

# 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

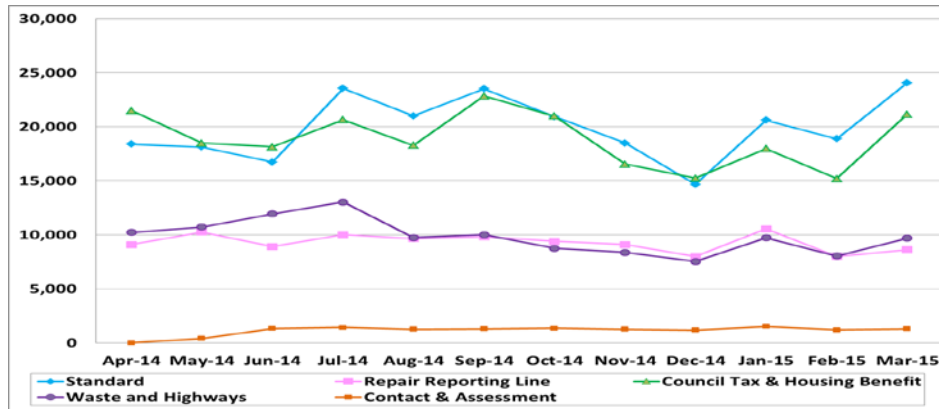
## Members Enquiries

<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 potholes and surfacing, problem parking and footpaths. Rubbish/fly tipping and street cleansing remain consistent.

## Customer Contact

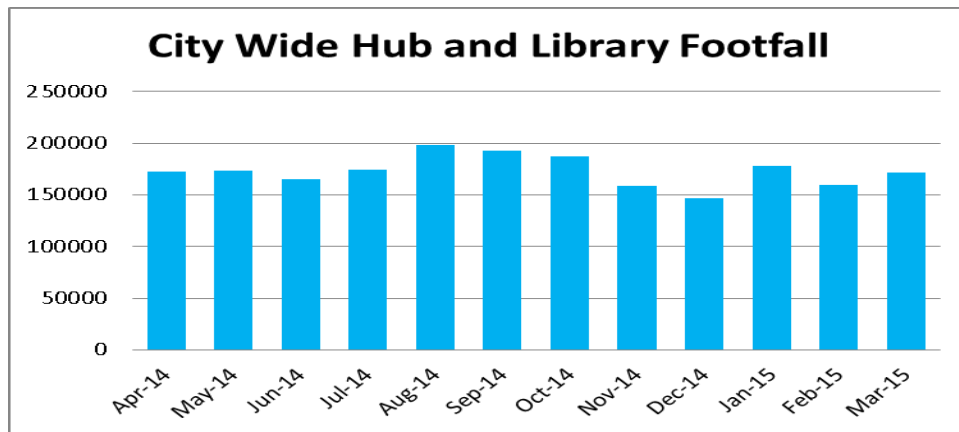
### Calls offered to C2C



**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 of enquiries by 136% from the month before.

### Total Footfall in both Libraries & Hubs across the City.

#### City Wide Hub and Library Footfall



**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

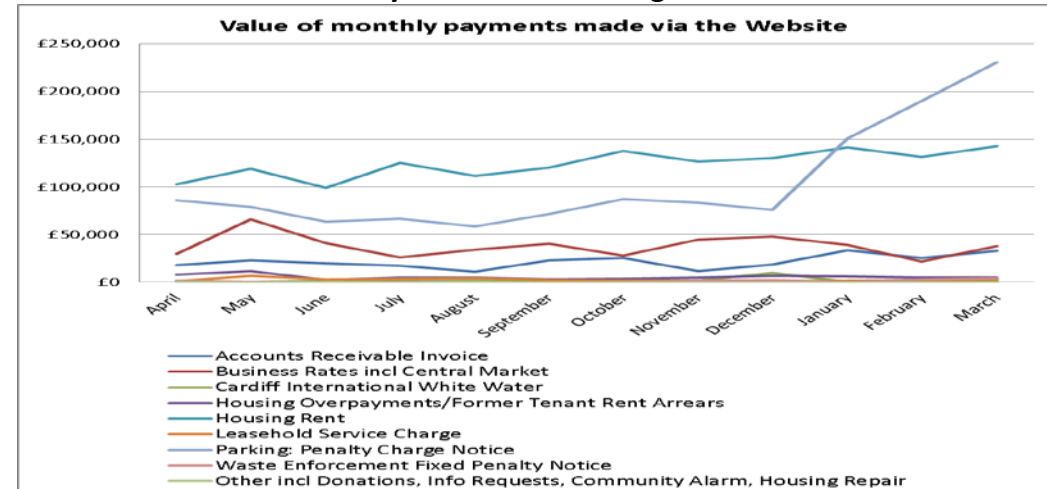


1,392 searches contained the word 'challenge' this is most likely linked to parking fines: Top search result on [www.cardiff.gov.uk](http://www.cardiff.gov.uk) returns: **Challenge a Penalty Charge Notice**



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

### The value of Payments made through 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</b>	22.91%	0.51%	
£23,496,428	100.87%		5.66%	1.76%	
£1,668,758	102.13%		Corporate Mgmt	2.92%	0.18%
£1,980,501	117.26%		County Clerk &	4.15%	0.63%
£4,651,478	100.08%		Economic	6.98%	3.92%
£29,113,994	106.48%		Education	3.48%	0.87%
£22,756,886	97.98%		Environment	16.12%	3.86%
£23,707,468	103.33%		Health & SC	5.72%	3.75%
£33,450,445	90.99%		Resources	3.85%	1.25%
£25,805,315	104.53%		Sport L&C	11.76%	3.72%
£13,293,718	100.76%		SPHT&T	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>	<b>197,416,391</b>	<b>196,673,662</b>	<b>99.62%</b>	<b>3,451,980</b>	<b>4,528,736</b>	<b>2.30%</b>	<b>5,905,430</b>	<b>16,426,913</b>	<b>8.35%</b>

# Sickness Absence Q4

FTE days

2014/15

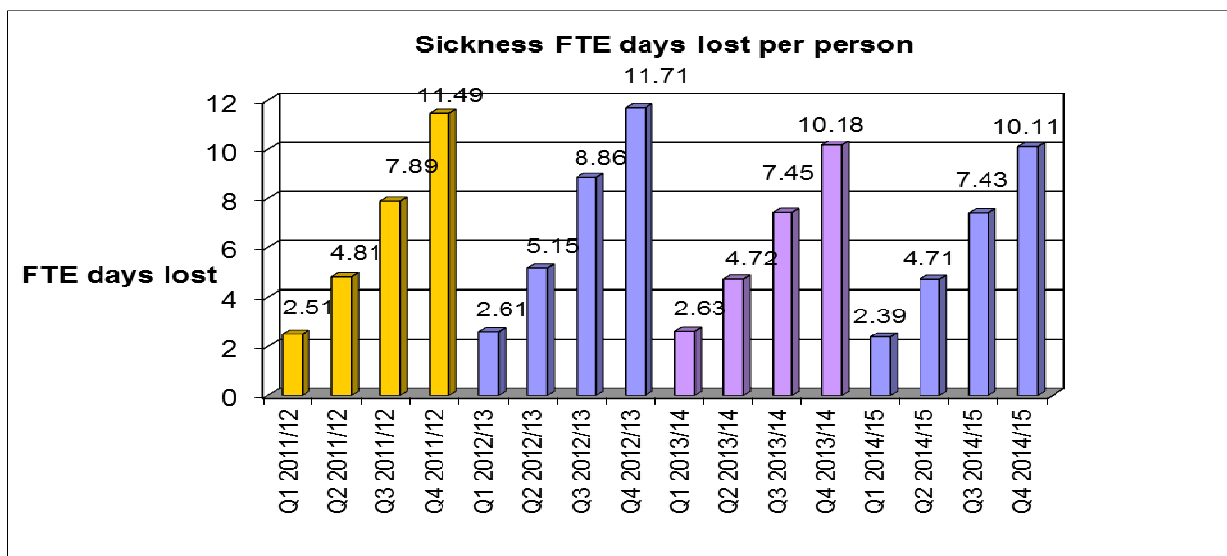
**10.11**

	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**

<b>Organisation</b>	<b>Return To Work Done (A)</b>	<b>Return To Work Pending (B)</b>	<b>Total (A+B)</b>	<b>Percentage Completed (%)</b>
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>

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>	

\*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

## 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

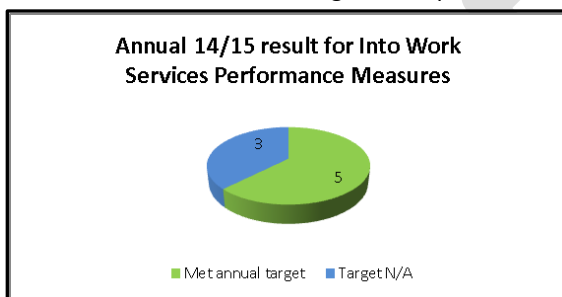
### Education

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

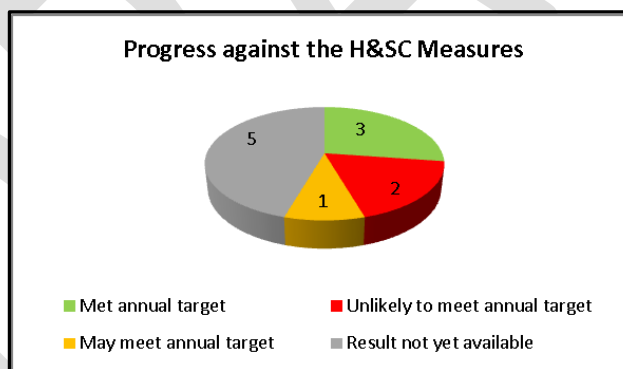
Measure	Annual result	Annual Target
Number of work experience placements	1078	1000

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



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

### Health & Social Care



\*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

Councillor: Sue Lent Director: Tony Young

## 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>	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.	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	Q1 Position	Q2 Position	Q3 Position	Q4 Position	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>	<b>Red</b>	<b>Red</b>	<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 loss</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	Red	Amber	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.	Red	Amber	Appointed a new Head of Corporate Communications and External Affairs and a new Electoral Services Manager.
Insufficient advertising income to meet budget savings target	Red	Amber	Other ways of generating income are being explored including advertising partnership options.
Insufficient Scrutiny income to take forward projects	Amber	Green	Public Engagement Research Project not funded by Welsh Government, therefore not pursued. Close risk.
Delay completing the Community Boundary Review	Red	Amber	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

<b>Corporate Risk</b>				
<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Mitigating actions</b>	<b>Risk Owner</b>
The Central South Consortium does not challenge Cardiff schools consistently to ensure that they improve	<b>Red</b>	<b>Red/ Amber</b>	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	<b>Red</b>	<b>Red/ Amber</b>	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	<b>Red</b>	<b>Red/ Amber</b>	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

<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Mitigating actions</b>	<b>Risk Owner</b>
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.	<b>Red</b>	<b>Red</b>	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	<b>Red</b>	<b>Red</b>	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

<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Progress</b>
Weaknesses in mathematics in a number of secondary schools	<b>Red</b>	<b>Red/ Amber</b>	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)	118.905k w 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>	Red	Red	<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>	Red	Red	<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>	Red	Red / Amber	<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 Cardiff 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 the 7 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)

Green 58.3% (7)	Amber 33.3% (4)	Red 8.3% (1)
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### Q4 Progress against Performance Indicators (33)

Green 15.1% (5)	Red 12.1% (4)
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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

<p><b><u>Budget Position</u></b> To be provided by the Corporate Performance Team</p> <p><b><u>Directorate Delivery Plan – unless completed the following objectives below will now cascade over in new City Operations Delivery Plan</u></b></p> <p><u>Red status objectives at year end</u></p> <p><b>Create among the most 'open for business' planning and development services in the UK by December 2015 –</b> Considerable in-year progress in terms of planning service productivity. Additional strategy development progressing re step change in design quality and customer engagement.</p> <p><u>Amber status objectives at year end</u></p> <p><b>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 &amp; Cardiff Bay by December 2014</b> - Still awaiting a decision and direction from WG following Mark Barry Report</p> <p><b>Develop a world class transport strategy to help make Cardiff one of the most liveable cities in the world by April 2015</b> - LTP submitted to WG on time. Still awaiting WG approval. Transport Strategy production deferred to 2015/16.</p> <p><b>Deliver new Master Planning and Development Proposals for the City Centre and Cardiff Bay Area by December 2014</b> – there is a need to understand the scope of the work to be completed and integration with wider masterplanning and potential development.</p> <p><b>SP&amp;T12 - Develop an effective city-wide partnership with hospitals, universities and colleges by December 2014</b> 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.</p> <p><u>Green status objectives at year end</u></p> <p><b>Deliver the Local Development Plan, including submission of Deposit LDP to Welsh Government by August 2014 and adoption by October 2015</b> - On programme - it is anticipated there will be an additional Hearing Session in mid-May to review the information submitted with the Council and Welsh Government before commencing consultation on the</p>
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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
<p>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.</p>							

#### 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
<p><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.</p>	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.            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
<p><b>Preparation of Local Development Plan</b> - Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.</p>	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**

<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Progress</b>	<b>Risk Owner</b>
<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