

**2016-17 QUARTER 3 PERFORMANCE REPORT**

**REPORT OF CORPORATE DIRECTOR RESOURCES**

**AGENDA ITEM: 4**

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**PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR  
GRAHAM HINCHEY)**

**Reason for this Report**

1. To present the City of Cardiff Council's performance report for Quarter 3 (October to December) of the 2016-17 financial year, providing Cabinet with an opportunity to review performance. The Performance Report for Quarter 3 2016-17 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 deliver the Council's priorities and targets.

**Performance Overview**

3. As in Quarter 1 and 2, the Performance Support Group (PSG) identified performance issues of strategic importance for discussion at the relevant SMT meeting. These conversations have informed the content of this report.

**Quarter 3 Performance Report Structure**

4. Attached at **Appendix A** is the Quarter 3 performance report. The report contains the following information:
  - A separate section for each Directorate, structured around the Corporate Plan priorities and improvement actions.
  - For each Corporate Plan priority there is detailed information on:
    - **Performance indicators** that measure progress to deliver the priority.
    - A **summary of progress** towards the priority
    - The delivery of **commitments** that support the priority.

- At the end of each directorate section there is an overall summary of:
    - The results for the performance indicators in the Corporate Plan
    - Progress on commitments and actions
    - Challenges and achievements of that directorate.
5. The report is accompanied by a Council Overview Scorecard. This Scorecard is designed to give an at-a-glance picture of the health and effectiveness of the organisation. The Scorecard covers four key areas:
- Financial
  - Customer
  - Internal Processes
  - Learning & Growth
6. The Scorecard highlights the most important issues and achievements in relation to each of these four areas.

### **Summary of Key Issues – Council Overview Scorecard**

7. Members' attention is drawn to the following key issues highlighted in the Council Overview Scorecard

#### **Sickness Absence**

8. The level of sickness absence in Q3 was lower than in Q2 for 6 of the 7 directorates. The Council-wide figure was also lower for Q3 than for Q2.
9. The year-end forecast is 10.63 days lost per FTE. This is worse than last year's performance and we are not expected to achieve the year-end target of 8.5.
10. Senior Management and HR colleagues have been working with staff across the Council to reinforce the procedural and cultural messages in relation to staff sickness absence and ensure that people have the skills and knowledge to implement the policy appropriately.
11. Actions arising from the Quarter 2 STAR Chamber include a review of previously agreed actions regarding sickness absence, particularly in relation to Social Services and City Operations. A review of sickness absence will also be conducted in Culture and Arts venues ahead of the Alternative Delivery Model (ADM) decision. An update will also be sought in relation to Social Services Domiciliary Care policy, to include clarification of 48/72-hour refrain from contact with clients, in relation to Diarrhoea and Vomiting advice from Public Health.
12. Directorate Budgets are projected to be overspent by £7.032 million, which primarily relates to Social Services (£5.981 million) and City Operations (£955,000). It is anticipated that continued management actions will result in reductions to the over-spend by the year-end.
13. Collective directorate performance in achieving savings proposed for 2016-17 is currently projected at 76%, with Communities, Housing and Customer

Services at 68% and Resources at 92%. In addition, there is a representation which breaks down the spend for each directorate across staff costs, overtime and agency, which shows that spend is broadly in line with the budget assumptions for the year to date.

### **Information Requests**

14. Compliance with Freedom of Information requests – The result was 92.17% in Q3, compared to 92.32% in Q2 and 88% in Q1.

### **Customer Insight**

15. Customer satisfaction:
- a. Library and Hub services – The result was 99% in Q3, which is the same as for Q2.
  - b. Calls to C2C – The results remain high for calls handled in English (96%) and in Welsh (97%).
  - c. Calls to Repair Reporting Line – Performance has fluctuated throughout the year and was 89% in Q3.
16. Online applications / requests
- a. Proportion of Parking Permit applications submitted online – This increased to 77.5% in Q3, from 61.1% in Q2.
  - b. Proportion of requests for caddies and extra bags submitted online – This is relatively stable with a result of 74.3% in Q3, compared to 75.9% in Q2.
17. Complaints
- a. Number – 527 were received in Q3, compared to 374 in Q2 and 425 in Q1.
  - b. Timeliness of response – 94% of complaints were responded to within 20 days, the same as in Q2.

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

#### **City Operations**

18. Planning Applications
- a. Major – Performance continues to be above target and well above 2015-16 performance. In Q3, 33.3% of these applications were determined within 13 weeks.
  - b. Householder – Performance continues to be above target and well above 2015-16 performance. In Q3, 95.1% of these applications were determined within 8 weeks.
19. Cleanliness
- a. Streets – There was a fall in performance in Q3, with 84.2% of the highways and land that were inspected being of a high or acceptable standard of cleanliness, compared to 98.1% in Q2. This was due to the need to move resources away from street cleaning and towards leaf

collection during autumn, to prevent issues arising from uncollected leaves.

- b. Fly-tipping – Performance remains very high, with 98.5% of reported fly-tipping incidents cleared within 5 working days. This compares well to the Q2 figure of 98.1% and an annual target of 90%.

- 20. There remains a projected overspend associated largely with the Leisure ADM savings shortfall and, as before, removing this from the position results in an overall underspend for the directorate. There are additional savings shortfalls relating to planned restructures and digitisation but these are mitigated by overachievements against certain savings proposals as well as income from charges, concessionary fares travel reimbursement and Bereavement Services.

## **Communities, Housing and Customer Services**

- 21. Supporting people to be job ready

- a. Number of people assisted – In Q3 30,845 people were assisted through the 'Into Work Service', which is well above target and more than the 21,000 people assisted in Q2.
- b. People feeling 'job ready' after completing the course – The percentage remains high and stable at 99%.

- 22. Housing

- a. Homelessness – During Q3 the Outreach Service made an intervention within 3 days on every single occasion they were made aware of a rough sleeper, so performance is at 100%. A review of the management of accommodation used by rough sleepers is expected to be completed by the target date of March 2017.
- b. Use of Lettable accommodation – The number of days taken to let this type of accommodation continues to improve and in Q3 was 78.35, compared to a Q2 result of 82. However, performance is worse than the target of 65 for Q3.
- c. Delayed transfers of care (DToC) – Housing continue to develop their joint working arrangements with Social Services and Hospitals and their efforts to reduce the number of Cardiff residents who experience a DToC, are progressing well.

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- 24. Despite savings shortfalls relating to the implementation of the Alarm Receiving Centre and roll-out of the Libraries and Hubs strategy, the directorate has a projected underspend of £119,000 at year-end. Contributing to this is additional income from renovation grants and administration fees, as well as underspends on supplies and service budgets.

## **Economic Development**

### 25. Employment

- a. The number of jobs created or safeguarded through Council support has increased in Q3 to 586, compared to 499 in Q2 and annual target of 500.
- b. A site north of Wood Street has been selected by HMRC for a relocation and expansion that could deliver up to 3500 jobs.
- c. Headquarters for a major international development charity will be established in Cardiff creating 50 new skilled jobs

### 26. Land development and regeneration

- a. The quantity of Grade A office space committed for development continues to increase and in Q3 was 285,700 sq. ft., compared to 180,000 in Q2 and an year-end target of 150,000.
- b. Work to deliver 300,000 sq. ft. of office space in a Cardiff Enterprise Zone by March 2018 is on target.
- c. Work to develop the International Sports Village, including a review of the plan for the waterfront site by March 2017, is on target.
- d. Work to design and deliver a new transport interchange by December 2017 is progressing well and on target.

### 27. Waste

- a. 3,195 tonnes of green bag recycling was collected from households over the Christmas period, an increase of 5% from last year and an increase of 25% from the previous year.
- b. Construction of the new Lamby Way Household recycling Centre is due to be completed by February 2017.

28. The directorate has experienced shortfalls against savings targets, largely associated with Office Rationalisation and City Centre Management. Overspends have been offset in part by additional income from advertising and City Hall functions and also reduced spending on Cardiff Branding and Workshop NDR costs. St. David's Hall and the New Theatre also continue to project a balanced position, however this will be closely monitored as the Arts and Cultural Venues ADM progresses this year.

29. The recently-formed Commercial Services has a projected underspend that will deliver an overall underspend for the directorate at year-end. This is despite savings shortfalls in areas including digitisation, depot security and vehicle rationalisation. Additional pressures have been experienced through increased operating costs in Recycling Waste Services but there has been mitigation from additional income, operational savings and savings on unfilled posts, as well as a projected surplus within Facilities Management.

## **Education and Lifelong Learning**

30. Most of the results available in Q2 were provisional. In most cases these results are now final and where this is the case, this will be highlighted.

31. Attainment at Key Stage 4

- a. Level 2+ Threshold – The result for the % of pupils achieving this threshold (5 GCSEs at A\* – C grade including A\* – C in English or Welsh and Mathematics) is now final at 62.5%. This is higher than the provisional figure (62%) and higher than the result for the 2014-15 academic year (59.3%), but lower than the target for the 2015-16 academic year (65%). The result is also above the Wales average of 60%.
- b. Level 2+ Threshold (Free school meals) – The result for the % of eFSM pupils achieving Level 2+ Threshold (definition same as in point a) is now final at 39.3%. This is higher than the provisional figure (35.4%) and higher than the result for the 2014-15 academic year (32.23%), but lower than the target for the 2015-16 academic year (45.45%).
- c. Level 2 Threshold – The result for the % of pupils achieving this threshold (5 GCSEs at A\* – C grade) is now final at 84.3%. This is higher than the provisional figure (84%) and higher than the result for the 2014-15 academic year (81.06%), but lower than the target for the 2015-16 academic year (87.08%). The result is in line with the Wales average of 84%.
- d. Level 1 Threshold – The result for the % of pupils achieving this threshold (5 GCSEs at A – G grade) is now final at 94.4%. This is higher than the provisional figure (94%) and higher than the result for the 2014-15 academic year (92.15%), but lower than the target for the 2015-16 academic year (97.81%). The result is below the Wales average.

### 32. Attainment at Key Stage 3

- a. Core Subject Indicator – The result for this measure was final in Q2 and is 86.6%. This is higher than the result for the 2014-15 academic year (83.4%) and higher than the target for the 2015-16 academic year (85%).

### 33. Attainment at Foundation

- a. Outcome 5 in the Foundation Phase Outcome Indicator – The result for this measure was final in Q2 and is 88.9%. This is higher than the result for the 2014-15 academic year (86.73%) and higher than the target for the 2015-16 academic year (86%). The rate of improvement in Cardiff is greater than that across Wales.

### 34. Attendance (These real time figures may change once they are finalised)

- a. Primary School – The real time result for Q3 was 95.4%, which is identical to the target for this academic year.
- b. Secondary School – The real time result for Q3 was 94.3%, which is just below the target for this academic year of 95%.

35. The Band A investment programme in relation to School Organisation, Access and Planning is progressing well. Construction of Eastern High is progressing well and the new schools being completed as part of Band A will increase primary places in English medium schools by 60 and in Welsh medium by 90.

36. Out of County placements is currently showing a projected overspend of £612,000.00 and the savings target is £900k. A joint project group has been established between Education and Children's services and risk cases are identified early and discussed regularly at Risk Management meetings.

## **Governance and Legal Services**

37. The Welsh Language Commissioner to date has received 14 complaints in relation to alleged breaches of the Standards. The Bilingual Working Group continues to review the investigations on a quarterly basis and Cabinet are notified of issues of concern.

## **Resources**

38. Revenue collection
- a. Council Tax – The % of Council Tax due, which was received by the authority at the end of Q3 was 81.59%. This result increases throughout the year and is forecast to achieve the year-end target of 97%. The current result is slightly lower than for the same period last year (81.66%) and the difference in performance equates to approximately £108,000.
  - b. Non Domestic Rates – The % of NNDR collected (net of refunds) at the end of Q3 was 82.03%. This result is forecast to achieve the year-end target of 96.50%. The current result is slightly lower than for same period last year (81.80%).
39. Work is being undertaken to automate online transactions to improve the customer experience.

## **Social Services**

40. Staff vacancies – At the end of Q3, 23.3% of posts within social work teams were vacant. This has improved on the Q2 position of 24.8%, but is worse than the year-end target of 18% and performance for Q3 last year of 21.6%.
41. Children
- a. Looked after children (LAC) – At the end of Q3, 9.9% of the children taken into care during the year had returned home. This equates to 88 of the 893 children taken into care. The Q2 figure was 6.2% but there is no target or 2015-16 data, so no further comparison is possible.
  - b. Children supported to remain living within their family – Of the 1,588 children with a Care and Support Plan at 31<sup>st</sup> December 2016, 898 were living at home (56.5%). This is slightly down on Q2 performance (57.3%) but there is no target or 2015-16 data, so no further comparison is possible.
42. Adults
- a. Adult protection enquiries – At the end of Q3, there had been 271 enquiries and 266 of these were completed within 7 working days (98.2%). The Q2 figure was 97.6% but there is no target or 2015-16 data, so no further comparison is possible.
  - b. Delayed Transfers of Care (DTocS) – The Q3 figure of 4.16 (people delayed for social care reasons per 100,000 of population aged over 75) is a significant improvement on the figure at this time last year (7.95) and

is close to the Q2 figure (3.10) despite the challenges in the health and social care system.

- c. Direct Payments – The number of adults in need of care and support who received a direct payment at the end of Q3 was 707. This is higher than in Q2 (679) but there is no target or 2015-16 data, so no further comparison is possible. There are currently 45 people in the process of obtaining a direct payment.

43. There continue to be capacity issues across Cardiff, and the UK, within the domiciliary and nursing care home market, along with a shortage of paid carers. A number of engagement sessions have taken place both within and outside Cardiff with Care Providers to encourage growth in this area.

44. Social Services has a projected overspend, resulting mainly from savings shortfalls in both Adults' and Children's Services. Significant additional pressures in Adults' Services include increased costs of and demands for domiciliary care, while there have been underspends in relation to residential care and staff budgets. In addition to savings shortfalls, the overspend in Children's Services has been impacted further by agency and external fostering costs, with some mitigation delivered by savings on guardianship orders and internal fostering and adoption budgets.

#### **Reason for Recommendation**

45. To ensure that improvements are made, to allow the culture of managing performance to embed within services and to ensure clear accountabilities are established for the performance of service areas.

#### **Financial Implications**

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

#### **Legal Implications**

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

#### **HR Implications**

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

#### **RECOMMENDATION**

The Cabinet is recommended to note the current position regarding performance, the delivery of key commitments and priorities as at Quarter 3, and the action being taken to address areas of concern.

#### **CHRISTINE SALTER**

Corporate Director  
10 February 2016

*The following appendix is attached:*

Appendix A - 2016-17 Quarter 3 Performance Report