productivity in this team has increased significantly (40% +). However, major new LDP ‘major settlement’ applications have proved difficult to deliver in 13 weeks – given their complexity. More resources are being put into the team as a matter of urgency.							
PLA/004 (c) – The percentage of householder planning applications determined during the year within 8 weeks.	74.5%	80.58%	68.28%	71.19%	63.20%	80%	R
Productivity in this team has increased by 50%+ since the recent restructure. However, caseload has increased. More resources are being put into the team to improve performance.							
CM07 – Percentage of Traffic Penalty Tribunal Decisions in Favour of Council	85%	80%	80%	83%	42%	80%	R
Q4 shows Indicative results due to time lags in tribunal decisions, The issues from the tribunals have been communicated to the design & delivery team who will use the lessons learnt to make improvements. As from Q1 Moving Traffic Offence figures will be included in this indicator but have not been in Q4 as background numerators and denominators would be distorted, if included the indicative result would have been 70%.							

HO5 – Percentage of Category 1 safety defects repaired by the next working day	New PI	N/A	72%	86%	86%	95%	R
The average result for the year is 81%, this is Due to a Directorate restructure, a long term sickness issue and related necessary staff changes, the introduction of a new software system and the demands related to the winter period the target performance was not met. To improve future performance, the importance of completing such defects within agreed timescales will be further reinforced, the software system has now been fully embedded, the staffing issue has been resolved and a new management structure is currently being installed.							

#### Q4 Challenges Identified

- Although all key projects are being delivered on programme (either at Directorate or Corporate plan programme level) since the restructure formal directorate project board meetings have only been reformed end of March. As a result, although all projects have been challenged at senior level, OMs were not able to formally challenge each others projects.

#### Q4 Actions being taken

- Performance is always a priority for the Directorate. The programme board is now reconstituted.

#### Q4 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Hostile Vehicle Mitigation in Cardiff</b> - 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	Red	<p><b>Q4 update</b> The CONTEST Protect/Prepare Group will continue to maintain the City Gateways Public Realm Enhancement Scheme to ensure that the proposed PAS 68/69 mitigation for the remaining gateways remains appropriate. This work also includes the estimated costs for the procurement and installation of the PAS 68/69 mitigation and ancillary services.</p> <p>The CONTEST Protect/Prepare Group will continue to monitor and review the scheme to ensure it is fit for purpose until it is fully installed.</p> <ul style="list-style-type: none"> <li>Additional funding must be secured to procure and install the PAS 68/69 mitigation at the remaining 30 gateways.</li> <li>The WIMAG wireless system for the automated bollards has been implemented to sites where there were issues with the detection loops. The failure of the bollards to damaged loops has reduced but there are still improvements to be made to the system.</li> <li>Partnership working has taken place with the Tabernacle with regards to their access and providing details of individuals that have TAGs and swipe cards. This work is ongoing but we have a database of all cardholders and the Tabernacle is now partners with respect to The Cardiff City Centre Access Control Protocol.</li> <li>Issues were highlighted in early December when West Midlands Police withdrew their Officers from the Streets and the published concerns for uniformed staff. CT awareness briefings for the CEO's have been completed.</li> </ul>	Andrew Gregory
<b>Preparation of Local Development Plan</b> - Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	Red	Red / Amber	<p><b>Q4 update</b> Following support from the LDP team, the wider planning service and other relevant service areas the LDP Examination Hearing Sessions finished on 27th February 2015. Ongoing support will be required to respond to the 187 "Action Points" raised by the</p>	Andrew Gregory

			Inspectors at the Hearing Sessions which the Council have agreed with the Inspectors to submit by the end of April.	
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**Update on Previous Quarters Emerging Risks**

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
<p><b>Transport Infrastructure Delivery -</b>            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.</p>	<b>Red / Amber</b>	<b>Amber</b>	<p>At a senior corporate level alternatives to WG funding will need to be explored. Also, proactive work with WG officials are taking place to ensure sufficient support for Metro defined projects enable them to proceed.</p> <p>In the meantime, we are bringing forward bus-based proposals to address key infrastructure issues associated with the major new development.</p>	Andrew Gregory

## **Briefing Paper for the Policy Review and Performance Scrutiny Committee on the Use of Agency Workers within the Environment Directorate**

### **Background and Introduction**

At its meeting on 3<sup>rd</sup> March 2015, the Policy Review and Performance Scrutiny Committee requested a briefing paper on the rationale for the use of Agency Workers within the Environment Directorate.

This document sets out the reasons for Agency Worker use within the Directorate on a service by service basis and also the associated budgets for 2014/15. The out-turn spend against budget for the 2014/15 period was not available at the time this briefing paper was prepared (mid April 2015).

### **Waste Collections**

Agency Workers are used in the Waste Collections services for two primary reasons:

1. To cover absences due to sickness, holidays, training, cover staff undertaking other duties. At the current time, all front line staff absences are backfilled to ensure that the Council's waste collection schedules are adhered to, thereby minimising service delivery disruption and corresponding complaints, and also loss of income from commercial customers, and
2. To cover vacant posts. The resource level required on a daily basis to collect waste across the city varies between 183 and 208 frontline staff with an average daily requirement of 195. It would be inefficient to employ staff above the lowest daily requirement as some staff would then have no work on certain days of the week. Agency Workers are therefore used to provide the required additional front line resource as required. There are currently 34 front line vacant posts, and 165 employees in post. Recruitment has recently been undertaken to fill a number of these vacancies, although the Service will not be fully resourced to its current minimum requirement due to changes that are planned to take place this financial year.

It should be noted that because of the relatively high sickness level within the Waste Collections Service, it is more cost effective to use Agency Workers than creating and using Pool Operative posts.

### **Street Cleansing**

As part of the budget savings implemented in 2013/14, the Agency Worker budget for Street Cleansing was deleted. Frontline absences are therefore no longer backfilled,

instead, resource allocation is appropriately adjusted on a daily basis according to the Service priorities.

Agency Workers will occasionally be used to cover priority vacant posts, for example, mechanical sweeper drivers.

### **Waste Treatment and Disposal**

This service area covers the Materials Recycling Facility (MRF), Waste Transfer Station (WTS), Household Waste Recycling Centres (HWRC's) and Landfill.

Agency Workers are used in the Waste Treatment and Disposal for two primary reasons:

1. To cover absences due to sickness, holidays, training, cover staff undertaking other duties. At the current time, all front line staff absences are backfilled to ensure that the Council's statutory requirements are fulfilled, thereby minimising service delivery disruption and corresponding complaints and also loss of income from commercial customers and materials sales.
2. To cover vacant posts until new recruits are completed. A number of long term vacancies have occurred in the MRF due to the uncertainty of the operations. This has since been resolved and a recruitment process is currently underway to fill all vacancies.

### **Lamby Way Depot Management**

This service manages all of the waste collections, street cleansing and waste treatment and disposal operations facilities. This work did not transfer to Facilities Management. A long term agency provision has been in place for a depot assistant. Due to the continued need, it is proposed that a permanent post is created to resolve this position. Agency cover would then only be used as cover for sickness and holidays. The service also manages the sites security through three depot coordinators rotating on a shift pattern covering the 7 days operations. The staff are based at Lamby Way Depot but through remote CCTV systems, monitor the external HWRC's. Again agency staff are used to cover holidays, sickness and training to maintain a presence on site.

### **Waste Strategy, Education and Enforcement**

Agency Workers are not generally used in Waste Strategy, Education and Enforcement. Resource allocation is adjusted on a daily basis according to Service priorities to address short term absences. Longer term absences (e.g. because of maternity leave) are covered through temporary in-house appointments. Agency workers will only be used if no suitable internal candidates are sourced.

Agency workers are sometimes used for externally funded projects on an adhoc basis.



## Business Support

Cardiff Works staff are used to cover vacant posts.

## Regulatory Services – Food Safety Inspections

The Food Law Code of Practice sets out the minimum service levels expected in respect of food hygiene inspections which effectively equates to the minimum statutory service required. In recent years, particularly 2014/15, the undertaking of the inspection programme has been a challenge as result of: the number of food businesses in Cardiff increasing on an annual basis without a corresponding increase in staff resource, and a high number of vacancies in the team which haven't been filled because of the ongoing Regulatory Services collaboration project.

Without mitigation action being taken, the end of year performance in respect of the 'high risk inspection programme' was anticipated to be 40%. Historically performance across Wales including Cardiff has been 100%. Therefore, in November a decision was taken to use appropriately skilled staff resourced through Comensura to assist in undertaking the required inspections. As a result the end of year position was much improved at 83% of target.

The temporary resources were mainly funded from the vacant posts but there was also some external funding provided by the Food Standards Agency.

## Regulatory Services – Pest Control and Dogs Home

Occasionally, Agency Workers are used to cover vacant posts in Pest Control. They are also used at the Dogs Home to ensure adequate welfare facilities are maintained for the dogs at times of staff absence.

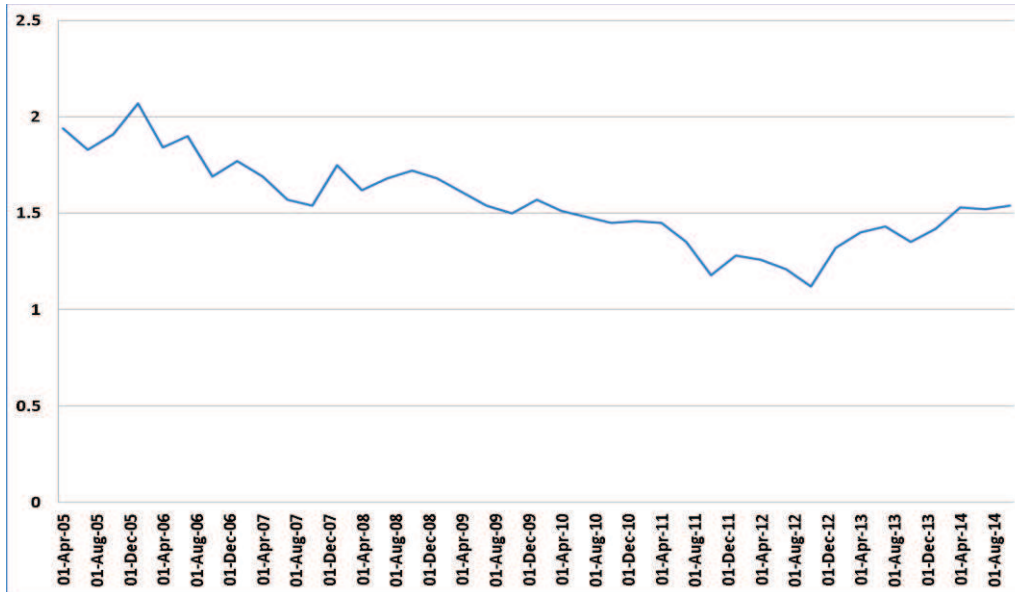
## 2014/15 Agency Worker Budgets

Service	2014/15 Budget
Waste Collections	1,110,120
Street Cleansing	0
Waste Disposal	294,660
Lamby Way Depot Management	35,070
Waste Strategy, Education and Enforcement	0
Business Support	0
Regulatory Services	0
<b>Total</b>	<b>1,439,850</b>

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## Analyses and Benchmarking of Rent Arrears 1 page report

The below graph shows the 10 year trend of Key Performance Indicator 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.

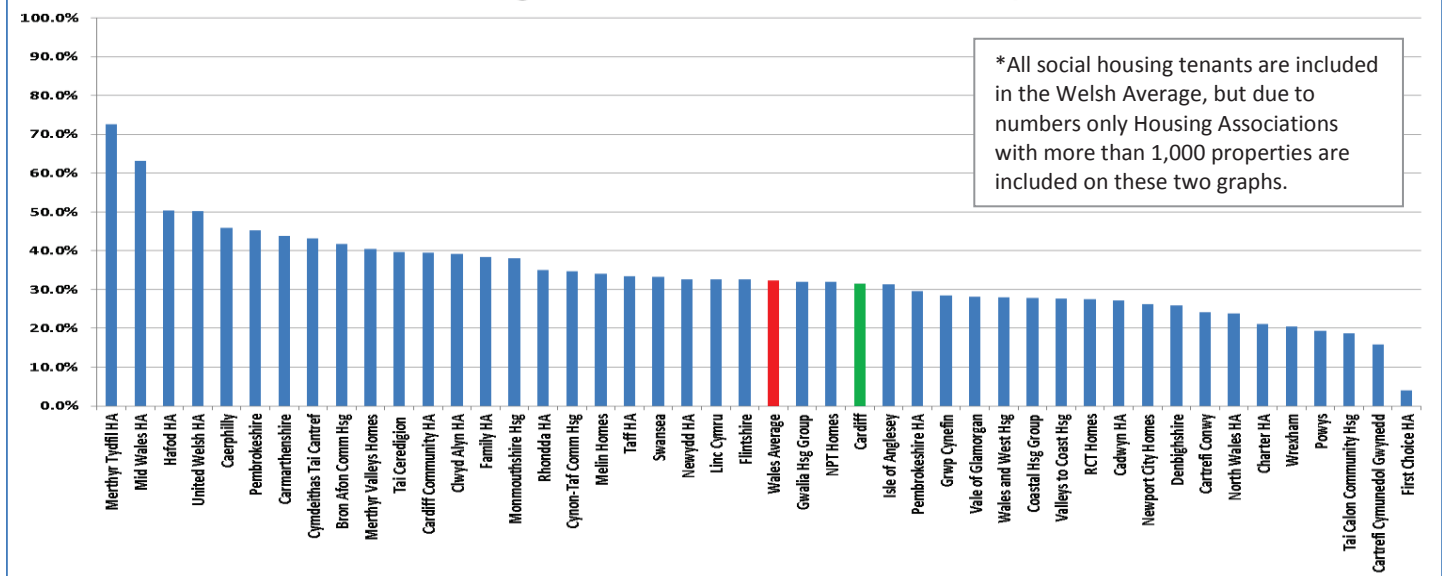


Over the 10 year period, rent arrears have averaged 1.53%. As stated in the report, the Welfare Reform changes have not impacted arrears as much as anticipated due to the proactive way Cardiff has managed this. Cardiff's approach was commended recently in the Auditor General for Wales' ["Managing the Impact of Welfare Reform Changes on Social Housing Tenants in Wales Report"](#)

Unfortunately, Welsh Government stopped collecting

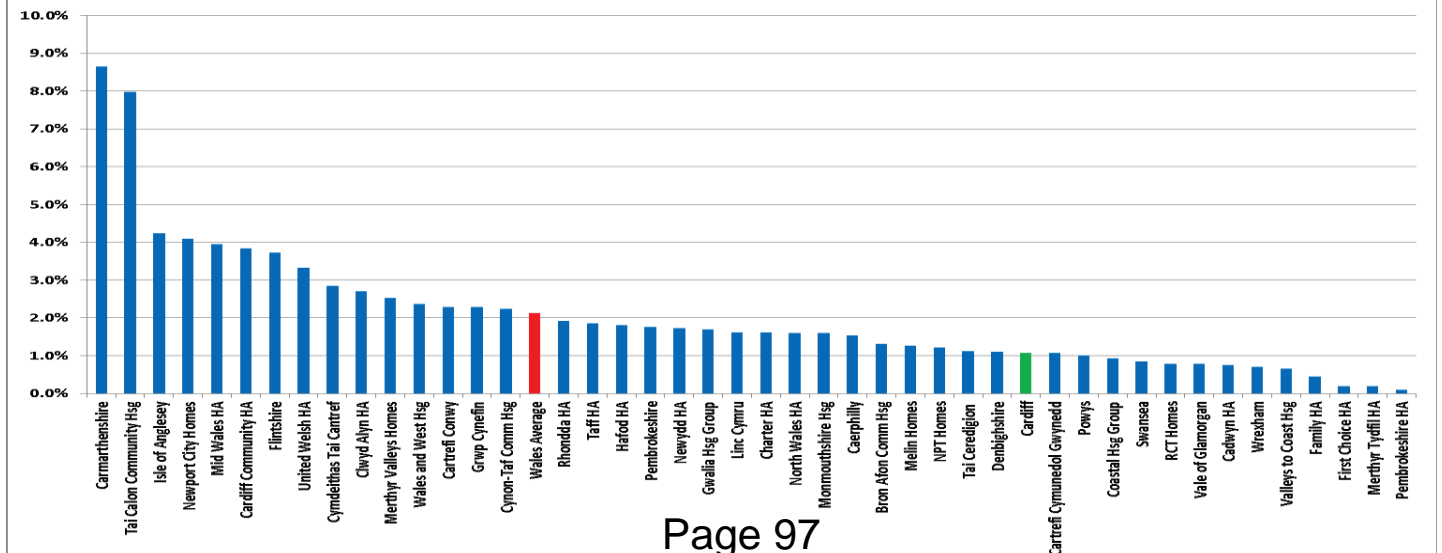
the above Performance Indicator as such benchmarking it not possible. However, all social housing providers return percentage of their tenants who are in arrears and then also the percentage of the tenants that are in excess of 13 weeks. The results for 2013/14 were recently released and are displayed below.

### Percentage of Tenants in Rent Arrears 2013/14



\*All social housing tenants are included in the Welsh Average, but due to numbers only Housing Associations with more than 1,000 properties are included on these two graphs.

### Percentage of Tenants in Rent Arrears over 13 weeks 2013/14



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## **POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

### **REPORT FROM THE DIRECTOR OF EDUCATION AND LIFELONG LEARNING**

#### **MINORITY ETHNIC ACHIEVEMENT GRANT – 2015/2016**

##### **Background**

The Welsh Government budget strategy for 2015/2016 included changes to Education Grant funding previously provided to Local Authorities which combined 11\* existing individual grants into a single funding stream for 2015-16: the new Education Improvement Grant (EIG) The All-Wales allocation of funding for the EIG for the 2015/2016 financial year is 10% lower (from a total of £156m in 14/15 to £141m in 15/16) than the combined funding streams of the 11 previous grants for 2014 /15 that have now been combined into the EIG.

This combining of grants was preceded in the 2014/2015 financial year by an in-year cut in the Minority Ethnic Achievement Grant (MEAG) and School Effectiveness Grant. In Cardiff the in-year cut to the MEAG was £660,000.

Welsh Government have confirmed the conditions of the EIG for which there is now one grant offer rather than 11, they have tied the outcomes of the grant to Education consortia business planning in order to avoid duplication and any unnecessary work. Within the grant conditions there are Strategic outcomes that relate to WG, Qualified for Life framework and concentrate on the WG Minister's three priorities of improving literacy, improving numeracy and reducing the link between achievement and poverty.

##### **MEAG Funding for 2015/2016**

Working with other Directors in the Consortium agreement has been reached that there would be a continuity of funding for each element of previous funding streams. A separate element of funding has been allocated for MEAG and in 2015/2016 Cardiff will receive an allocation of £4.003m for this provision, a decrease of £445k from the 14/15 allocation of £4.448m.

##### **Cardiff Provision**

Historically the Ethnic Minority Service in Cardiff has employed a large number of staff; teachers and bi-lingual teaching assistants to support schools in assisting pupils with language acquisition. Three years ago Cardiff started a pilot with 5 schools; three primary and two high schools which provided the financial resource to those schools to employ staff directly. This has been successful and within the context of a reducing resource, a growing population and an increasing diversity of language support required (within Cardiff there are 93 ethnic groups, speaking 118 home languages, with over 160 dialects), the Directorate will be exploring, during this Summer Term, the feasibility of rolling this pilot out across the City. This would lead to a much smaller central team focussing on challenge, support and training of school based staff.

Nick Batchelar

Director of Education and Lifelong Learning

Note \*

- 11 Grants that have been combined to form the Education Improvement Grant
  - Foundation Phase Grant
  - Learning Pathways 14-19 Grant
  - School Effectiveness Grant
  - Welsh in Education Grant
  - Gypsy Travellers Grant
  - Minority Ethnic Achievement Grant
  - Band 4 & 5 Schools Grant
  - Lead Practitioner Grant
  - Support for Literacy and Numeracy Grant
  - HLTA Grant
  - Induction Grant

## **POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE COMBINED SAFEGUARDING UNIT BRIEFING**

### **Context**

Prior to the establishment of a single Safeguarding and Independent Review function, operational safeguarding governance arrangements in Cardiff were separately located in each of three relevant directorates, similar to the arrangements in most other Welsh councils. Ahead of the changes implicit in the then Social Services and Well Being Bill, Cardiff resolved to combine these functions into a single unit.

### **The Safeguarding and Independent Review Service**

The unit was brought into being in November 2014 when the following three functions were relocated into a single service both in terms of line management and physical location (County Hall):

- **Protection of Vulnerable Adults (POVA) Team** (previously in Health and Social Care Directorate). This is a specialist team which undertakes the direct investigation of referrals concerning vulnerable adults.
- **Education Safeguarding Team** – (previously in Education Directorate). Principal role is to support schools, governing bodies and relevant education services in the discharge of their responsibilities for safeguarding in education settings; in relation to premises licensed for entertainment; or in relation to children who are performers requiring chaperoning.
- **Children’s Services Safeguarding and Review Team** - Two principle functions:
  - Convening and chairing Child Protection Case Conferences
  - Convening and chairing statutory reviews of all Looked After Children at specified intervals.

The service is managed by an Operational Manager for Safeguarding and Independent Review, this being a post that was established specifically for the purpose and who reports to the Statutory Director of Social Services (currently the Director of Children’s Services).

The role of the unit is to ensure safe and effective council practice in relation to services for vulnerable adults and children in need. Inherent in that role is the provision of off-line quality assurance, independent challenge and advice to practitioners and managers who are supporting relevant individuals in the community.

The integration of Looked After Children’s reviewing functions within the unit is supported by the provision of 6 monthly reports to the Corporate Parenting Advisory Committee concerning the performance and effectiveness of looked after services.

### **Social Services and Wellbeing (Wales) Act 2014 & Overall Safeguarding Governance**

The merger of these 3 functions is highly consistent with the requirements of the new Act particularly in relation to the promotion of an integrated and qualitatively consistent approach to safeguarding across all ages. The Act has the effect of establishing adult safeguarding on the same statutory footing as children and seeks to unify operational and strategic governance at local, regional and national levels.

The integration of the education aspects of safeguarding operational governance is also highly consistent with this policy direction.

The statutory body for children’s safeguarding is the regional Cardiff and Vale of Glamorgan Local Safeguarding Children’s Board to which all local agencies are accountable and which was established in December 2013.

The statutory body for vulnerable adult safeguarding is the regional Cardiff and Vale of Glamorgan Adult Safeguarding Board to which all local agencies are accountable and which was established in March 2014.

A national Safeguarding Board is to be established as a consequence of the Act and this is likely to combine Adult and Children's safeguarding strategic governance.

### **Resource Considerations**

The merger of the three separate functions has enabled the H&SC and Education directorates to reduce the line management support required to oversee safeguarding practice and has therefore enabled efficiencies elsewhere. It would be a complex exercise to attempt disaggregation of this in cash terms since the duties and responsibilities were 'distributed' as opposed to being located in single posts.

**Tony Young**  
**Director of Children's Services**  
**April 2015**



**CITY & COUNTY OF CARDIFF COUNCIL  
DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**12 May 2015**

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**FINANCIAL RESILIENCE**

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**Purpose of Report**

1. To prepare Members for an item at their 12 May 2015 meeting on the Council's current and projected financial position and resilience.

**Background**

2. This Committee has responsibility within its Terms of Reference to: *“scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.”*
3. The Council's 2015/16 Budget Report (February 2015) contained the following Financial Implications from the Council's Corporate Resources Director and Section 151 Officer, Christine Salter:

*“...it is important to reiterate the materiality of the service choices ahead for the Council. In particular, anything other than a radical reduction and reset of the Council's services will, over the life of the MTFP, lead to financial resilience issues for the Council.*

*“Against this backdrop members will need to consider whether the choices made to date and planned for the future are commensurate with the scale of financial challenge over the medium term. Cabinet will need to consider these choices again as part of the 2016/17 Budget Strategy Report in July 2015.*

*“As well as highlighting the financial challenges in the medium term, the role of the Section 151 Officer is to advise members if the Council risks setting an unbalanced budget. I do not consider this to be the case in 2015/16.”*

4. During its Budget Scrutiny meeting on 9 February 2015, the Committee discussed these issues with the Corporate Resources Director, and expressed their discomfort in the Chair’s letter that followed the meeting about the Council’s preparedness for facing this scale of financial challenge.
5. Following consideration of the Organisational Development Programme on 31 March, the Chair’s letter to Councillor Graham Hinchey (Cabinet Member for Corporate Finance and Performance) said that:

*“Members feel the progress report provided was incomplete, in that it did not fully address the financial position and resilience of the Council.*

*“Members were pleased to hear the Chief Executive give his commitment to ensure that a future progress report would provide clarity about the financial position and resilience of the Council,*

6. Since sending the above letter, the Committee has committed to an additional meeting in the same week as its standard monthly May meeting. It is prudent to allocate topics in a timely manner to ensure sufficient committee time is available for in depth scrutiny. The Chair has therefore programmed consideration of the Council’s financial resilience on 12 May, and further consideration of progress of the Organisational Development Programme for its 2 June meeting.

## **Way Forward**

7. The Corporate Resources Director is currently preparing the Council’s Budget Strategy Report for 2016/17, and – mindful to ensure that elected Members of this

Council remain informed about the Council's current and projected financial situation – circulated a presentation on 1 May 2015 (attached at **Appendix A**) that she plans to deliver later this month. This is in preparation for a briefing session which Members can attend either at 6pm on Wednesday 20 May, or at 3.30pm on Thursday 21 May prior to the annual council meeting.

8. At the Committee's 12 May meeting the Council Leader, Councillor Phil Bale, will attend with the Chief Executive, and Corporate Resources Director, to provide Members with a technical update on Financial Resilience, and the Medium Term Outlook. This update will inform the committee's further scrutiny of the Programme of Organisational Change, and how it is meeting the level of financial challenge, programmed for 2 June 2015. Councillor Bale, the Chief Executive and Corporate Resources Director will be available to answer questions that Members might have on this topic.

### **Legal Implications**

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

### **Financial Implications**

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

### **Recommendation**

The Committee is recommended to note the content of this report and appendices and the information provided at the meeting, and decide whether it wishes to take any further actions, or request any further information.

**MARIE ROSENTHAL**

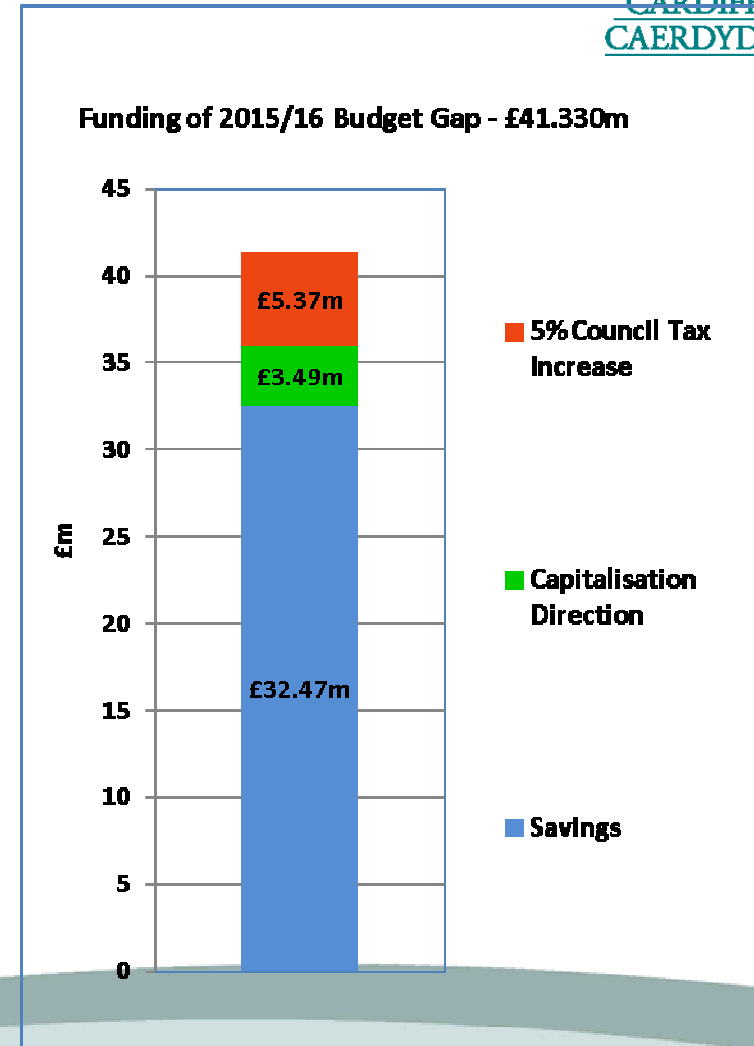
County Clerk and Monitoring Officer

5 May 2015

# Budget 2015/16 – Final Overview



- Budget approved at Council on 26 February 2015
- £41.33m budget gap was bridged through savings (£32.47m), 5% council tax increase (£5.37m) and capitalisation direction (£3.49m)
- Capitalisation direction for *one year only*, Council permission to fund specific elements of its day to day running costs through the sale of assets
- Average directorate savings were 14% but this varies significantly (from 6% to 30%+) across directorates
- Variance affected by issues such as increasing demand (e.g. demographic pressures in social care) and statutory duty
- Schools' budgets were not cut in 2015/16 (WG protection) but growth requirements were capped by £1.018m.



# Budget 2015/16 – Amends at Council

- Centred on the reduction / removal of savings to allow further time for transition or for alternative arrangements to be put into place - at earliest possible opportunity.
- Savings re: Day Centre for Older People, Children’s Play, and the proposal in respect of the Cardiff Alcohol and Drug Team were removed and the Youth Service saving was reduced to allow more time as above.
- Funding for 6 Neighbourhood Partnership Areas - assist groups taking on services
- Funding was provided for three externally employed ‘Development Workers’ to support community proposals in relation to Play Services for one year.
- Branch library services will be funded until the end of the Council term, unless and until alternative delivery arrangements are operational
- Changes funded by increase to savings in respect of Central Enterprise Zone, discretionary overtime, further capitalisation and reduction of standby payments.

# Financial Resilience and Risk



- Scale of financial challenge ahead is severe with risk of external intervention
- Informal Cabinet have mandated a directive approach for Chief Executive and Section 151 Officer to apply across directorates
- Key stakeholders need to be briefed on Budget Strategy once developed – All Members/Scrutiny/Audit Committee/Schools Budget Forum/ Trade Unions & Staff
- Informal Cabinet have already been briefed on Finance Resilience key risks:
  - Monitoring position - unachieved savings 2014/15, savings 2015/16 and demand risks
  - Size of budget reduction requirement in 2016/17
  - Financial resilience of the Balance sheet and links to affordability in respect of borrowing and the Capital Programme
- External bodies – Welsh Government and Welsh Audit Office to be briefed

## Appendix 1 – Financial Resilience extracts from the Budget Report



***“...it is important to reiterate the materiality of the service choices ahead for the Council. In particular, anything other than a radical reduction and reset of the Council’s services will over the life of the MTFP lead to financial resilience issues for the Council.***

***Against this backdrop members will need to consider whether the choices made to date and planned for the future are commensurate with the scale of financial challenge over the medium term.***

***Cabinet will need to consider these choices again as part of the 2016/17 Budget Strategy Report in July 2015.***

***As well as highlighting the financial challenges in the medium term, the role of the Section 151 Officer is to advise members if the Council risks setting an unbalanced budget. I do not consider this to be the case in 2015/16.”***

***2015/16 Budget Report – February 2015 – Section 151 Officer – Financial Implications***



# Overview Medium Term Financial Plan 2016/17 – 2018/19



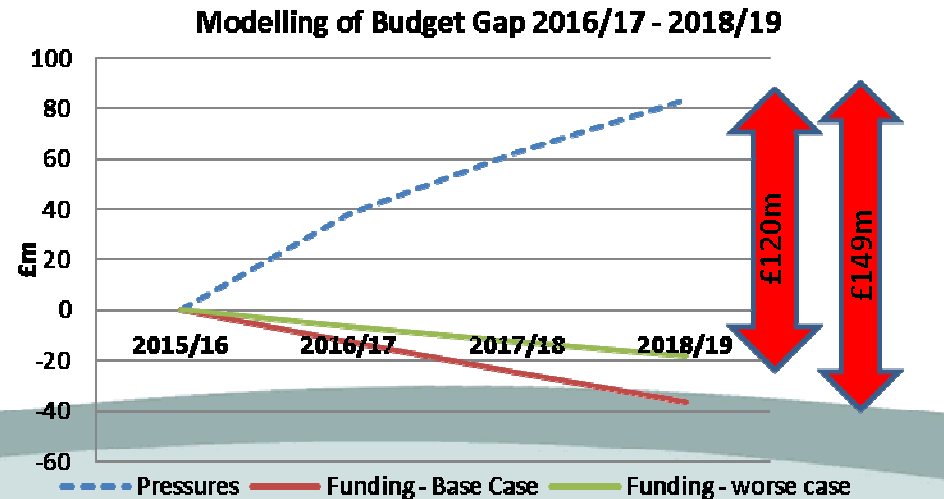
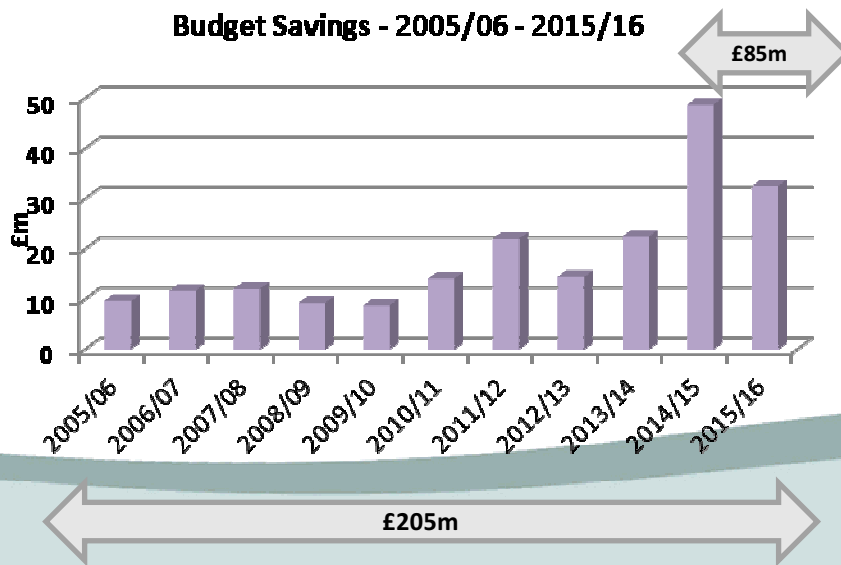
## TO DATE

- The Council has found over £200m in savings over past decade
- Up until 2013/14 funding increased annually but did not keep pace with demand, growth and inflation.
- Cuts were required to redirect funding into pressure areas but overall budgets continued to increase during this period
- From 2014/15 funding started to reduce
- The Council's budget is now contracting annually, protection / serious demand pressure on circa 60% of budget

## THE FUTURE

- The Medium Term Financial Plan identifies a budget gap of £120m
- This is a base case scenario
- If funding reductions are steeper than anticipated, the gap could widen to £149m
- At its simplest, the problem is one of significantly less money and significantly more demand
- This is all building on an already extremely challenging starting point

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DRAFT - NO STATUS

# Medium Term Financial Plan 2016/17 – 2018/19



## Overview of MTFP

Budget Element	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Employee Costs	15,453	7,406	7,306	30,164
Specific Inflationary Pressures	1,045	1,040	880	2,965
Capital Financing Commitments	515	1,447	(1,183)	779
Demographic Growth	7,180	443	260	7,883
Financial Pressures	8,183	8,089	7,572	23,844
<b>Total Pressures</b>	<b>38,376</b>	<b>24,425</b>	<b>20,835</b>	<b>83,636</b>
<b>Anticipated Funding Reduction (3% p.a)</b>	<b>12,723</b>	<b>12,151</b>	<b>11,604</b>	<b>36,478</b>
<b>BUDGET REDUCTION REQUIREMENT</b>	<b>51,099</b>	<b>36,577</b>	<b>32,439</b>	<b>120,114</b>

## Appendix 2 – further breakdown of MTFP 2016/17 – 2018/19

# Further detail in respect of the figures included within the MTFP



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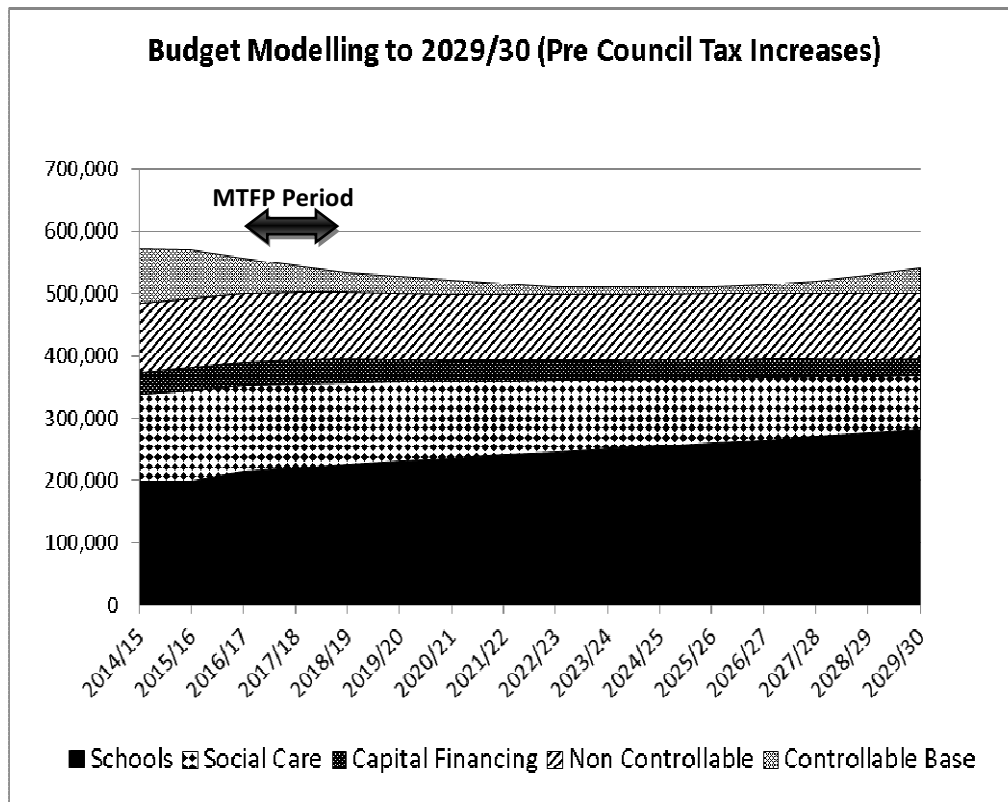
Destination of MTFP Sums	2016/17	2016/17 – 2019/20
	£m	£m
WG Funding Reduction	£12.70	£36.47
Fall out of capitalisation	£3.48	£3.48
Growth to schools (before any cap)	£13.60	£29.47
Growth to non-directorate areas	£2.60	£2.08
<b>Sub-Total outside directorates</b>	<b>£32.38</b>	<b>£71.50</b>
Recycled to Social Care	£5.42	£15.33
Recycled to other directorates	£7.29	£15.27
Emerging Financial Pressures	£6.00	£18.00
<b>Sub-Total Recycled within directorates</b>	<b>£18.71</b>	<b>£48.60</b>
<b>MTFP Total</b>	<b>£51.09</b>	<b>£120.11</b>

BASE CASE MTFP	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Pressures	38,376	24,425	20,835	83,636
Funding Reductions	12,723	12,151	11,604	36,478
<b>TOTAL GAP</b>	<b>51,099</b>	<b>36,576</b>	<b>32,439</b>	<b>120,114</b>
<b>Worse Case Scenario</b>	<b>60,116</b>	<b>46,625</b>	<b>42,166</b>	<b>148,907</b>

# Future Outlook to 2029/30



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- Whilst the position beyond 3 year period becomes very difficult to predict this model shows the controllable base with the exception of social care being reduced to minimal levels
- High level modelling based on:
  - Schools cap 30% 15/16 to 18/19
  - Annual schools growth of 2% - £4m on current base
  - Assumes Social Care contributes a net saving of £4m p.a. after life of current MTFP
  - Before any Council Tax increases

CITY & COUNTY OF CARDIFF COUNCIL  
DINAS A SIR CAERDYDD

POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE

12 May 2015

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CORRESPONDENCE – INFORMATION REPORT

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**Background**

1. Following Committee meetings, the Chair writes a letter to the relevant Cabinet Member or senior officer, summing up the Committee's comments, concerns and recommendations regarding the issues considered during that meeting. The letter usually asks for a response from the Cabinet Member to any recommendations made, and sometimes requests further information.

**Issues**

2. A copy of the Correspondence Monitoring Sheet detailing the Committee's correspondence and responses received following Committee's last two meetings is attached at **Appendix A**. Attached to this report are copies of all correspondence.

**31 March 2015**

3. The Committee received a progress report on the Organisational Development Programme; considered the Council's response to the Welsh Government White Paper 'Reforming Local Government: Power to Local People'; and considered the Improving Scrutiny Project. Copies of the two Chair's letters following the scrutiny are attached at **Appendix B**. A response (**Appendix C**) has been received to the White Paper letter, along with the Council's actual consultation response submitted to Welsh Government, which is appended to the response as **Appendix 1**. The response to the Organisational Development Programme letter is outstanding.

### **3 March 2015**

4. The Committee considered the Quarter 3 Corporate Performance Report 2014/15; the Organisational Development Improved Governance project; and the Month 9 Budget Monitoring Report at this meeting. Copies of the two Chair's letters following the scrutiny are attached at **Appendix D**. Responses have been received to both letters and are attached at **Appendix E**.
  
5. The Committee has also received a letter from the Leader, Councillor Bale regarding the recorded minutes of this meeting, which he felt did not accurately reflect the discussion on matters relating to Cardiff Business Council. This letter is attached at **Appendix F**

### **Legal Implications**

6. 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**

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### **Recommendation**

The Committee is recommended to note the content of this report and appendices, and decide whether it wishes to take any further actions, or request any further information.

**MARIE ROSENTHAL**

County Clerk and Monitoring Officer

1 May 2015

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## Policy Review and Performance Scrutiny Committee

Correspondence update 2014 - 15

Committee date& topic	Recipient	Comments/Information requested	Response received	Response	Future Action
31 March  OD progress report	Cllr Hinchey	<ul style="list-style-type: none"> <li>• A cultural change is required to prevent directorates expecting the corporate centre to resolve overspends.</li> <li>• Support for a cross party scrutiny panel to monitor the budget monthly – to cabinet for discussion.</li> <li>• Progress report to come back to committee for deeper scrutiny, particularly of the financial position and resilience of the Council, achievements to date, and the speed and pace of change.</li> <li>• Hubs –meeting need ,reducing costs, avoid ‘welfare warehouse’</li> <li>• Would like a copy of the Council’s benchmarking strategy</li> <li>• Wouldn’t wish to restrict ADM’s to 6 only.</li> <li>• Outstanding responses to letters as follows: <ul style="list-style-type: none"> <li>○ 21 Jan OD Programme/WAO Corporate Assessment.</li> <li>○ 12 March Q3 Performance</li> </ul> </li> </ul>			

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**APPENDIX A**

<p>31 March</p> <p><b>WG White Paper</b> <b>'Power to Local People'</b></p>	<p>Cllr Bale</p>	<ul style="list-style-type: none"> <li>Disappointed to have only received Councils proposed response at 1pm on the day of committee.</li> </ul> <p>Requested re-consideration of Councils proposed response as follows:</p> <ul style="list-style-type: none"> <li>Call-ins – amend to reflect Members views that Call-ins should apply to any decision where these are sufficient grounds.</li> </ul> <ul style="list-style-type: none"> <li>Amend to reflect Members support for a Leaders Manifesto and Corporate Plan, Members do not accept that proposals will be unnecessarily bureaucratic.</li> </ul>	<p>30 April</p>	<ul style="list-style-type: none"> <li>Apology received</li> <li>Council's response amended to press for the provisions and criteria for call-in to be a matter of local discretion for councils. However Cabinet believes any locally designed system must not be open to abuse.</li> <li>Cabinet supports improved accountability for performance improvement, but believes that the proposals in the White Paper will be</li> </ul>	
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**APPENDIX A**

		<ul style="list-style-type: none"> <li>• Devolution – amend to reflect Members support for the position as set out in White Paper.</li> </ul>		<p>particularly onerous in terms of the detailed technical information required, which will not improve accessibility and public engagement with the Corporate Plan.</p> <ul style="list-style-type: none"> <li>• Council’s response has not been amended and continues to make the case for further devolution of powers to local government where appropriate.</li> </ul>	
3 March	Cllr Hinchey	<ul style="list-style-type: none"> <li>• Group Leaders be invited to the next meeting of the Challenge Forum.</li> <li>• Requested the Challenge Forum</li> </ul>	27 April	<ul style="list-style-type: none"> <li>• Group leaders invited to Challenge Forum Meeting 9 April 2015</li> <li>• Papers will be</li> </ul>	
<b>Q3 Performance</b>					

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**APPENDIX A**

		<p>papers, including confidential papers where Members would be bound by our Code of Conduct and Council's constitution.</p> <ul style="list-style-type: none"><li>• With the response to this letter, Members would like to receive the action plan for one of the Star Chamber actions detailed in the cover report, preferably bullet pointed, so that Members can see how this action is being addressed.</li><li>• Officers to liaise with Scrutiny Services to ensure the revised Attendance and Wellbeing Policy comes to this Committee in time for meaningful pre-decision scrutiny, currently scheduled for Cabinet in June 2015.</li><li>• Briefing paper requested from the Environment Director to explain the rationale for the use of agency staff in their Directorate.</li><li>• Briefing papers from the following</li></ul>		<p>sent</p> <ul style="list-style-type: none"><li>• Will address Star Chamber point as part of Q4 corporate performance report.</li><li>• MH to liaise with PL to bring revised Attendance and Wellbeing Absence Policy for scrutiny in a timely manner.</li><li>• MH to work with 4 Directors to provide one page briefing notes appended to Q4</li></ul>	
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APPENDIX A

		<p>Directors, Director of Children's Services, Director of Communities, Housing and Customer Services and Director of Education and Lifelong Learning.</p> <ul style="list-style-type: none"><li>• Re-iterated previous request for information on the results of PPDR dip-testing to be shared, either in response to this letter or as part of the committee papers for the Quarter 4 Corporate Performance Report item.</li><li>• Requested an update on the level of staff resources available to Cardiff Business Council once discussions have concluded and there is an agreed way forward.</li></ul>		<ul style="list-style-type: none"><li>• OM1 post deleted in Economic Development. Restructure of new service area to create extra management capacity to support Cardiff Business Council. Update of PPDR quality checks with Q4 performance.</li></ul>	
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**APPENDIX A**

				<ul style="list-style-type: none"> <li>• Benchmarking strategy to committee in the future</li> </ul>	
<p>3 March</p> <p><b>OD-Improved Governance</b></p>	<p>Marie Rosenthal</p>	<ul style="list-style-type: none"> <li>• Thanks officers for their work on Modern.gov</li> <li>• Investigate why updated Forward Plan is unavailable</li> <li>• Look at work of other local authorities using social media and web based tools for member training.</li> <li>• How will Members be engaged in Council's response to WG consultation on Reforming Local Government White Paper?</li> </ul>	<p>24 April</p>	<ul style="list-style-type: none"> <li>• Thanks passed on</li> <li>• Forward Plan updated on website for April-June 2015</li> <li>• Web-casting available in committee room 4</li> <li>• Chairing skills member development session held 25 March</li> <li>• Arrangements in place for all Members to be consulted on Councils response to White Paper</li> </ul>	

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**APPENDIX A**

3 March		The Leader has written to Committee placing on record that he did not feel the minutes of discussion on Cardiff Business Council had been accurately recorded.			
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Date: 02 April 2015

Cllr Graham Hinchey  
Cabinet Member – Corporate Services & Performance  
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 Cllr Hinchey,

### **POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 31 MARCH 2015**

Members wish to pass on their thanks to you and officers for attending the above meeting to discuss the Organisational Development Programme Progress Report and to participate in the discussion with Barry Quirk, Peer Advisor.

Members found the presentation and discussion with Barry Quirk both interesting and thought-provoking. Members were reassured to hear Barry describe the challenge forum process as characterised by rigour, honesty and candour and to hear that he believes the Organisational Development process in place in Cardiff has ensured that management has a grip on the challenges facing the Council. Members note that Barry emphasised the need to have a balanced approach, using hindsight to learn lessons and foresight to ensure the direction of travel is appropriate. Another clear message Members heard from Barry is the critical need for speed in reframing local authorities, redesigning services, reprioritising and reallocating resources and revitalising staff.

With regard to the Organisational Development Programme Progress Report, Members note your comments that you believe it is leading to improved outcomes and the Chief Executive's comments that he is confident it is leading to progress. Members also note your statement that there will be a balanced budget for 2014/15, with circa £217,000 being rolled into next year. Following debate at the meeting about how this has been achieved, Members are clear that a major cultural change is needed so that directorates no longer expect the corporate centre to resolve overspends; Members were heartened to hear the Chief Executive agree with this and to hear that work is underway to enable budget monitoring to be more timely. On this note, Members were pleased to hear your personal support for the proposal to establish a cross-party, scrutiny panel to undertake monthly budget monitoring scrutiny and your agreement to take this proposal to Cabinet for discussion. We look forward to hearing from you in the near future on this matter as it would be beneficial for this panel to begin work early in the new municipal year.

As raised at the Committee meeting, Members do not feel in a position to comment in detail on the progress report as it was not explored in depth at the meeting. In addition, Members feel the progress report provided was incomplete, in that it did not fully address the financial position and resilience of the Council. Members were



pleased to hear the Chief Executive give his commitment to ensure that a future progress report would provide clarity about the financial position and resilience of the Council, as well as providing an overview of the new approach planned for Organisational Development Programme.

Therefore, as agreed at Committee, Members wish to scrutinise a further progress report at our next meeting, 12 May 2015. I therefore ask that you instruct officers to ensure that this report is available in time to go out with the meeting papers and is provided to scrutiny officers by 5 May 2015 at the latest. At this meeting, Members intend to explore in more detail the achievements to date and the speed and pace of change that is required going forward.

Finally, Members explored three specific issues at the meeting and have the following comments:

- Hubs – Members note that Lewisham Council is moving away from one-stop shops (due to declining footfall, a desire to avoid ‘welfare warehouses’ and the need to reduce costs and manage expectations) and towards on-line services complemented by work with social enterprises to provide alternative delivery of face to face services. Members note that, from Barry’s perspective, the three critical questions to ask with regard to hubs are: are they meeting needs?; are they reducing costs?; and what can be done to ensure hubs do not become welfare warehouses?
- Benchmarking – Members explored the relevance of benchmarking with core cities and note that Barry Quirk felt it was important to compare with the best in the world, regardless of where they were, as long as one is comparing similar sizes and demographics. Members would like to receive a copy of this Council’s benchmarking strategy and ask that this be supplied with your response to this letter.
- Alternative Delivery Models – Members questioned whether the Council was limiting ADMs to the 6 models outlined in the paper and were pleased to hear that this is not the case and that other suitable models will be considered as required.

To recap, this letter requests several actions and pieces of information, as follows, which require a response:

- Feedback from you on the view of Cabinet with regard to the proposal to establish a cross-party scrutiny panel to undertake monthly budget monitoring scrutiny
- A further progress report on the Organisational Development Programme that provides clarity about the financial position and resilience of the Council, as well as providing an overview of the new approach planned for Organisational Development Programme, to be provided by 5 May 2015
- A copy of the Council’s benchmarking strategy.

Finally, Members considered a correspondence report at this meeting, which showed that responses are still awaited for the letters that were sent to you, as listed below. I would be grateful if you could please arrange for the responses to these letters to be sent to me as soon as possible.

- Letter dated 21 January 2015 regarding the Organisational Development Programme/ WAO Corporate Assessment
- Letter dated 12 March 2015 regarding the Quarter Three Corporate Performance Report.

I look forward to hearing from you shortly,

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

Cc: Paul Orders                      Christine Salter                      Sarah McGill                      Martin Hamilton  
Matthew Swindell                      Rhian Jones                      Rita Rohman                      Liz Patterson



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

Date: 2 April 2015

Councillor Phil Bale  
Leader  
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,

### **POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 31 March 2015**

Members wish to pass on their thanks to you and officers for attending the above meeting to discuss the Council's proposed response to the Welsh Government White Paper 'Power to Local People'.

Members are extremely disappointed to have only received the proposed response at 1.00pm on the day of Committee. This is unacceptable as it does not allow time for Members to consider the response or for there to be a meaningful examination of the issues detailed in the 28 page response. Whilst Members appreciate your apology for this, Members feel that it was possible for a response to have been provided in time to be included in the papers for this meeting, if there had been proper planning that took into account the scrutiny committee deadlines; the consultation from Welsh Government opened 3<sup>rd</sup> February 2015.

With the caveat that Members only had a limited time to consider the proposed response, Members have the following points to make:

- Members recognise that the White Paper deals with the landscape of local government across Wales and that, whilst there are Cardiff specific issues, the White Paper attempts to deal with Wales-wide issues.
- Members raise a note of caution that, inevitably, individual local authority responses will focus on issues that are specific to their area and needs and that this might not be the best way forward in designing Wales-wide policy, particularly as these local authorities may soon cease to exist in their current form.
- With regard to the proposed response to the White Paper suggestion that Call-Ins will only be permitted of Key Decisions, Members wish to express their opposition to this. Members believe the Call in process in Cardiff has worked well to date, enabling Members to call in issues that may not be counted as Key Decisions but which have great local significance. Members were interested to hear Marie Rosenthal's summary of the approach to Call in in England and believe that this approach merits further investigation.
- With regard to the proposals in the White Paper to have a Leader's Manifesto and Corporate Plan, Members wish to express their support for this proposal and for the suggestion that the Corporate Plan details how officers will



implement the wishes of the administration. Members do not accept that the proposals will become unnecessarily bureaucratic or resource intensive. Members believe that the linkages between these documents and the changes to the improvement environment has the potential to move the landscape to one where it is easier to hold responsible people to account, which is to be welcomed.

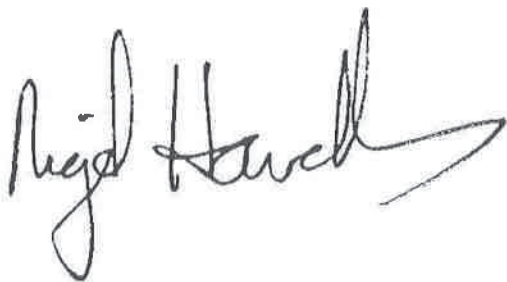
- With regard to the White Paper proposal to rule out further devolution of powers to local authorities until any structural reforms have been undertaken, Members agree that this is sensible from an all Wales perspective and therefore disagree with the Council's proposed response.

To re-cap for ease, the Committee therefore asks that you reconsider the Council's response to the White Paper, as follows:

- Call ins – amend the proposed response to reflect the fact that Members believe that these should apply to any decision where there are sufficient grounds for a call in and that the English approach to Call ins merits further investigation to see whether there are useful lessons that could be applied in Wales
- Corporate Planning, Review and Improvement – amend the proposed response to reflect the fact that Members agree with the proposal to have a Leader's Manifesto and revised Corporate Plan and do not agree that these will place an undue burden on local authorities.
- Devolution – amend the proposed response to reflect the fact that Members support the position as set out in White Paper.

Many thanks again for attending the meeting; I would be grateful for a response on the points raised above.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Marie Rosenthal  
Jayne Davis

Martin Hamilton  
Debi Said

Dylan Owen



Fy Nghyf / My Ref: CM30627

Eich Cyf / Your Ref:

Dyddiad / Date: 30th April 2015

Councillor Nigel Howells  
Chair  
Policy Review and Performance Scrutiny Committee  
City Of Cardiff Council  
County Hall  
Cardiff  
CF10 4UW

Annwyl / Dear Nigel,

**RE: POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE  
31 March 2015**

Thank you for your letter dated 2<sup>nd</sup> April 2015, which set out the Committee's comments on the Council's draft response to the Power to Local People White Paper. As you acknowledged in your letter, I have apologised previously for the late receipt by the Committee of the Council's draft response to the White Paper.

With reference to the proposed implementation of a system of key decisions in Wales, I can confirm that the Council's response to the White Paper has been amended (see Para 111) to press for the provisions and criteria for call-in to be a matter of local discretion for councils, thereby removing the need for the Welsh Government to legislate specifically on this matter. However, I would emphasise that the Cabinet believes that any locally designed system must be robust and not open to abuse.

The Committee has somewhat misunderstood the position set out in the Council's response (see Para 91), which relates specifically to the proposals set out in Chapter 7.2 of the White Paper and addresses only the issue of the proposed contents of the Corporate Plan. The Cabinet supports improved accountability for performance improvement, but believes that the proposals in the White Paper move away from the approach taken by the Council in developing the Corporate Plan 2015-17 and will be particularly onerous in terms of the amount of detailed, technical information that is required to be contained within the document, which will not assist in improving accessibility and public engagement with the Corporate Plan.

**ATEBWCH I / PLEASE REPLY TO:**

Swyddfa'r Arweinydd, Ystafell 525, Neuadd y Sir, Glanfa'r Iwerydd, Caerdydd CF10 4UW  
Ffôn (029) 2087 2500 Ffacs (029) 2087 2599

Office of the Leader, Room 525, County Hall, Atlantic Wharf, Cardiff CF10 4UW  
Tel (029) 2087 2500 Fax (029) 2087 2599



Whilst noting the Committee's support for the White Paper proposal to rule out further devolution of powers to local authorities until any structural reforms have been undertaken, I can confirm that the Council's response has not been amended and continues to make the case for further devolution of powers to local government where appropriate. Cardiff and the Cardiff Capital Region cannot be left behind by the devolution of powers and responsibilities to other UK Core Cities pending future local government re-organisation in Wales and any subsequent 'bedding-in' period for the newly merged councils from April 2020 until further council elections are held in May 2022.

I am pleased to enclose a copy of the final version of the Council's response to the White Paper for the Committee's information, which has been amended following Cabinet approval of the draft response on 2<sup>nd</sup> April 2015 to take account of some of the comments that have since been received from various Committees and individual Members.

Yn gywir,  
Yours sincerely,

A handwritten signature in black ink, appearing to read 'Phil Bale', with a long horizontal line extending to the right from the end of the signature.

**CYNGHORYDD / COUNCILLOR PHIL BALE  
ARWEINYDD, CYNGOR DINAS CAERDYDD  
LEADER OF THE CITY OF CARDIFF COUNCIL**



# POWER TO LOCAL PEOPLE WHITE PAPER

## CITY OF CARDIFF COUNCIL RESPONSE

### Introduction

1. The City of Cardiff Council welcomes the ambition of the White Paper, and is supportive of the key principles put forward by the Welsh Government for renewing local democracy and reforming local public services in Wales.
2. The financial landscape for public service delivery has changed dramatically. The Council alone has had to make over £85m savings during the last three years. Over the next three years, the figure will be around £120m, including around £41.1m in 2015/16.
3. This financial challenge is set to continue with the Council facing a long period of severe budget constraint at a time when the demand for many services will be outstripping the resources available to deliver them. This is particularly true in Cardiff, with the capital city of Wales projected to be the fastest growing major UK city<sup>1</sup> over the next 15 years in terms of population. In this context, it is becoming increasingly clear that conventional, top-down and silo-based service delivery models are struggling to deal with complex, cross-public sector issues.
4. The Council therefore agrees with the thrust of the White Paper that the way in which public services are delivered in Wales needs to change, with a greater emphasis on partnership working, engaging with citizens to design services and introducing new models of service delivery. The Council has put in place an Organisational Development Programme to manage this transition over the next three years. It is vital that any process of local government re-organisation does not distract or hinder this programme.
5. Similarly, the Council agrees with the focus in the White Paper on the need to improve the standard of services. The City of Cardiff Council has recognised that performance in key services has, for a number of years, been far from satisfactory and has put in place robust performance and improvement measures to tackle this underperformance. There are encouraging signs that these services are being turned around and it is imperative that any improvement is not jeopardised by the debate about public services in Wales being dominated by a focus on the structural reform of local government.
6. The Council agrees with the need for greater diversity in local government so that the Council chamber is reflective of the communities it serves. However, the Council believes that some of the proposals for reform in this area (set out in Chapter 3 of the White Paper) are overly prescriptive and run counter to the principle of making decisions as closely as possible to local residents, which the White Paper explicitly supports. Indeed, the Council has concerns that some of the proposed changes will not lead to increased diversity or local democratic engagement and would encourage the Welsh Government to look again at this issue. The Council would therefore welcome the opportunity to work with the Welsh Government to identify appropriate community based activity to encourage and promote democratic engagement.

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<sup>1</sup> Welsh Government Statistical Directorate 2011 Local Authority Projections

7. The Council believes that greater local power and responsibility is the best way to strengthen local democracy, giving people a stake in their own future and trusting them to make the right choices for where they live. The White Paper proposal to explicitly rule out further devolution of powers to local authorities until any structural reforms have been undertaken therefore runs contrary to the desire to renew and reinvigorate local democracy.
8. Furthermore, this has the potential to place Cardiff and the Cardiff Capital Region at a competitive disadvantage against other UK Core Cities that are being given greater freedom and flexibilities - in areas such as local business rate retention - to drive their city-regional economies.
9. The Council welcomes many of the principles and recommendations contained in the White Paper in relation to corporate planning, improvement and review, but would argue strongly that the proposals should be proportionate to risk.
10. Medium and long term planning can only be done effectively if it is aligned with financial planning. The Council therefore calls for multi-year budget settlements for Welsh local authorities to be introduced. To enable greater flexibility in responding to the unprecedented budgetary pressures local authorities face, the Council would also call on the Welsh Government to follow the approaches taken in England and Scotland and move rapidly to de-hypothecate all specific grants.
11. The Cabinet has made clear its commitment to Cardiff becoming a 'Co-operative Council', including a commitment to openness and a greater involvement of citizens, communities and staff in decision making, service design and delivery.
12. The White Paper recognises that the Co-operative Council approach rests on a clear definition and articulation of authorities' public service values. The City of Cardiff Council has recently established a new set of organisational values which were developed through Employee Engagement Roadshows and a series of workshops involving the Council's Cabinet, senior management team and employee ambassadors. These values have been communicated widely within the organisation and placed at the heart of the Council's new Corporate Plan and Organisational Development Programme.
13. The repositioning of Cardiff as a Co-operative Council is also being guided and supported by a step change in engagement with local communities, most notably through the 'Cardiff Debate' and through the 'Stepping Up' approach to supporting community delivery of services (Chapter 4 & 5). Much of this has been necessitated by the scale and pace of funding reductions experienced by local government.
14. Whilst being committed to the spirit and values of being a Co-operative Council, the City of Cardiff Council recognises that new models of service delivery cannot always be built around enabling community bodies to manage services, or by creating co-operatives or mutuals. Local discretion and flexibility in designing, delivering and commissioning services in accordance with local need will be key in ensuring sustainable, high quality public services. Public sector partnerships must also play a key role in securing high quality public services.

15. Finally, and perhaps most importantly, the Council agrees with the view set out in the White Paper that the role of the Welsh Government is to set national strategic direction and it is for Local Government to set its local objectives, be responsive to local need and be subject to local accountability. While supportive of the principles outlined in the White Paper, the Council is concerned that some of the proposals are overly prescriptive and run counter to the principle of local discretion and the goal of renewing local democracy.

## **Chapter 2: Balancing the Responsibilities of National and Local Government**

### **The Roles of Central and Local Government**

16. The Council welcomes the recognition in the White Paper that the role of the Welsh Government is to set strategic direction, define a limited number of national expectations and to put in place the policy and regulatory framework within which local government will set its local objectives and deliver local services that are responsive to local need and subject to local accountability.
17. The Council therefore welcomes the support for the principle of local action ('subsidiarity') that is emphasised in the White Paper. The Council agrees that local people want choice over local priorities and so the national framework must be flexible enough to allow this to happen, and also recognise that in many cases what is right for Cardigan and Caernarfon will not be right for the capital city.
18. The Council similarly recognises that this principle of local action places the responsibility for service delivery firmly on the shoulders of local delivery organisations, and these organisations must be accountable if local services are found to be failing local people.
19. While supporting the principles set out in the White Paper, the Council has concerns that some of the proposals (in particular relating to 'Chapter 3: Renewing Democracy' and Chapter 6, 7 and 8 on Performance and Improvement) in the White Paper run contrary to the principle of local discretion and local action ("subsidiarity"), and to the framework for Central and Local Government relations outlined in Chapter 2. Furthermore, the Council believes that the Welsh Government should go further in giving local authorities greater responsibilities and financial flexibilities. In particular, multi-year budget settlements must be brought in to allow for effective medium to long term planning.

### **Central / Local Relations**

20. The City of Cardiff Council believes that the reform of local government and the improvement of public services at a time of radical public sector austerity will require a strong partnership between the Welsh Government and local government.
21. The WLGA should continue to act as a representative body to lead engagement and liaison between the Welsh Government and local government. Whilst, the WLGA is well placed to represent all Welsh Local Authorities on strategic issues relating to local government in Wales, the Council believes that in relation to urban and city-region development that Cardiff and the Cardiff Capital Region must be connected into the fast developing city-region agenda in England and Scotland, The Council also supports the reform of existing Partnership Council membership or the establishment of a specific new local government forum to debate matters relating to the proposed mergers of local authorities, which should involve the Leaders of all councils which are subject to merger.

## **Working Together to Reform Public Services**

22. The City of Cardiff Council agrees that public service providers need to work together and with providers from other services and the third sector, breaking down unnecessary barriers and breaking out of silos. In short, partnership working with other public service and third sector organisations, and with citizens and communities, must be central to how public services are reformed to meet the challenges they face.
23. The City of Cardiff Council has been at the forefront of regional working in South East Wales in areas such as regulatory services and regional waste, and so recognises the benefits of working together with neighbouring authorities. The Council recognises the value in the White Paper's proposals of moving towards regionalising back-office functions; however, given the focus over recent budget cycles on radically reducing in-house administrative costs, the Council would suggest that the potential level of further savings available in this area would need to be tested.

## **Powering the Welsh Economy**

24. The Council agrees that the role of Local Government is of particular importance in the context of the Welsh Government's city regions approach, and welcomes the recognition in the White Paper that the 'core cities' – including Cardiff – are expected to be the main source of new jobs and growth in the UK over the coming decades. This is consistent with the policy position at UK and European level, which is equally clear that the 'city-region' or 'metropolitan' level is the most appropriate spatial level for approaching economic and spatial development issues (economic development, transport, housing, planning).
25. The Council therefore supports the shift from 'regional' policy to one which recognises and seeks to exploit the strength of the city as the driver of growth, whilst ensuring that the benefits of growth are felt across the city-region.
26. One of the major challenges in the implementation of this shift is that the administrative boundaries of cities and metropolitan areas no longer reflect the physical, social, economic, cultural or environmental reality.
27. It can be anticipated that this will still be the case following any mergers of councils in South East Wales. The Council therefore believes that there is a need for governance arrangements to reflect the city-region, and that these should be established in advance of, and run in parallel to, any programme of local government re-organisation.
28. Evidence from international city-regions suggests that those city-regions with a greater level of discretion and freedom from central control - within a framework of strong, accountable governance - are those that are doing better. The evidence also suggests that contractual arrangements where responsibilities for results, sanctions and incentives are clear and agreed – but where local partners have freedom to determine the best way of delivering them – are better than national governments attempting to micro-control local partners.<sup>2</sup> The UK is one of, if not the most, centralised developed states in

the OECD according to recent reports. It is essential that we learn from international evidence and allow greater local discretion.

29. The Council is therefore clear that the evidence and experience from UK and international city-regions points towards the need for city-regional governance in the Cardiff Capital Region that is Local Government-led, with the private sector and the Welsh Government playing important partnership roles.
30. On the nature of the governance arrangements, lessons can be learnt from Cardiff's natural comparators, the UK Core Cities, where Combined Authorities have emerged as a proven model for city-regional delivery. The recent announcements of devolution of further powers and responsibilities to these Combined Authorities is a testament to their track record and to the robustness of this approach in the eyes of the UK Government.
31. The Council believes that, in light of the rapidly evolving city-region agenda across the UK, the option of a Combined Authority approach should be available to the Cardiff Capital Region. The Council would therefore ask the Welsh Government not to rule out enabling legislation to allow for a new Combined Authority in South East Wales. This is a rapidly evolving area and any future city-region governance models need to be underpinned by a robust evidence base.

### **Status of Reformed Authorities**

32. The City of Cardiff Council supports the move towards consistency of titles for comparable local authorities across Wales. However, given the recognised importance of cities in driving economic growth and the role that Cardiff as the capital city should play as a leading economic and cultural brand for Wales, the discretion and flexibility should exist for local variation.
33. The City of Cardiff Council supports the approach of removing unnecessary constraints on the ability of local authorities to take appropriate actions to fulfil their role and/or to pursue improvements (whether they directly or indirectly benefit the public) including changes to services and/or reductions to the public cost of services.
34. The current framework within which authorities are expected to operate does not promote a balanced approach to risk. Uncertainty in the interpretation of legislative drafting, adverse judicial interpretation and often conflicting or equivocal guidance, means that risk levels hinder and prevent local government delivering innovative solutions to local problems. The lack of multi-year budgets is just one example of how the current framework hinders local authorities.
35. If a general power of competence is introduced then, when considering whether to follow the example of the one introduced in England through the Localism Act 2011, the following points should be considered:
  - Until the Brent Council v. Risk Management Partners Ltd case in 2009, the well-being powers were considered by government and local government as being wide powers. The Brent Council case emphasises the risk that the judiciary will always seek to interpret narrowly any legislation which

imbues on local government a general power. Local authorities will therefore need to carefully consider plans when exploring new and innovative ways to deliver services, particularly those involving alternative service delivery models.

- It is arguable that it is unnecessary to impose any express restrictions on any such power. The usual public law principles, such as proportionality and rationality, will still apply to the use of the power in any event (see opinion of Tim Kerr QC on the general power of competence).
- If limitations or restrictions are nevertheless considered necessary, then it should be recognised that they may create doubt and potential for conflicting interpretations. Therefore, any such limitations need to be set out very precisely rather than generically.
- The suggestion above reflects the implied acknowledgement in the consultation that the body of local government law contains a vast expanse of statutes, statutory instruments and statutory guidance with layers of amendments, part revocations and additions often confounding intelligible meaning. That is the reason for suggesting codification. Failure to identify precisely the limitation contained in any earlier statute which is intended to limit the power of general competence has the potential to critically undermine the power.
- Is it necessary that powers to trade should be limited to being undertaken via another corporate vehicle? Some existing express powers do not have such a limitation – e.g. power to trade through the Local Authorities (Goods and Services) Act, surplus capacity for IT, theatres and leisure. Setting up companies can create additional complications such as the conflict with the aims of efficiency when intending to use surplus capacity. In any event, why limit it to such specific corporate vehicles when Limited Liability Partnerships and other formats may be more appropriate?
- Any new power needs to be developed so it is consistent with and part of a coherent legislative framework. Consideration needs to be given therefore to the relationship with other legislation such as the Social Services and Well-being (Wales) Act 2014, the Well-being of Future Generations (Wales) Bill and other powers referring to well-being of the area (e.g. General Disposal Consent and powers to acquire land).
- It is important not to lose the additional power under section 9 of the Local Government (Wales) Measure 2009 which offered potential capability to do certain things in pursuit of continuous improvement. Had such power been available to Brent Council, it would have permitted the Council to have relied on the aim of generating “savings” to set up the proposed joint insurance company.

### **Deregulation and Contracting Out Act**

36. The Act provides a useful mechanism to supplement the mechanisms under the 1972 and 2000 Acts relating to delegation and contracting out of powers.

37. The Council supports a review being undertaken of the current provisions to identify whether more generic delegations could be applied to avoid the need to seek or rely upon the Welsh Government to introduce additional specific orders.
38. A variety of models for delivering public services are being considered and developed across local government. It is inevitable that, in the context of establishing arrangements for the delivery of services by such models, there will be an increasing need to consider whether the arrangements should include delegation of decision making and/or other functions. This is particularly the case with so called “Teckal” vehicles where the company will in any event be acting like a department of the public body.
39. Whilst currently a local authority can seek an order to be made by the Welsh Government, the additional work and time involved in obtaining such an order obstructs more effective use of such arrangements.
40. Any review should however ensure that the availability of such general powers do not undermine the principle of local democracy and accountability or the electorate’s trust in such matters. The fundamental principle which must be protected is that, in the main, decisions affecting public services should not be made by third party organisations which are not directly accountable to the electorate. Consequently, any changes must provide satisfactory assurance to the general public as to the sufficiency of the governance arrangements.

### **Local Authority Constitutions**

41. The City of Cardiff Council believes that the purpose of the Council’s Constitution is first and foremost to set out the standing orders and rules relating to procedures, conduct, remuneration and role specifications relating to the governance, administration, finances, commercial and collaborative activities. The Council welcomes proposals to develop a more streamlined model constitution for local authorities in Wales, but believes that this should continue to allow discretion and scope for local variation as appropriate.
42. That said, the Council recognises that more could be done to explain clearly and simply to the public how the Council operates, so that citizens can more easily understand and engage with the decision making process. This would be in line with the Cabinet’s commitment to becoming a ‘co-operative council’ with an emphasis on becoming a more open, transparent and engaged organisation. There are a number of examples of co-operative council constitutions that have been reviewed in this manner (e.g. Lambeth Council – as referenced in the White Paper), and it is felt these could be used as a starting point in providing a more accessible and easier to understand public document.

### **Legislative burdens and review of Local Government Legislation**

43. The body of local government legislation is vast and complex involving legislation covering the 19th Century and onwards (even without considering some local acts which continue to apply). The Council therefore supports the principle of codifying and updating the legislation to take into account case law.



44. However, it will be necessary to consider the potential disadvantages of developing the legislative framework in a way which will increase apparent divergence between local government law in England and Wales, particularly if it becomes more difficult to compare respective positions. It may be appropriate therefore to seek to collaborate with others in codifying local government law.

### **Chapter 3: Renewing Democracy**

45. The City of Cardiff Council agrees that healthy democracy depends on the public taking a vital interest in the work of their council and councillors. The Council therefore welcomes the aspiration to get more people involved in local politics, and particularly to ensure that the Council chamber reflects the views and the make-up of local communities.
46. However, the Council would argue that some of the interventions put forward in the White Paper to increase engagement and diversity may prove to be ineffective and overly prescriptive in nature. The Council would support any action to promote the work that councillors undertake to support local democracy, helping bring greater visibility to this valued role and increased awareness amongst communities.
47. Furthermore, the Council believes that the overwhelming majority of councillors do a valuable job on behalf of their communities and are trusted, hardworking and respected by their constituents. Whilst there is a recognised need to rapidly improve services in some areas, there are a number of examples of good performance. Evidence, particularly citizen satisfaction surveys with public services, supports this view and, in Cardiff, citizen satisfaction with Council services stood at 80.8% in 2014.

#### **Local Government Elections**

48. The Council is content with the current system of local council elections being held every 4 years, but sees the merit of moving permanently to a 5-year cycle to align with UK Parliamentary and National Assembly for Wales elections, thereby providing a clearly defined polling day which would focus specifically on local government. The Council believes that fixed term electoral cycles, of either 4 or 5 years, are needed to provide medium term stability and, therefore, sees little strength in the argument for phased local government elections as suggested in the White Paper.
49. Indeed, the Council would note that Birmingham City Council has been ordered to overhaul its election system in a bid to tackle "deep-rooted" issues. A report published by Sir Bob Kerslake in December 2014 on Birmingham Council, where a third of councillors are voted in each year, concluded the Council's current election system had not helped "strategic decisions". Under the new approach, the entire council would be up for re-election every four years, which would be consistent with current legislation governing elections to unitary local authorities in Wales.

#### **Defining the Roles and Responsibilities of the Leader, Cabinet Members, Elected Members and Senior Officers**

50. The Council is broadly supportive of the proposals put forward in the White Paper, with many of these having already been implemented in Cardiff (e.g. annual statement to Council by the Leader; objectives being set for Cabinet Members and Chief Executive; the appointment of Deputy Cabinet Members as a means for developing the next generation of Cabinet Members). However, the Council believes strongly that the level of detail and prescription put forward runs contrary to the principle of subsidiarity, and of the roles and

responsibilities of each level of government, outlined earlier in the White Paper.

Furthermore, the Council would make the following points:

- The Council sees no need to reduce the maximum number of Cabinet Members (currently 10), particularly given the proposed move to establish fewer, larger authorities. A reduction would also be to the disadvantage of those local authorities with more services maintained in-house.
- The number and nature of Cabinet posts within these reformed authorities should be left to the discretion of each local authority.
- The appointment of Deputy Cabinet Members should be encouraged as a development opportunity. Deputy Cabinet Members should not be seen as a replacement for full-time Cabinet Members.
- The proposal to require Elected Members to attend mandatory training on key topics in order to develop appropriate skills is supported, using technology to enable them to be more accessible to the public where possible. However, the Council believes that community engagement through the use of social media should be at the discretion of individual Councillors.
- The ability for a local authority to control the appointment of its Chief Executive or senior managers should remain a fundamental principle of local democratic choice.
- The Council also disagrees with the need for term limits for Chief Executives. The Council would however support the introduction of fixed term contracts, and would welcome further the exploration of a system of review and reappointment after 5 years as outlined in the White Paper.

### **Term Limits**

51. The Council is opposed to the introduction of term limits of any kind: for Leaders; Cabinet Members; Elected Members; or for Chief Executives. The Council believes that their introduction would be an anti-democratic step; and furthermore, that their introduction in local government and not in other levels of Government would run counter to the principle of subsidiarity that the White Paper puts forward so powerfully.

### **Standards Committees and the Power of Recall**

52. The Council supports the principle of enhanced powers for Standards Committees to include consideration of cases where there are serious concerns that an Elected Member is failing to fulfil their duties satisfactorily.
53. In respect of a power of recall, the Council would suggest that care should be taken over any unintended consequences. In particular, the criteria by which a Councillor may be judged as 'failing' in their duties must be robust and not open to abuse. The risk and cost to the Council of having the power of recall abused or exploited inappropriately is a concern and appropriate provisions

should be put in place to guard against this. Furthermore, if introduced the Council would argue that any new power of recall should be applicable to all levels of government, not just local government.

54. The Council believes that in Welsh local government that the Code of Conduct for Elected Members of local authorities is fit-for-purpose.

### **Equality and Diversity**

55. The Council supports the proposal for Leaders to have explicit duties in respect of diversity. Indeed, such duties are already set out in the Code of Conduct for Elected Members. It should be at the discretion of each local authority as to whether the Leader should co-opt members to ensure a more diverse Cabinet.
56. The Council welcomes the Welsh Government's aspiration of increasing diversity so that councils more closely reflect the communities they serve. Much of this reflects the recent report of the Expert Group on Diversity in Local Government, "On Balance", which made several recommendations for the Welsh Government, Local Authorities, the Welsh Local Government Association, political parties and councillors themselves. The Council would however suggest that there are other, potentially more appropriate interventions to increase diversity, which were also included in report by the Expert Group on Local Government Diversity.
57. While recognising that there are undoubtedly additional barriers to overcome for women and people from ethnic minority groups to become councillors, the City of Cardiff Council is only marginally under-represented in terms of ethnic minority representation. Similarly, 29 of 75 (39%) councillors in Cardiff are women, which - though the third highest proportion in Wales - is lower than the Council would hope to achieve. In respect of age, 45% of councillors in Cardiff are under the age of 54. The Council is therefore well positioned in terms of diversity, though it is recognised that much more must be done to ensure sustained progress, and welcomes the White Paper's focus on this area. It is further recognised that political parties should reflect on how they address this issue through candidate selection and support.
58. In terms of unintended consequences, it also possible that reduced remuneration for councillors will negatively impact on the diversity of likely candidates, particularly those in careers which do not provide a level of flexibility to accommodate such a role.
59. The Council supports the requirement for each local authority to establish a Youth Council.

### **Remuneration and Number of Elected Members**

60. The Council believes that reducing the remuneration of councillors may prove to be a disincentive to engagement with local politics and attracting talented professional people into local government leadership positions. Furthermore, with the stated goals of creating fewer, larger Councils, any reduction in remuneration can be anticipated to coincide with an increase in responsibility.

61. Members' allowances are already subject to annual review in Wales by the Independent Remuneration Panel for Wales. The Council believes that the current Basic Salary for Elected Members is appropriate. A further review of remuneration should be considered as part and parcel of local government re-organisation and taken forward at the appropriate time.
62. However, the Council notes that in terms of comparability, a backbench Assembly Member receives £54,000 and a Member of Parliament gets £67,060. Assembly Members who are not re-elected are also entitled to a Resettlement Grant to the value of one calendar month's salary for each completed year of service subject to a maximum payment equal to six months' salary. Unelected chairs of Local Health Boards also get a range between £69,840 on the top end to £59,760 for smaller boards for 15 days a month. In this context, in terms of the scale and breadth of responsibility, it could be argued that a Council Leader or Cabinet Member on a straightforward "job evaluation" basis carries much more responsibility than either a backbench AM or MP.

### **Number of Elected Members**

63. The Council requests that a definitive view on council structures be reached before the question of councillor numbers can be answered.

### **Electoral Qualification**

64. The Council believes that serving members of principal councils and community councils should not be able to serve as Assembly Members and continue to hold their elected positions within local government. In relation to local government employees (other than those in restricted posts) being able to stand for election and only resign if elected, the Council is supportive of this proposal.

## **Chapter 4: Connecting with Communities and Chapter 5: Power to Local Communities**

### **New Approaches to Service Delivery**

65. The City of Cardiff Council welcomes the Welsh Government's understanding that *'rising pressures on public services and diminishing resources means in future Local Authorities may have to do less directly in some areas themselves'* and agrees that Councils should be *'agents of change in communities'*. The Council is therefore committed to being an activist Council that works with our communities to offer modern, accessible and high quality services in line with our values as a co-operative council.
66. The City of Cardiff Council recognises that it cannot simply do the things it has done in the past and has placed an enhanced focus on enabling and supporting communities to do more for themselves and, in some instances, to play an active role in service delivery. The Council recognises in doing so it will need to provide the leadership and expertise to empower and build resilience within communities and to promote co-operatives, mutual and social enterprises.
67. In Cardiff, the Council published a 'Stepping Up' Toolkit in October 2014 (<http://www.cardiffdebate.co.uk/wp-content/uploads/2014/11/Stepping-Up-Toolkit2.pdf>) as a guide to help communities and groups who may be interested in delivering or managing services or assets. As part of the 'Stepping Up' work, a number of introductory workshops have been held with the community to provide assistance and to also get a better understanding of the barriers which people face – a report of the workshops has been produced which highlights some of the key issues and can be found at: <http://cardiffdebate.co.uk/news/report-stepping-introductory-workshops-24th-february-2015/> Further 1-2-1 support sessions are being held and details can be found at: <http://cardiffdebate.co.uk/news/stepping-up-intial-support-sessions/> It will be essential to support community groups with financial, legal and HR expertise and ensure effective transition arrangements for any transfer of services or assets are in place, as well as ensuring that the rights of children and young people and Welsh language speakers, amongst others, are protected.
68. The resource implications of this will need to be factored in, and it is perhaps worth considering pan-Wales support to ensure that groups have effective financial management and governance in place.
69. That being said, innovative approaches to new models of service delivery will not always be built around enabling community bodies to manage services or by creating co-operatives or mutuals, and local discretion and flexibility will be key in ensuring sustainable, high quality public services.

### **Community Involvement**

70. The Council is committed to co-operative values of fairness, openness and working together with partners and communities, and agrees with the principle of putting people at the heart of public services. Residents and communities should be included in decisions affecting them and in the various stages of

preparing, designing and delivering services where possible. The Cardiff Debate has been an ongoing conversation with residents on the future of services, visiting each area of the city over the last 9 months, and it will continue. It will be the local mechanism to involve service users in the commissioning and design of services, but it must be noted that this has been a resource intensive and challenging exercise.

71. Through the introduction of the Stepping Up Toolkit and associated support specified above, the Council has been able to help a number of residents and community groups in taking the first steps towards taking on greater responsibility for assets or services. There is, whilst recognising the role of the Council in providing advice and support, a need to ensure that groups are in a suitable position to take on this responsibility.
72. The Council agrees strongly that Community Bodies should demonstrate all four of the competencies identified in the White Paper before they can take a more active role in service delivery or take over an asset. However, the process of assessment must not become overly bureaucratic and burdensome or it will have the dual effect of placing additional strain on local authorities and risks community groups disengaging.
73. The Council also welcomes the proposals for eligible community bodies to start the process of asset transfer. There are already instances where this is occurring in Cardiff and the Council has adopted a responsive approach, responding positively and being as supportive as reasonably possible when requests are made.
74. As regards the right of first refusal on assets which are on the private market, in the first instance, there would need to be a mechanism to independently determine what constitutes a community asset if this is in private ownership, and that would not be a straightforward process. Second, the Council would feel uncomfortable with any concept of interference with the private open market; if community bodies wish to express an interest, they should do so through the process prescribed by the vendor for the sale of the property.
75. The focus also shouldn't be on the building but instead the service. There are sometimes opportunities for services to be delivered from a different building in a more integrated and sustainable way. It may be better for the Council to consider a commercial offer for an asset as long as the service can be provided elsewhere. It must also be noted that the financial pressures facing local authorities mean that it will sometimes be necessary for assets to be either transferred or sold, and the proposal to 'guarantee community bodies a certain amount of time in which to develop their plans' will need clarification to ensure that it is viable. Asset transfer, from the Council's experience, can be a time consuming and difficult process and any support that could help expedite this process, both for Councils and community bodies, would be welcomed.
76. That said, the Council agrees with the principle that communities should be offered sufficient opportunity to take over appropriate public assets, or alternatively be granted the option to obtain a licence to operate from an asset.

## Area Boards and Community Partnership Working

77. With respect to the proposals to introduce Area Boards, Cardiff welcomes a move towards greater community governance of this nature, something that will become more important if there are fewer, larger Local Authorities in Wales. Local Authorities, in partnership with local people and other public service partners, will be best placed to determine whether Area Boards should be established and, if so, where these communities should be.
78. Cardiff has successfully delivered a Neighbourhood Partnership model which has played a key role in targeting multi-agency intervention and delivering the What Matters Single Integrated Plan. This is recognised in the White Paper, with Cardiff's approach cited as a case study. The Neighbourhood Partnerships have focused on problem solving local issues and practical actions which can be undertaken by partners. There has also been significant success in aligning resources at a neighbourhood level through the delivery of Welsh Government programmes such as Flying Start, Communities First and Families First.
79. Moving from a Neighbourhood Partnership model to an Area Board model would likely place increased pressure on the resources which would be required to successfully support public meetings and the capacity of partners to attend and effectively contribute. Additional support would be needed to provide robust management and accountability of arrangements, including legal, finance and committee service resource to provide advice and formal recording of decisions made. Work previously undertaken in Cardiff in 2011 to look at the cost of resourcing formal Area Boards/Partnerships estimated this cost to be **£1m per year** in Bristol based on staffing and support arrangements.
80. It should be noted that there is also potentially an issue in relation to silos being created at a neighbourhood level and there being a loss of economies of scale at a city-wide level if budgets were devolved for some services. This is something that would need to be explored further ahead of introducing new arrangements. In developing new Community Governance arrangements, the Council would seek to ensure a strong focus on evidence-based community needs was maintained.



## **Chapter 6: Corporate Governance and Improvement**

### **Managing Improvement: Self-Assessment, Peer Review & Corporate Assessment**

81. The Council welcomes the broad principles contained within the White Paper as set out below and an approach to managing improvement which combines self-improvement, peer review and external review:
- *“Rapid and responsive: providing timely and relevant evidence to management and members.*
  - *Risk based: focused on where there are problems or weaknesses.*
  - *Trusted and respected: commanding the confidence of those who are subject to the arrangements and those who use the data.*
  - *Open and transparent: outcomes from the work must be frank, honest, clear and in plain language.*
  - *Consistent and mutually reinforcing: avoiding duplication and nugatory work.”*
82. There are, however, some real concerns that the approach put forward is not proportionate to risk and, in practice, will be resource intensive, bureaucratic and complex.
83. Under current proposals, Local Authorities would face a significant number of assessments, potentially two or more a year:

#### **Current Proposals**

<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Self-Assessment	Self-Assessment	Self-Assessment	Self-Assessment	Self-Assessment
Peer Review	WAO	Peer Review	WAO	Peer Review

84. The Council would suggest a more streamlined approach that maintains the rigour of the White Paper’s proposal, but which does not place the same intensive resource pressure on serving two major assessments (internal and external) every year. The Council therefore proposes a rolling cycle of self-assessment undertaken every two years, interspersed with external assessment undertaken by independent peers and the Wales Audit Office, as outlined below. This proposal would be accompanied by the publication of the annual report against the Corporate Plan.

#### **Proposed Arrangements**

<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Self-Assessment	Commissioned Peer Review	WAO	Self-Assessment	Commissioned Peer Review  Or WAO review

85. The proposed approach would maintain the focus on governance and performance improvement with rigorous self-appraisal and critical external analysis without being subject to an overly prescriptive performance regime. The focus should then be on supporting authorities where failure or significant risk is recognised.
86. The Council would also make the following points in relation to the proposals contained in the White Paper for Managing Improvement:
- The Chief Executive should have the discretion to commission the peer review, focusing on areas identified by the self-assessment and Wales Audit Office as requiring improvement.
  - Local Authorities should not be compelled to respond separately to Self-Assessment, Peer Review and WAO reports as it will create a fragmented policy position that is ultimately unworkable. The three reviews should be mutually re-enforcing and inform the Corporate Plan.
  - The three assessments should be subject to consideration by the relevant scrutiny committee.

### **Power to Intervene**

87. The Council would agree that in some circumstances Welsh Ministers should intervene where a Local Authority is showing signs of failure; however, only under extreme circumstances and as a last resort.
88. The Council also believes that commissioning an independent review would represent excessive oversight and be unnecessary given that the self-assessment, peer review and independent audit assessments would already constitute a balanced and comprehensive performance inspection regime. The Council believes that, at a time of diminishing resources, Welsh Ministers should consider deploying additional resources to support local authorities in areas where they are considered to be failing, rather than allocate resources towards reviews. This would represent a more collaborative position, with intervention representing a last resort.

### **Role of Audit Committee**

89. The Council agrees that the proportion of independent members sitting on a Local Authority's Audit Committee should be increased, with existing arrangements for the appointment of independent members to the Audit Committee in Cardiff already benefiting the work of the Council. Even before the Local Government (Wales) Measure 2011 and the statutory provision for the establishment of Audit Committees, the Council had more than one independent member on its former Independent Audit Panel. The Council believes that independent members bring a wealth of experience from a range of disciplines and helps ensure that the Audit Committee remains apolitical.
90. The Council also agrees that the chair of a Local Authority's Audit Committee should be an independent member, which is consistent with the current position in Cardiff. The Council currently has 8 Councillors and 4 independent members on its Audit Committee and we would consider this 2:1 ratio to work well. The Council believes that elected members provide local knowledge and experience, whilst independent members can offer an external perspective from a wide range of professional disciplines, as well as experiences from

other organisations and sectors. By way of example of the calibre of independent members that the role can attract, the Council currently has a former Permanent Secretary of the Welsh Office, National Assembly for Wales and Welsh Assembly Government; a former Chief Executive of a large Welsh Authority; a Professor in Accountancy, and an ex-Chief Constable as independent members of its Audit Committee.

## **Chapter 7: Performance in Local Government**

91. The City of Cardiff Council agrees with the statement in the White Paper that *'Local Authorities should be required to produce a Corporate Plan'*.
92. The Corporate Plan has to translate political priorities into organisational objectives and it should set out the strategic direction of the organisation, rather than be an exhaustive list of everything the Council does. The proposals to include all stated categories (and within the proposed level of detail) will produce a comprehensive plan. However, whilst development of the Corporate Plan should take account of all of the proposed categories in its proposed format, the Council is concerned that the document risks being extremely resource intensive to develop; highly technical, complex and lengthy, and, above all, will fail to engage with local residents. If the Corporate Plan is to be a document which engages the public, it needs to be concise, accessible, high level and focused on key priorities, with detailed operational and performance management information forming part of supporting plans or documents.
93. The Council would agree that the Corporate Plan should include detailed information on the short and medium term priorities of the organisation, as well as emphasising the Council's commitment to the local Well-being Plan. It should support the Well-being Plan, which is a long term plan focused on improving outcomes for residents, as opposed to outlining long term organisational goals. The Corporate Plan cannot be a long term document as Local Authorities are subject to election cycles and annual budgets.
94. Furthermore, there is a clear disconnection between the expectation in the White Paper that the Corporate Plan is a long term document and the absence of a commitment to move towards a longer term financial planning regime.
95. Crucially, it is important that the Welsh Government recognises the distinction between area wide outcomes and organisational effectiveness. Achieving area wide outcomes is a collective and long term endeavour, whereas organisational effectiveness is measured by more immediate performance indicators. The lines between the two should not be blurred. The Corporate Plan must be about organisational effectiveness measured through performance information. It contributes to wider outcomes measured by broader "macro level" data.

### **Fewer, more meaningful measures**

96. The City of Cardiff Council agrees in principle to the establishment of consistent data definitions and performance information. This should form part of a process of rationalising and aligning the many different sets of performance measures in Wales and the Council fully endorses a new approach to performance data that will start from the premise that 'we must collect fewer, more meaningful measures'. We suggest that local authorities should be fully engaged in the process of establishing these data sets.
97. Whilst this will allow for effective benchmarking at a Wales-wide level, it would be useful for these data definitions to mirror those used elsewhere where appropriate. If we are going to deliver excellent public services then we need to learn and compare ourselves to the best in the world – and the ability to benchmark with others on comparable performance data would be welcomed.

Having explored benchmarking with UK Core Cities, we would emphasise that this is an exercise that requires resource, capacity and expertise.

### **Minimum Performance Outcomes**

98. The Council is not opposed in principle to the setting of minimum performance outcomes or standards, if used appropriately. Mutually agreed minimum standards could provide the Welsh Government with the certainty that national priorities are being delivered and provide a framework and flexibility for a substantial degree of local freedom.
99. If minimum standards are to be developed then there will be a need to take into account that all Local Authorities are unique in make-up and face specific local issues. A “one-size fits all approach” will not always be suitable and it must be taken into account that not all Local Authorities will start from the same place on certain issues.
100. Local Authorities would need to be involved in the development of minimum performance outcomes/standards and there should be absolute clarity over the process by which the Welsh Government will review performance against these.
101. In reviewing performance against minimum standards, there should be a clear support process in place and Welsh Ministers should have the power to intervene only in exceptional circumstances. It should be noted that the City of Cardiff Council would emphasise that intervention is a more meaningful consequence than a fine. The reputational damage of an intervention far outweighs the potential financial cost and having a clear support process in place should enable improvement before an intervention becomes necessary. Again, the Council would emphasise that any intervention should be a measure of last resort and pursued only in the most extreme circumstance. Strong partnerships and collaboration for improvement represent a much more productive approach to driving up standards within local government in Wales.
102. There would also need to be agreement on the measurement of minimum standards, and we would argue that they need to relate to organisational performance measured by performance indicators. The selected performance indicators must be making a contribution to wider outcomes, but local authorities should only be held accountable for what is within their gift to deliver.

### **Digital Councils**

103. The City of Cardiff Council already makes extensive use of digital and social media channels, and is committed to building on this approach. The Council already has over 36,000 twitter followers, was ranked in the top 10 Councils for use of twitter in 2014<sup>3</sup>, and has the only website ranked as a 4-star site by SOCITM in Wales. The Welsh Government could encourage greater use by providing support and expertise in respect to developing online processes, coding, programming and engagement via social media – this will help address a skills gap.

104. Cardiff's status as a super connected city offering high-speed, high-quality seamless broadband is an important enabler of this agenda. Around 150 public buildings now offer free Wi-Fi across Cardiff including two traveller sites, homeless hostels and residential homes. Residents and visitors can also now access free Wi-Fi in the city centre and Cardiff Bay. Allowing and enabling high quality digital access for communities will help encourage digital engagement.

## **Complaints**

105. The Council would like to emphasise that it already has both an online and paper based complaints process, and produces an annual complaints report. Local Authorities should be transparent and obliged to report on complaints made to all service areas and to provide information on how quickly complaints are responded to. The Council believes that Audit Committees are best placed to consider reports on complaints.
106. In addition to the collection of data on complaints, the Council would support greater dissemination of information on complaints resolution. Lessons can be learned from examples such as the Financial Ombudsman Service, which produces a regular newsletter to industry to help share learning and address root causes of complaints.

## **Chapter 8: Strengthening the Role of Review**

107. The Council fully endorses the need for strong review, particularly in relation to performance and improvement.
108. The Council agrees with the White Paper in that “the cost of scrutiny, audit and inspection should be proportionate”, which is why the Council has suggested the revised approach to self-assessment, peer review and external audit that captures the benefits of the White Paper proposals, but reduces the potentially substantial requirements of the White Paper proposals.
109. Equally, the principle of strengthening scrutiny and widening participation is welcomed, but this should be balanced with the recognition that such arrangements are resource intensive. The Council would urge the Welsh Government to make further resources available immediately to facilitate the accelerated roll out of webcasts of Scrutiny Committee meetings and other council business in advance of any of the requirements placed through legislation.
110. The Council agrees with the need to better coordinate external regulators, notably the WAO, CSSIW and Estyn. The principle of the proposed ‘whole system assessment’ of local authorities undertaken jointly by the main regulatory bodies is much welcomed.

### **Strengthening Democratic Services**

111. The Council agrees that the requirement preventing the Monitoring Officer from also being the Head of Democratic Services be removed.
112. The Council is supportive of the introduction of a system of key decisions as operates currently in England, which would assist in supporting effective Cabinet Forward Planning and thus also improve pre-decision scrutiny and the ability of Scrutiny Committees to plan their business effectively. If introduced, the Council believes that a statutory notice period of 28 days, as in England, would be an appropriate period for the advance notification of proposed key decisions. In respect of call-in, the Council recognises that any system must be robust and not open to abuse, but believes that the provisions and criteria for call-in should be a matter for local discretion.
113. The Council agrees that Scrutiny Committees should be required to publish their scrutiny plans, which help to set out a clear aim and vision for the work of each committee on an annual basis and which can then be evaluated at the end of each municipal year. In terms of Scrutiny Committees being required to establish short, medium and long term scrutiny plans, we would highlight that, in Cardiff, Scrutiny Committees already publish short term (monthly) and medium term (annual forward plans), based on the Corporate Plan and What Matters Single Integrated Plan. Anything beyond this would be unworkable in terms of forward planning.
114. In relation to the use of external expertise, Cardiff’s five Scrutiny Committees already regularly invite third sector, academic and professional stakeholders as witnesses to meetings and inquiries. The Council believes that these witnesses can have as much impact through their evidence as might be gained from co-option. In addition, as visiting is very rarely used by Scrutiny

Committees, the Council is not convinced that voting powers for co-optees are either needed or appropriate.

### **Local Public Accounts Committees**

115. Until the Designated Persons Order is placed by the Welsh Government, local scrutiny committees have no power to compel representatives from health, police and other strategic partners to appear before them, or take their recommendations into account. The evaluation of Local Public Accounts Committees that are being piloted in England may assist in informing future Welsh Government proposals on this matter.

### **Giving Communities a Voice in Scrutiny**

116. Cardiff has a track record of working with a number of third sector partners and stakeholders from professional and community bodies. While seeing Cardiff's Neighbourhood Partnership Areas as valid methods of engaging with people on a local geographical basis, it would seem counter-productive to restrict calls for evidence to these bodies. Scrutiny has regularly received over 3000 responses to surveys on topics such as litter and the night time economy, and has always taken a bespoke methodology to target responses by approaching communities relevant to the topic under consideration, rather than being shackled by a narrow geographical focus.

### **Regional Scrutiny Arrangements**

117. Scrutiny committee members have recently supported the principle of establishing a regional scrutiny committee to support the governance of the Regional Regulatory Services collaboration with Bridgend and Vale of Glamorgan Councils. Cardiff has also previously been involved in the 5 authority Prosiect Gwyrdd Scrutiny Panel. The Council would therefore be supportive in principle of the Welsh Government's proposals for joint scrutiny committees to be established where a regional delivery mechanism is created. However, because local scrutiny forms an essential part of local democracy and accountability, any emerging regional scrutiny arrangements would need to be proportionate and resourced appropriately.

### **Strengthening the Role of Audit and Inspection**

118. The City of Cardiff Council fully endorses the need for strong review, particularly in relation to performance and improvement. We also contest that "audit and inspection have too often been the first line of defence against poor performance", but welcome a collaborative approach to strengthen the role of internal and external review.
119. The Council also agrees with the White Paper that "the cost of scrutiny, audit and inspection should be proportionate", which is why the Council has suggested the revised approach to self-assessment, peer-review and external audit which captures the benefits of the White Paper proposals, but reduces the potentially heavy burden on local authorities.
120. Equally, the principle of strengthening scrutiny and wider participation is to be welcomed, but this must be balanced with the recognition that such arrangements are resource intensive. We would therefore suggest that an



overly prescriptive set of requirements would stretch resources too thinly and not allow local authorities and their partners to collectively focus efforts on those areas that require the greatest improvement.

121. The Council agrees with the need to better coordinate external regulators, notably the WAO, CSSIW and Estyn. The principle of the proposed 'whole system assessment' of authorities jointly undertaken by the main regulatory bodies is much welcomed. However, as we have argued in paragraph 68 we do not believe that a biennial assessment as outlined in the White Paper is "proportionate to risk". It is also resource intensive in its requirements and care should be taken that this does not place significant additional burden on local authorities.
122. The Council would welcome further dialogue with the Welsh Government about how the work of the WAO, CSSIW and Estyn could be better coordinated, with the potential for merging these organisations into a single body being worth further exploration. This could assist with ensuring greater coordination of inspection, release financial savings and progress many of the principles advocated by the White Paper.

### **Strengthening the Links Between External and Internal Review**

123. The Council supports the proposal that internal and external review should be encouraged and required to work seamlessly and effectively together. The Council is currently spearheading a Welsh Government funded research project to seek support across the sector for optimisation of good working relations between local authority scrutiny and audit, inspection and review bodies. Initial findings from this research suggest that the WAO, CSSIW and Estyn already share their findings with Scrutiny Committees on request. The Council recommends that the Welsh Government considers the findings and recommendations of this project in further strengthening this relationship across Wales.

## **Chapter 9: Finance**

### **General Revenue Funding – distribution**

#### **Sources of funding**

124. The acceptance by the Welsh Government of the need to take a more strategic and longer term approach to the reform of the finance system is welcomed. The Council recognises the points made in connection with volatility as a result of frequent movements of funding between public service organisations. However, these elements of volatility sometimes relate to similarly volatile increases in need and associated demand within councils. The system of funding distribution already delays moving funds into growing areas of need due to the historical nature of the distribution mechanism and therefore additional measures, such as floor mechanisms, impact further on mismatching the distribution of funding. Therefore, any solutions to a strategic, longer term solution should look to address this point. The Council would also support broader Welsh Government policy objectives expressed through legislation such as the Well-being of Future Generations (Wales) Bill.
125. Whilst acknowledging that opportunities for further funding are limited, it should be noted that the costs and timescales of merging councils will need to be considered alongside that of reforming local government finance (e.g. terms and conditions, ICT systems, compliance and council tax levels). The Council believes that there is also an opportunity for the Welsh Government to explore the use of the Wales Act 2014 to devolve local taxation and freedom around income generation to support local authorities. Four UK areas will be given autonomy to collect and keep 100 per cent of business rates as announced in the Chancellor's recent budget. Cambridgeshire, Peterborough, Greater Manchester and Cheshire East will all start receiving the business rates paid in their areas from April 2015 in a trial that could be rolled out across the country, potentially providing areas in England with the tools to drive forward growth that are not available in Wales.

### **General Revenue Funding – local taxation**

126. The value of income collected by Welsh Local Government is significantly higher than the estimated £200 million included in the new devolved taxes which the new Welsh Revenue Authority will be responsible for. Currently, Welsh Authorities collect £1,300 million in Council Tax and £895 million in business rates. Collection rates overall are also extremely high and there is an opportunity to learn from the experience of Local Government. The Council is concerned that the timescales that the Welsh Government is working to do not give us enough time to consider models for delivery.
127. Consideration should be given to the localisation of business rates with Local Authorities as an incentive to promote economic development and as an opportunity to raise additional taxation to help pay for services. Cardiff is a net contributor to the pool every year and the total yield from business rates has grown significantly.
128. Business rates have become increasingly complex in recent years with the number of reliefs available increasing making the system more bureaucratic to administer and more complicated for business to understand. A good example

of this is the Wales Retail Relief Scheme which was application only for 2014/15. Many businesses already in receipt of Small Business Rate Relief didn't realise that they could also claim this relief. Simplifying the system would be supported. In addition, more local flexibility should be introduced in the level of the multiplier to give Local Government more control over the total yield. Consideration could be given to linking the percentage increase in the multiplier to that of Council Tax. This should only be considered as part of the localisation agenda which should be prioritised.

### **General Revenue Funding – Distribution**

129. The intention to retain a needs-based formula is recognised, as is the requirement to develop a new basis for distributing funding. The complexity of moving from a system based on past spending patterns to a more outcome-based approach should not be underestimated and both time and resource needs to be factored into both Welsh and local government to ensure that a fit-for-purpose alternative distribution system can be developed. The role of the Distribution Sub Group and the principles upon which it operates should be maintained and resourced whilst a solution is developed.

### **General Revenue Funding – Council tax**

130. Council Tax was revalued in 2005 and revised bandings were agreed on a national basis which did not reflect regional variances in value for similar property types. As a result, even though the yield in Wales increased by only 0.5%, the yield in Cardiff went up by 6.5% or 13 times the Welsh average. This resulted in 86,000 households increasing in band; therefore, any change to the system in future should take into account regional variations as one size clearly does not fit all.
131. Local Authorities should also be given greater flexibility to vary or remove discounts and exemptions. The additional income generated should not be included in the Council Tax Base calculation as Local Authorities should be able to use any increase in yield to help fund services. An example of this is the single person discount, which is currently 25% and cost £15 million a year in Cardiff. Therefore, a reduction to 20% would generate an additional £3 million in income each year.

### **Other Revenue Funding and Flexibility**

132. The Council welcomes the acknowledgement in the White Paper that specific grants as hypothecated funding carry administrative overheads and that councils want greater flexibility in relation to this funding. In addition, the Council welcomes the proposal for greater local flexibility over setting fees and charges to assist councils in managing financial challenges.
133. We would request that, wherever possible, specific grants are added into non-hypothecated aggregate external finance funding to allow as much flexibility for local decision making as possible. Holding significant sums within the Welsh Government for specific grants aligned to national priorities and new initiatives runs the risk of compromising councils' longer term planning ability. Councils need this flexibility, particularly currently, as they are making significant decisions to ensure that they can realign themselves to a lower, sustainable resource base over the medium term. For those specific grants

that remain, the process of audit should be streamlined wherever possible to reduce audit fees, whilst ensuring that financial probity in the handling of public finance is maintained.

134. This flexibility request should extend to councils being judged as being able to work strategically across those councils subject to proposed merger as part of local government re-organisation. In addition, opportunities for capitalisation directions should be considered whenever appropriate to help manage the costs of reform and re-organisation.

### **Funding other tiers of Local Government**

135. We would welcome the proposal to making funding arrangements for other tiers of local government more coherent and consistent.

### **Financial Governance**

136. The Council has engaged proactively and extensively with its residents, businesses and partners. The Cardiff Debate enabled this process and was supported by a seven week period of debate on the 2015/16 budget proposals known as 'Changes for Cardiff'. The Council would like to put forward this model as an example of best practice and can provide further information as required. The outcome of the consultation process can be accessed via the following web-links: <http://cardiffdebate.co.uk/> and [www.cardiff.gov.uk/budget](http://www.cardiff.gov.uk/budget)
137. The key to engaging more effectively with all key stakeholders prior to determining spending priorities is to allow opportunities for early engagement. This opportunity should allow open discussion in respect of the redesign of services and the opportunities available for co-production where applicable.

### **Accounting, accountability and engagement**

138. We note the Welsh Government's intention of issuing statutory guidance on how councils engage with the local community when determining their annual budget and council tax to improve transparency and accessibility to budgets, balances and past expenditure levels. We consider that our approach to these matters is already transparent and that a requirement to issue further statutory guidance is unnecessary. We would however be able to share how we make publically available significant amounts of budgetary information to aid engagement and decision-making.
139. For example, the Council issues budgetary analysis sheets which breakdown income and expenditure against all sub-divisions of service and map savings against them. This enables engagement of where savings are being taken, against what budgets and within the context of overall budgets.

### **Financial Planning**

140. Financial planning should be robust, strategic and sustainable. To enable councils to do this, the Welsh Government should maximise the amount of non-hypothecated funding that it can make available. It should also ensure that, wherever possible, indicative funding profiles are provided over a number of years.

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

Date: 12 March 2015

Cllr Graham Hinchey  
Cabinet Member – Corporate Services & Performance  
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 Cllr Hinchey,

### **POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 3 MARCH 2015**

Members wish to pass on their thanks to you and officers for attending the above meeting to discuss the Quarter Three Corporate Performance Report. Members wish to pass on their thanks to officers for preparing the cover report and welcome the extra information contained in this regarding the actions arising from the Star Chamber and Challenge Forum.

Members welcome the Chief Executive's commitment to invite Group Leaders to the next meeting of the Challenge Forum and to share the Challenge Forum papers with Members, including confidential papers where Members would be bound by our Code of Conduct and Council's constitution. We look forward to this happening.

Members were interested to see the key actions listed at point 8 of the cover report regarding the Star Chamber and would like to receive the action plan for one of these, preferably bullet pointed, so that Members can see how these actions are being addressed. Please supply this information in your response to this letter.

Members are interested in carrying out pre-decision scrutiny of the revised Attendance and Wellbeing Absence Policy, scheduled for Cabinet in June, and ask that officers liaise with Scrutiny Services to ensure this comes to this Committee in time for meaningful pre-decision scrutiny.

With regard to Agency spend, as discussed at the meeting Members would like to look in more detail at this and, to assist this, would like to receive a briefing paper from the Environment Director to explain the rationale for the use of agency staff in their Directorate.

With regard to PPDRs, Members were interested in the discussion at Committee that 95% compliance was a sensible target to aim for, given that leave and sickness etc. mean reaching a higher target is not an effective use of resource. Members note that the emphasis instead is on ensuring the quality of the PPDRs and the need for these to be part of a continuous process. Members have previously asked for further details on the 'dip-testing' being undertaken to test the quality of PPDRs and we re-iterate our request for this information to be shared with us, either in response to this letter or as part of the committee papers for the Quarter 4 Corporate Performance Report item.



Members discussed the relevance of benchmarking the Council's performance with those of the Core Cities. Members understand the need to compare like with like in terms of urban scale, the role and functions that remain with Councils etc. but are also aware of the need to stretch performance by learning lessons from high-performing councils. We will therefore keep a watching brief on the usefulness or otherwise of benchmarking with the Core Cities.

Members note officers assurance that the Outcome Agreement measure for Solar Panels will be met this year and that the overall direction of travel for Education performance is an improving trend. Members were pleased to hear that a public facing version of the performance report will be published for Quarter One, with a scorecard approach being used.

Members asked several questions regarding detailed performance issues in Directorates and agreed to seek briefing papers from the relevant Directors, as follows:

- Director of Children's Services, Tony Young – Safeguarding – a 1 page report that details what the new unit is, what it is expected to deliver, how it fits with the Social Services and Wellbeing Act 2014 and whether any savings are anticipated.
- Director of Communities, Housing and Customer Services, Sarah McGill - Rent Arrears – a 1 page report that profiles HLS/001a over the last 10 years and details how Cardiff Council's performance compares to other local authorities.
- Director of Education and Lifelong Learning - Nick Batchelar - Minority Ethnic Achievement Grant – Members are aware from their ward work that this grant has made a significant difference to the achievement levels of individual pupils they know and wish to pay tribute to the achievements that Fitzhalan High School in particular has facilitated. With this in mind, Members wish to receive a one page report on the Council's work with the Central South Education Consortium regarding liaising with the Welsh Government to achieve flexibility in 2015/16 in the use of the single funding stream that replaces 11 existing funding streams for Education.

Finally, as part of this item, Members asked whether the reduction in budget in the Economic Development Directorate will affect the level of staff resources available to the Business Council. Members note the Chief Executive's response that this was still to be resolved, with on-going discussions with the Business Council to determine the best way forward to ensure that staff resource capacity is available. Members request an update on this once discussions have concluded and there is an agreed way forward.


To recap, this letter requests several actions and pieces of information, as follows, and requires a response:

- o Members look forward to Group Leaders be invited to the next meeting of the Challenge Forum.
- o Members look forward to shortly receiving the Challenge Forum papers, including confidential papers where Members would be bound by our Code of Conduct and Council's constitution.
- o With the response to this letter, Members would like to receive the action plan for one of the Star Chamber actions detailed at point 8 in the cover report for

this item, preferably bullet pointed, so that Members can see how this action is being addressed.

- Members ask that officers liaise with Scrutiny Services to ensure the revised Attendance and Wellbeing Policy comes to this Committee in time for meaningful pre-decision scrutiny, currently scheduled for Cabinet in June 2015.
- Members request a briefing paper from the Environment Director to explain the rationale for the use of agency staff in their Directorate.
- Members re-iterate our previous request for information on the results of PPDR dip-testing to be shared with us, either in response to this letter or as part of the committee papers for the Quarter 4 Corporate Performance Report item.
- Members agreed to seek briefing papers from the following Directors, as detailed above: Director of Children's Services, Director of Communities, Housing and Customer Services and Director of Education and Lifelong Learning.
- Members request an update on the level of staff resources available to Cardiff Business Council once discussions have concluded and there is an agreed way forward.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

Cc: Paul Orders      Christine Salter      Martin Hamilton  
Matthew Swindell      Rhian Jones      Rita Rohman







Date: 12 March 2015

Marie Rosenthal  
County Clerk and Monitoring Officer  
County Hall  
Cardiff  
CF10 4UW

Dear Marie,

### **POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 3 MARCH 2015**

Members ask that you pass our best wishes on to Councillor De'Ath and his family, with our hopes for a speedy recovery.

Members thank you and Paul Keeping for attending the above meeting to discuss progress on the Improved Governance - Organisational Development Programme and for preparing the update report on this.

With regard to the 'Improved Decision Making and Ethical Culture' project, Members ask that you pass our sincere thanks and appreciation on to Gill Nurton, Graham Porter and Kate Rees for all their hard work and efforts in ensuring that Modern.Gov is operational and user-friendly. Members believe that e-modernisation is both necessary and helpful in enabling effective local democracy.

Also within this project, Members note there is an action on 'Executive Decision Making and Forward Plan' and wish to highlight to you that the current Forward Plan published on the Council's website runs from October 2014 – March 2015. Members recommend that you investigate the reasons why an updated Forward Plan has not been published and ask that the situation is rectified.

As part of the 'Member Development and Engagement' project, Members recommend that officers look at the work other local authorities have done in using social media and web-based tools to widen participation in Member training, for example Monmouthshire Council's use of YouTube. Members were pleased to note that, in our discussion on this, you stated that this would be an action in next year's programme.

During our discussion on the 'Improving Scrutiny' project, Members were interested to hear that the Welsh Government is currently consulting on their White Paper 'Reforming Local Government: Power to Local People' and that a report is due to be taken to Cabinet on this, detailing the proposed response from Cardiff Council. The deadline for consultation responses is 28 April 2015 and Members would like to know

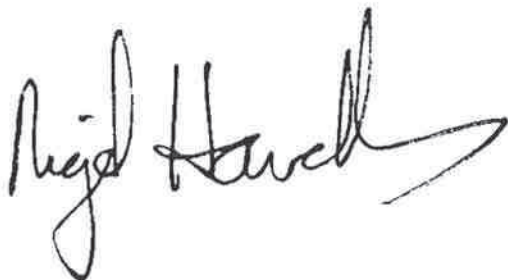


how the wider member body will be engaged in the process of formulating a response; we would welcome being involved in this process.

To recap, this letter contains the following points and recommendations and requires a response:

- Please pass on our thanks and appreciation to Gill Nurton, Graham Porter and Kate Rees for all their work re Modern.gov.
- Members recommend that you investigate the reasons why an updated Forward Plan has not been published and ask that the situation is rectified.
- Members recommend that officers look at the work of other local authorities regarding the use of social media and web based tools in member training.
- Members would like to know how the wider member body will be engaged in the process of formulating a response to the Welsh Government White Paper 'Reforming Local Government: Power to Local People'.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

Cc: Cllr De'Ath                      Paul Keeping  
      Alison Taylor                    Jayne Davis



My Ref / Fy Ref: CM30382  
Your Ref / Eich Ref: T: Scrutiny/PRAP/  
Comm Papers/Correspondence

Date / Dyddiad: 27 April 2015

Councillor Nigel Howells  
Chair, Policy Review & Performance Scrutiny Committee  
Scrutiny Services  
Room 263  
County Hall  
Cardiff  
CF10 4UW

Dear Councillor Howells

### **Policy Review & Performance Scrutiny Committee Q3 Performance Report**

Thank you very much for your letter regarding the Quarter 3 Corporate Performance Report which was discussed at your meeting on 03 March 2015. I am grateful for your ongoing support to improving the performance management arrangements and culture across the Council.

As agreed, Group Leaders were invited to the next Challenge Forum Meeting which was held on 09 April 2015. Papers for the Challenge Forum will be provided on the basis that they are not for circulation and that your committee abide by the members Code of Conduct and our Council's Constitution. I look forward to their continued involvement in what has been an important addition to the Council's performance and improvement calendar.

With regards to point 8 of the Star Chamber cover report; this will be addressed as part of the Quarter 4 Corporate Performance reports, which will include an overview of how the actions are being addressed.

I have asked Martin Hamilton, Chief Officer for Change and Improvement, to liaise with Philip Lenz, Chief HR Officer, to bring any revised Attendance and Wellbeing Absence Policy forward for scrutiny in a timely manner. I have also asked Martin to work with the Directors for the Environment, Children's Services, Communities, Housing and Customer Services, and Education and Lifelong Learning to provide the one page briefing notes in respect of the matters that you highlighted in your letter. These briefing notes will be appended to the Quarter 4 Corporate Performance Report.

The Economic Development area faces a 33% cut to its revenue budget in 15/16 which will be felt right across the service area. This includes the Cardiff Business Council. To date the day to day management of the Cardiff Business Council has been undertaken by a dedicated OM1 post within the Economic Development service supported by 3 further staff from within the Economic Development service. The OM1 post has been deleted as part of the savings for 15/16, whilst the remaining 3 staff will remain in post.

**PLEASE REPLY TO / ATEBWCH I:** Cabinet Support Office / Swyddfa Cymorth Y Cabinet,  
Room / Ystafell 514, County Hall / Neuadd y Sir,  
Atlantic Wharf / Glanfa'r Iwerydd, Cardiff / Caerdydd,  
CF10 4UW Tel / Ffôn: (029) 2087 2479



The loss of the Operational Managers post will be mitigated to an extent by the transfer of the Council's Culture and Events service into the Economic Development service. A review and restructure of the new service area will seek to create some additional management capacity to support the Cardiff Business Council and will bring together existing marketing resource from Culture and Events and Economic Development to deliver some additional capacity to support the Cardiff Business Council.

An update of the quality checks undertaken in respect of PPDRs will be included in the Quarter 4 Corporate Performance Report.

A copy of the Benchmarking strategy will be brought to the committee at a future date for consideration.

I trust this information addresses the points that you raised and as always I look forward to continuing to work with you and your committee to bring about improvements in the performance of the Council.

Yours sincerely,  
Yn gwyir,



**Councillor / Y Cynghorydd Graham Hinchey**  
**Cabinet Member for Corporate Services & Performance**  
**Aelod Cabinet dros Wasanaethau Corfforaethol a Perfformiad**

Cc Paul Orders  
Christine Salter  
Martin Hamilton  
Members of the Policy Review & Performance Scrutiny Committee

My Ref/Cyf MR0/10  
Your Ref/Eich Cyf T: Scrutiny/PRAP/Comm Papers/Correspondence  
Direct Line/ 02920 873860  
Lein Uniongyrchol  
Date/Dyddiad 24th April 2015

Councillor Nigel Howells,  
Chair, Policy Review and Performance Scrutiny Committee,  
City of Cardiff Council,  
Atlantic Wharf,  
Cardiff Bay.  
CF10 4UW.

Dear Councillor Howells,

**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 3 MARCH 2015**

Thank you for your letter dated the 12<sup>th</sup> March 2015.

I have passed on your sincere thanks and appreciation to Gill Nurton, Graham Porter and Kate Rees for their hard work in ensuring that Modern.Gov is operational. We plan to launch the new system to the public on Monday 25 March with a preview to all members on the 11 May 2015.

The 'Executive Decision Making Forward Plan' has been updated on the web-site for the period of April 2015 to June 2015.

As part of the 'Member Development and Engagement' project, web-casting will be made available on Members agreement for meetings taking place in Committee Room 4.

Also a Charing Skills Member Development Session was held on the 25<sup>th</sup> March, with Lord Lisvane - better known as Sir Robert Rogers from the recent BBC 2 "Inside the Commons" series.

The Welsh Government White Paper 'Reforming Local Government: Power to Local People' has been considered by members at a number of council committees including PRAP; the Constitution Committee on the 19<sup>th</sup> March and Democratic Services Committee on the 25 March. Cabinet have also arranged for all individual members to be consulted before formulating a final response on behalf of the whole council.

Yours sincerely,

**Marie Rosenthal,  
County Clerk and Monitoring Officer,**

**PLEASE REPLY TO:** Marie Rosenthal, County Clerk & Monitoring Officer, Room 474,  
County Hall, Cardiff, CF10 4UW  
Tel No. (02920) 873860 e-mail: Marie.Rosenthal@cardiff.gov.uk

**Clerc y Sir a Swyddog Monitro (Gwasanaethau Democratig)**

**PLEASE REPLY TO:** Marie Rosenthal, County Clerk & Monitoring Officer, Room 474,  
County Hall, Cardiff, CF10 4UW  
Tel No. (02920) 873860 e-mail: [Marie.Rosenthal@cardiff.gov.uk](mailto:Marie.Rosenthal@cardiff.gov.uk)



Fy Nghyf / My Ref: CM30382

Eich Cyf / Your Ref:

Dyddiad / Date: 28th April 2015

Councillor Nigel Howells  
Chair of Policy Review & Performance  
Cardiff Council  
Atlantic Wharf  
Cardiff  
CF10 4UW

Annwyl / Dear Nigel,

**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 3 MARCH 2015**

My Cabinet colleague, Councillor Graham Hinchey, has responded to your letter on the above in a letter dated 27<sup>th</sup> of April.

I would like to take this opportunity to also put on record that I do not feel the agreed minutes of the meeting accurately reflect the discussion on the Cardiff Business Council. At the meeting I explained that I have regular meetings with the Chairman where we discuss a range of issues relating to the Cardiff Business Council, and on most issues we have been broadly aligned. On the specific matter of the savings proposals, I explained that a letter had been received from the Chairman as part of the broader consultation on the Council's budget, where he outlined his opposition to the proposed reduction to the Cardiff Business Council budget. The minutes suggest I claimed that the Chairman was content with the proposals. I do not believe that is what I said and if my comments were unclear that was certainly not the intention.

I trust this clarifies my position on this matter.

Yn gywir,  
Yours sincerely,

**CYNGHORYDD / COUNCILLOR PHIL BALE**

**ATEBWCH I / PLEASE REPLY TO:**

Swyddfa'r Arweinydd, Ystafell 525, Neuadd y Sir, Glanfa'r Iwerydd, Caerdydd CF10 4UW  
Ffôn (029) 2087 2500 Ffacs (029) 2087 2599

Office of the Leader, Room 525, County Hall, Atlantic Wharf, Cardiff CF10 4UW  
Tel (029) 2087 2500 Fax (029) 2087 2599



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