

# Q1 Delivery and Performance Report 2015/16

## Progress against actions in the Corporate Plan 2015/16

Q1 2015/16 – (395\*)

<b>Green</b> 82.03% (324)	<b>Amber</b> 16.20% (64)	<b>Red</b> 1.01% (4)
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\*Including 3 (0.76%) N/A

## Progress against relevant Performance Indicators

Q1 2015/16 – (110\*)

<b>Green</b> 56.35% (62)	<b>Amber</b> 30.90% (34)	<b>Red</b> 12.72% (14)
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\*Excluding 118 Annual indicators, 27 with no results and 8 N/A

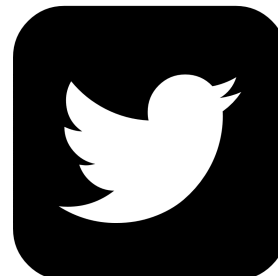
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# Q1 Customer Contact



**Twitter Media followers**  
**41,492 followers in English**  
**1,639 followers in Welsh**  
**1,396 Likes on Facebook**



<b>Complaints</b>	<b>Q1 (14/15)</b>	<b>Q2 (14/15)</b>	<b>Q3 (14/15)</b>	<b>Q4 (14/15)</b>	<b>Q1 (15/16)</b>
New Complaints Received	652	658	468	533	497
Corporate Complaints	652	656	467	532	490
Welsh Complaints	0	2	1	1	7
Acknowledgements not sent within 5 days	25	15	14	7	7
Response not sent within 20 days	54	36	33	22	39
Compliments Received	389	383	341	287	288

## Members Enquiries

<b>Directorate</b>	<b>Received</b>			<b>Responded on time</b>	
	<b>Q1</b>	<b>Q1</b>	<b>Q1 %</b>	<b>Q1</b>	<b>Q1 %</b>
<b>Childrens</b>	0	0	-		
<b>City Operations</b>	437	336	77%		
<b>Communities</b>	119	108	91%		
<b>Economic</b>	3	3	100%		
<b>Education</b>	11	11	100%		
<b>Governance &amp; Legal</b>	5	5	100%		
<b>Adult SC</b>	5	5	100%		
<b>Resources</b>	17	14	82%		
<b>Total</b>	<b>597</b>	<b>482</b>	<b>81%</b>		

603 cases were recorded on the member enquiry line, of these 86 cases were Request for Service. It is presumed that as fewer enquiries required closing down due to cases being Requests for Service, Members are using the guidance for Request for Service and reporting Member Enquiries and Request for Service appropriately.

**Total Staff Costs at Q1**                      **£49,696,863**

**Total Agency Costs at Q1**                      **£3,193,254**

**Total Overtime Costs at Q1**                      **£1,069,309**

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.

<b>Staff Costs to End Q1</b>	<b>% of Annual Budget</b>		<b>% Spend Agency</b>	<b>% Spend Overtime</b>
£4,115,759	23.34%	<b>Childrens</b>	15.64%	0.43%
£13,559,436	27.42%	<b>City</b>	10.79%	3.33%
£6,307,790	27.11%	<b>Operations</b>	5.27%	1.90%
£785,699	27.77%	<b>Communities</b>	1.12%	0.14%
£3,102,096	25.48%	<b>Corporate Mgmt</b>	6.10%	2.85%
£6,952,297	28.24%	<b>Economic</b>	1.95%	0.47%
£1,136,302	30.67%	<b>Education</b>	3.90%	0.27%
£4,456,599	28.71%	<b>Gov &amp; Legal</b>	3.81%	4.70%
£9,280,886	23.61%	<b>Adult SC</b>	2.22%	1.57%
		<b>Resources</b>		

**Agency**  
**6.43%**

**Overtime**  
**2.15%**

# Sickness Absence Q1

FTE days

2015/16

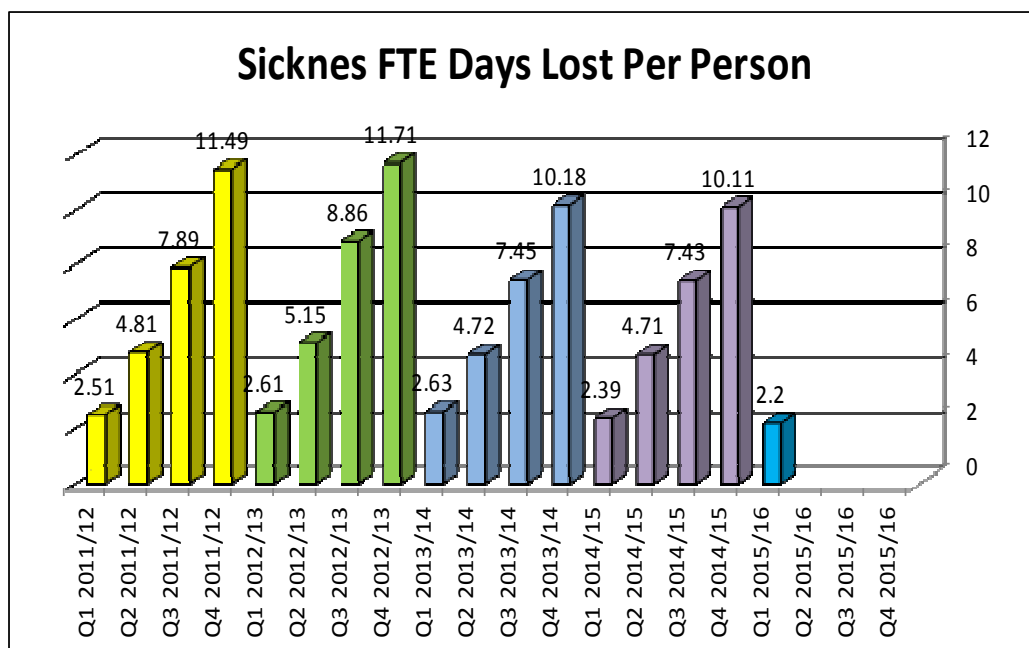
**2.2**

	Av FTE Numbers	FTE Target	Q1 Days lost	Forecast for 2015/16
Childrens	350	13.0	3.5	<b>14.5</b>
City Operations	1,375	13.0	3.0	<b>12.7</b>
Communities	960	9.0	2.0	<b>8.4</b>
Economic	245	6.0	1.4	<b>5.8</b>
Education	750	8.0	1.9	<b>8.0</b>
Education - Schools	5,400	7.8	2.1	<b>8.6</b>
Governance & Legal	85	6.0	1.7	<b>7.1</b>
Adult SC	650	13.0	2.8	<b>11.8</b>
Resources	927	8.0	1.9	<b>7.9</b>
<b>Total</b>	<b>10,746*</b>	<b>9.0</b>	<b>2.2</b>	<b>9.3</b>

\*This figure includes schools based education staff.

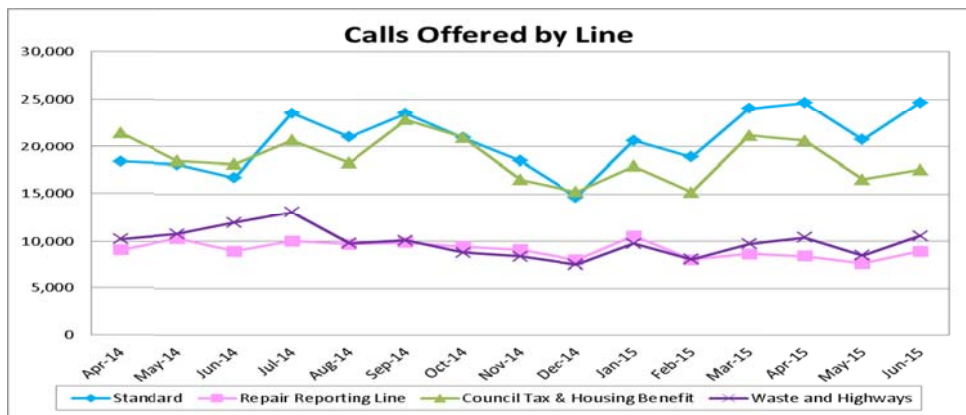
The Council's sickness figure is 9.0 FTE days lost per person, the data for Quarter 1 shows a decrease over the same period last year and was the lowest Quarter 1 figure in 5 years. The current forecast is 9.3 day lost per FTE.

The Sickness and Wellbeing Policy has been reviewed and approved and additional measures are being put in place for a number of directorates following a pilot in Environment last financial year.



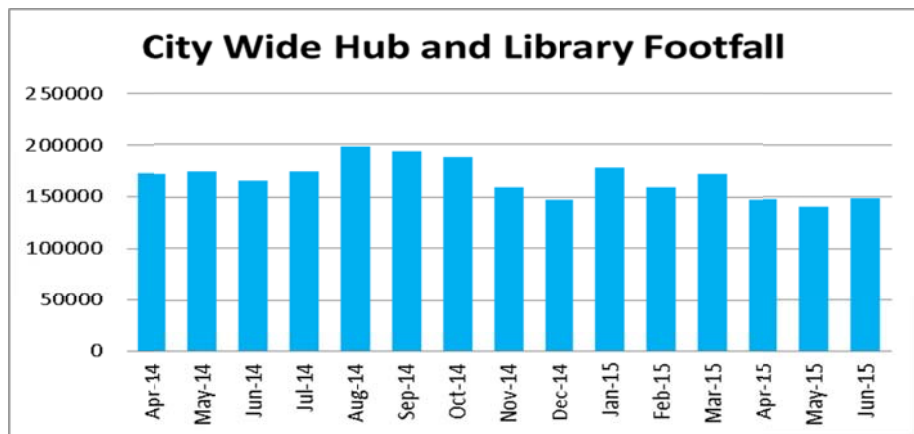
# Customer Contact

Calls offered to C2C



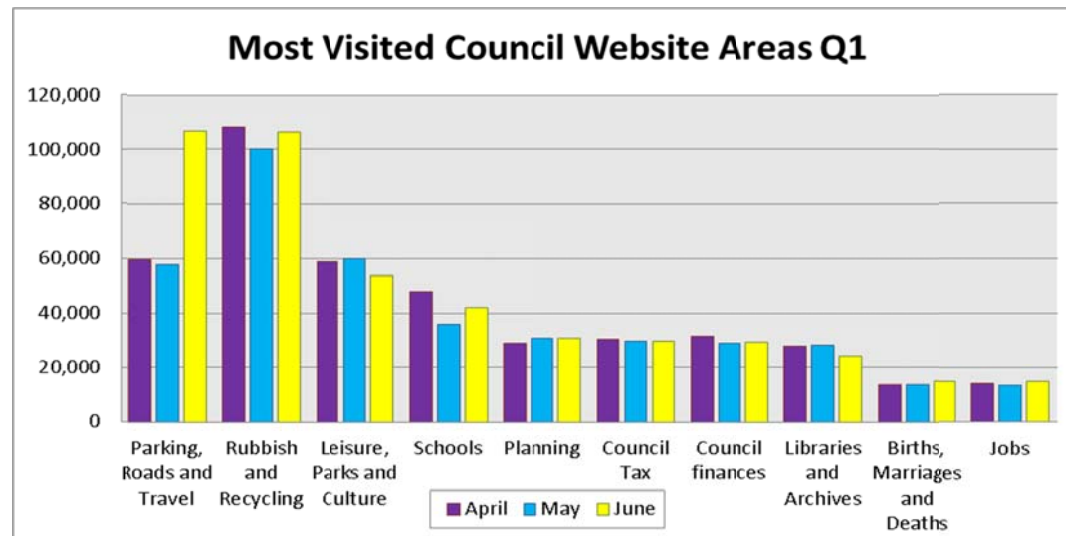
**Update:** Call volumes have been increasing compared to Q4 last year, although there was a notable decrease in May, the volumes have increased again during June.

Total Footfall in both Libraries & Hubs across the City.



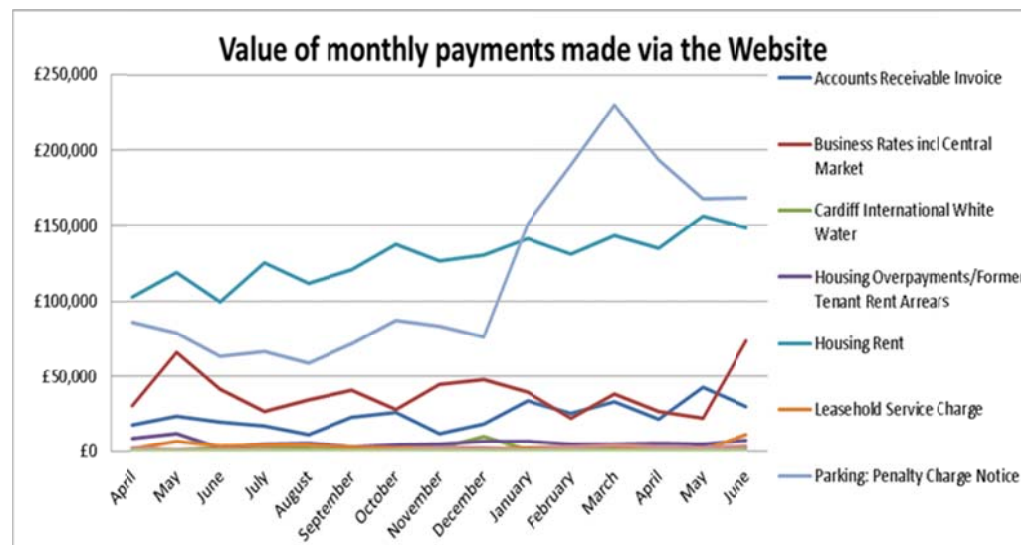
**Update:** The decrease in footfall during Quarter 1 is due to the closure of Central Library as it is transformed into Central Library Hub.

Most visited Website Areas



This chart shows (in descending order) the comparative levels of interest / page views by customers on the top 10 most viewed sections of the site each month during Quarter 1.

The value of Payments made through the Website



## Personal Performance and Development Review Compliance as at 17<sup>th</sup> July 2015

Organisation Name	PPDR Initiation		
	Total (Head Count)	Completed	Percentage (%)
City Operations	1390	1218	88%
Communities, Housing & Customer Services	1098	1042	95%
Economic Development	273	250	92%
Education & Lifelong Learning (exc schools and central teachers)	1010	827	82%
Governance & Legal Services	86	62	72%
Resources	1474	1376	93%
Social Services	1118	982	88%
<b>Total</b>	<b>6363</b>	<b>5695</b>	<b>90%</b>

## Staff Costs at Quarter 1

Directorate	Staff Budget £	Total Staff Costs to month 3 £	% Annual Budget spent	Overtime Budget £	Total Overtime spend £	Overtime Spend %	Total Agency Budget £	Total Agency Spend £	Agency Spend %	% Costs spend on overtime	% Costs spent on agencies
Children's Services	17,637,080	4,115,759	23.34%	0	17,608	0.43%	510,930	643,735	15.64%	0.10%	3.65%
City Operations	49,447,620	13,559,436	27.42%	1,979,785	451,202	3.33%	3,089,515	1,463,077	10.79%	0.91%	2.96%
Communities	23,264,810	6,307,790	27.11%	327,210	119,804	1.90%	123,910	332,588	5.27%	0.51%	1.43%
Corporate Management	2,829,250	785,699	27.77%	0	1,074	0.14%	0	8,803	1.12%	0.04%	0.31%
Economic Development	12,175,250	3,102,096	25.48%	375,560	88,346	2.85%	437,370	189,075	6.10%	0.73%	1.55%
Education	24,618,370	6,952,297	28.24%	0	32,605	0.47%	155,290	135,793	1.95%	0.13%	0.55%
Governance & Legal Services	3,704,820	1,136,302	30.67%	0	3,040	0.27%	2,550	44,339	3.90%	0.08%	1.20%
Adult Social Care	15,521,290	4,456,599	28.71%	58,720	209,468	4.70%	30,330	170,007	3.81%	1.35%	1.10%
Resources	39,315,631	9,280,886	23.61%	421,650	146,163	1.57%	414,160	205,837	2.22%	0.37%	0.52%
<b>Total</b>	<b>188,514,121</b>	<b>49,696,863</b>	<b>26.36%</b>	<b>3,162,925</b>	<b>1,069,309</b>	<b>2.15%</b>	<b>4,764,055</b>	<b>3,193,254</b>	<b>6.43%</b>	<b>0.57%</b>	<b>1.69%</b>



# Information Requests

Requests managed  
by Central Team

419

requests

81.62%

compliance

Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Communication & Media	0	-	0	-	0	-
CTS	0	-	0	-	0	-
Democratic Services	12	75.00%	0	10	12	75.00%
Econ & Major Projects	12	75.00%	0	-	12	75.00%
Education	23	78.26%	0	-	23	78.26%
Emergency Management	0	-	1	100.00%	1	100.00%
Enterprise	0	-	0	-	0	-
Enterprise Archi	0	-	0	-	0	-
Environmental Health	23	78.26%	2	50.00%	25	76.00%
Exchequer & Dev	0	-	0	-	0	-
Facilities Management	2	0.00%	0	-	2	0.00%
Finance & Procurement	56	83.93%	0	-	56	83.93%
Health & Safety	1	100.00%	0	-	1	100.00%
Highways & Transport	62	82.26%	0	-	62	82.26%
HRPS	28	50.00%	7	28.57%	35	45.71%
ICT	10	90.00%	0	-	10	90.00%
Improvement & Info	6	83.33%	49	100.00%	55	98.18%
Legal Services	4	75.00%	0	-	4	75.00%
Planning	10	80.00%	0	-	10	80.00%
Policy, Partnership	0	-	0	-	0	-
Project, Design, Dev	0	-	0	-	0	-
Licensing	10	90.00%	0	-	10	90.00%
Regeneration Prog	0	-	0	-	0	-
Risk & Audit	0	-	0	-	0	-
Scrutiny Services	0	-	0	-	0	-
Shared Services	0	-	0	-	0	-
Strategic Estates	4	75.00%	0	-	4	75.00%
Trading Standards	5	100.00%	0	-	5	100.00%
Traffic Network Man	4	50.00%	67	95.52%	71	92.96%
Waste Management	21	66.67%	0	-	21	66.67%
<b>TOTAL</b>	<b>293</b>	<b>76.79%</b>	<b>126</b>	<b>92.86%</b>	<b>419</b>	<b>81.62%</b>

Since 1<sup>st</sup> April 2015 the Improvement & Information Team have taken over the management of information requests for specific Directorates. The report shows areas managed centrally and those that are managed by Directorates.

In Quarter 1 the Council received 611 information requests under FOI & DPA I Legislation. The figures within the tables do not reflect Multi-function requests as these encompass a number of areas. The Council handled 46 Multi requests and compliance was 61%. The Improvement & Information team are currently considering how to effectively publish compliance with these requests in future reports.

## Requests managed by Directorates

78

requests

70.51%

compliance

Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Childrens Services	10	40.00%	3	0.00%	13	30.77%
Crematoria & Cemeteries	2	100.00%	0	-	2	100.00%
Culture, Tourism	0	-	0	-	0	#DIV/0!
Customer Services	2	100.00%	0	-	2	100.00%
Harbour Authority	1	100.00%	0	-	1	100.00%
Health & Social Care	18	55.56%	5	40.00%	23	52.17%
Housing	19	89.47%	1	100.00%	20	90.00%
Infrastructure	0	-	0	-	0	#DIV/0!
Parks & Sports	11	90.91%	0	-	11	90.91%
Registration & Coroners	6	100.00%	0	-	6	100.00%
<b>TOTAL</b>	<b>69</b>	<b>75.36%</b>	<b>9</b>	<b>33.33%</b>	<b>78</b>	<b>70.51%</b>

# Directorate: Social Services - Adult Social Care

Director: Sarah McGill

Councillor: Susan Elsmore

Budget	Projected Outturn	Variance	Variance (%)
Budget Reported in Childrens Services			

Target Savings 15/16	Projected Savings	Variance	Variance (%)
Savings Reported in Childrens Services			

Number of Employees (FTE)	650
Sickness Absence YTD (Days Per Person)	2.8
PPDR Compliance Stage (Permanent Staff)	88%*

\*data for the whole of Social Services

## Q1 Progress against Corporate Plan Commitment Actions 2015/16 (Total No 7)

Green 85% (6)

Amber 15% (1)

## Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No 10)

Green 90% (9)

Red 10% (1)

### Progress on Challenges Identified Q4 (previous quarter)

- **Budget pressures** – There are challenges on the delivery of the combined 2014/15 (carried forward) and 2015/16 savings. Work is underway to address savings associated with commissioning, the commissioning of adult services to be taken forwards as a specific Organisational Development Workstream
- **Improved performance on Direct Payments against target** – There has been a 5% increase in the number of service users using Direct Payments from 550 at the end of 14/15 to 578 in Q1 15/16. As at 30<sup>th</sup> June 2015 there were 41 adults working towards receiving direct payments. There has also been a 10% increase in the number of adults with a learning disability using Direct Payments

To improve performance –

- Direct Payments are the first preference offered by Case Managers to the appropriate service user groups and Operational and Team managers are checking the relevant case management forms (Electronic Fair Access to Care Services) as a further check in the system to ensure Direct Payments are being offered.
- A review of the contract arrangements have taken place and this is due to realise £100,000 in savings during 2015/16.
- **Improve Carer Assessments completed/ offers** - . The number of carer assessment offers has increase this quarter by 46.56% compared to Q1 2014-15. Q1 2015-16 799 offers for 2740 named carers, Q1 2014-15 427 offers for 2204 named carers.

To improve performance–

- Stage 1 of cleansing the Care First client record system to improve data quality has been completed with the 2nd stage due to be completed in July
- The question regarding Carers Assessments on the Integrated Assessment forms have been made mandatory on CareFirst. The carers' question has also been placed in appropriate specialist forms including those used by the Occupational Therapy and Community Resource Teams
- **Improve Delayed Transfers of Care (DToC)** – A new leadership group has been established between the Vale of Glamorgan Council and Cardiff Council, the Chair of the University Health Board and relevant officers. On the 29th June a joint action plan was received and agreed by the Health Minister. The action plan has been compiled in response to the rise in the number of reported Delayed Transfers of Care (DToC) and will ensure that all issues are identified and addressed it is being driven forward via the recently formed Task & finish Group. Q1 2015-16 totals for social care reasons 86, Q1 2014-15 totals for social care reasons 29.
- **Improve staff sickness performance** – Implemented Housing, Customer Services and Adult Social Care monthly sickness monitoring report.

## Q1 Service Delivery

### Directorate Delivery Plan

- **Transitions** –Recruitment process has been delayed as the Operational manager post has been re-advertised. Joint work continues in this area and detailed transitions plans are in place, whereby the directorate have details of individual cases that will move from Childrens to Adult Social Care enabling a clear transition pathway for individuals and more robust budget forecasting for the directorate.
- **Increase the number of people who are able to remain at home** - The new scheduling mobile system for reablement is in the process of being and the system is due to be officially launched at the end of September 15. The Directorate is also trialling Vega Watches – designed for service users with dementia symptoms; 12 on trial at present and ‘Just Checking ‘technology an online activity monitoring system both schemes help to safeguard people, allowing them stay independent in their own home whilst providing reassurance for carers and family. **Dementia reablement training programme** - It is anticipated that the training manuals will be ready by the end of July with the Dementia Reablement scheduled to start in September 2015.
- **Social Services and Wellbeing (Wales) Act 2014** - The Regional Implementation Plan for the Act was signed off by the Integrated Adult Social Care Strategic Implementation Group and was submitted to Welsh Government at the end of March 2015. A presentation at the June Local safeguarding Board raised awareness on the Safeguarding stream (Part 7) of the Act to its members
- **Floating Support** - 2 mental health service users are already receiving floating support with 5 more identified. The service will offer a range of support to people who are experiencing mental health problems e.g managing finances, benefit applications or other complicated tasks which may cause difficulty.

### Management

**Sickness** –See progress on challenges in Section 1.

**PPDR’s** – The outturn is below expectations, however it includes 25 employees located at Cathedral View as it is scheduled to close. Weekly PPDR monitoring reports have been implemented and Operational Managers have recorded reasons for non compliance e.g maternity leave

**Health & Safety** - The Directorate Health & Safety Action Plan for 2015/16 was completed. This, together with the end of year H&S Statement and Annual Report for 2014/15 was agreed by SMT and went to Health & Safety Forum meeting on 17.6.15. During 2014/15 year end, five inspections were undertaken by the Health and Safety Advisor. Overall, there were 31 reported accidents, one of which was reported to the Health & Safety Executive.

## Directorate: Social Services - Adult Social Care

### Key Performance Indicator Data – Q1 2015/16

#### Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (20)

Green 35% (7)

Amber 10% (2)

Red 25% (5)

Of the total number of indicators above, 10% (2) are annual results and 20% (4) are not appropriate for target setting

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
Rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over	10.92	3.65				5.92		R
For management actions please see Section Challenges identified & Actions being taken in Q1								
Number of delayed transfers of care for social care reasons	254	86				140		R
For management actions please see Section Challenges identified & Actions being taken in Q1								
Rate of older people (aged 65 or over) supported in the community per 1000 population aged 65 or over at 31 March	44.12	43.58				47		R
Number of service users in receipt of community based services as at Q1 is 2126 compared to Q4 2110, increase in population has resulted in an overall decrease in the rate. For management actions please see Directorate								

Delivery Plan – Number of people helped to live at home.								
The percentage of carers who had an assessment or review of their needs in their own right during the year	26.3	20.53				58%		R
Cumulative indicator. Number of completed assessments has improved during Q1 164 compared to 97 for the same period last year. Performance of this indicator is linked to the number of offers for carers assessments and will be monitored as part of the actions for carers assessment offers.								
Percentage of adults aged 65 or over who are supported with home care services out of the total with home care or care home packages	72.26	71.3				72.5		R
For management actions please see Directorate Delivery Plan – Number of people helped to live at home. Of the 3275 service users aged 65, 2335 were supported with home care services.								
Rate of older people (aged 65 or over) whom the authority supports in care homes per 1000 population aged 65 or over at 31 March	18	18.12				18		A
For management actions please see Directorate Delivery Plan – Number of people helped to live at home.								
Total number of adults using the direct payments scheme at the end of the quarter	550	578				700		A
For management actions please see Section Challenges identified & Actions being taken in Q1								
Percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	82.04	37.78				90%		G
Cumulative indicator. Number of completed reviews during Q1 1583.								
The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	64.4	29.16				90%		G
The average number of working days taken from completion of the care plan to provision and/or installation of aids/equipment	4.9	3.31				4		G
This indicator includes all ages.								

## Q1 Challenges Identified

- Budget pressures
- Improve Carer Assessments completed/ offers
- Improve Delayed Transfers of Care (DToC)
- Improve Direct Payments
- Improve staff sickness performance
- Delivery of sustainable Social Care in Cardiff

## Q1 Actions being taken

- Work is underway to address savings associated with commissioning, the commissioning of adult services to be taken forwards as a specific Organisational Development Workstream.
- Regular monitoring of performance to target any underperforming areas
- Address any gaps in the process and produce exception list at the end of Q3 to target in Q4.
- Work with the Adult Assessment Team to ensure that all carers are offered an assessment
- The Partnership Governance Board is monitoring delivery of the action plan to ensure the completion all of the actions within the timeframes necessary.
- Continue to work with the service provider to make improvements e.g. Seeking to create a pool of Personal Assistants that can be suitably matched to service users to cover 'interim' requirements whilst permanent services are put into place. Work on re-commissioning the Direct Payments Contract is to commence in August.
- Continue to monitor sickness performance and ensuring corporate guidelines are followed.
- Implement new structure and working practices within the directorate

## Directorate: Social Services - Adult Social Care

Councillor: Susan Elsmore

Director: Sarah McGill

### Q1 Risk Update

#### Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<b>Adult Social Care</b> - The Social Services Well-being (Wales) Act 2014 places new duties and responsibilities upon already pressured services	Red	Red	The Director is the lead Director for workforce. Partners are actively engaging in the preparation of a regional workforce strategy by September 2015 to support implementation of the Act in April 2016. Responding to the 2 <sup>nd</sup> Tranche of consultation by 24 <sup>th</sup> July 15	<b>Tony Young &amp; Sarah McGill</b>
<b>Adult Care</b> -Changing demographics and increasing expectations of vulnerable people increase the risk of budget overspend	Red	Red	DTOC action plan agreed. Progress whole systems review, remodel services for disabled children and young adults.	<b>Tony Young &amp; Sarah McGill</b>
<b>Adult Care</b> -Failure to safeguard vulnerable people	Red	Red	The Regional Adults and Children's Safeguarding Board constituted for Council-wide responsibility	<b>Tony Young &amp; Sarah McGill</b>
<b>Failure to correctly align resources with demand and priorities - Sleep in Judgement – Whittlestone and Eparon</b> The Judgement will have financial implications.	Red	Red	Scoping exercise to be undertaken as Judgement impacts on a number of different providers	<b>Tony Young &amp; Sarah McGill</b>

#### Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<b>Living Wage</b> – this will have an affect on the employee costs for social care providers	Red/Amber	Red/Amber	Impact analysis of potential additional costs and discussion with providers to take place	<b>Tony Young &amp; Sarah McGill</b>

#### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
N/A				

## Directorate: Social Services - Children's Services

Director: Tony Young

Councillor: Cllr Sue Lent

### Q1 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£137,820,000	£142,780,000	£4,960,000	3.60%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£8,137,000	£5,057,000	£3,080,000	37.85%

Number of Employees (FTE)	350
Sickness Absence YTD (Days Per Person)	3.5
PPDR Initiation 2015/16 (Permanent Staff)	91%

### Q1 Progress against Corporate Plan Commitment Actions 2015/16 (7)

Green 86% (6)

Amber 14%  
(1)

### Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (19)

Green 95% (18)

Amber 5% (1)

### Progress on Challenges Identified Q4 (previous quarter)

#### Managing caseload levels following departure of Managed Team:

Managed Team Exit Strategy – 43 (out of 315) cases were transferred to case management teams at the end of the 9 month period that the team were in Cardiff. Case management teams moved on 700 cases over the same period.

1. Level of unallocated work – number of unallocated cases has reduced from 115 at 31.03.15 to 65 at 30.06.15.
2. Caseload averages - the average social worker caseload at 30.06.15 was 18.9, compared with 19.7 at 31.03.15.
3. Case transfer bottlenecks – the bottlenecks are a function of the number of unallocated cases and caseload averages, both of which are currently within manageable levels overall. The volatile nature of demand is such that bottlenecks can occur very quickly and for this reason transfers continue to be monitored at weekly case allocation meetings.

### Q1 Service Delivery

**Directorate Delivery Plan** - Of the 7 actions in the Corporate Plan, 6 are rated green and 1 is rated amber/green at 30.06.15. The amber/green action relates to the effectiveness of transitional support for both disabled children and care leavers. Work has been undertaken to ensure that appropriate young people with disabilities who will need to make the transition to Adult Services are identified at an early stage. Whilst work has been undertaken to identify and establish current practice and processes in relation to care leavers and a much improved transitional process is currently in operation, this needs to be captured as part of the development of a formal protocol. The transition processes for disabled children and care leavers have the potential to be smoother as both services are now within the same Directorate. Some work on milestones relating to the implementation of recommendations from the Scrutiny Report on Transition into Adulthood was delayed due to a period of short term absence by the lead manager and will be addressed in Quarter 2, however, the care leavers grant was increased from £1,100 to £2,000 from 1st April 2015.

1 further action from the Directorate Plan has been rated as amber/green. This relates to Pathway Planning for care leavers and also refers to the recommendations from the Scrutiny Report mentioned above. Progress was affected by a period of short term absence by the lead manager and will be addressed in Quarter 2.

Progress reported during the quarter includes:

- LAC Strategy finalised - to be considered at the next Corporate Parenting Advisory Committee in September
- LAC Traineeship Scheme relaunched – 5 young people in placements
- Enhanced Fostering Scheme operational
- Regional adoption service launched and operational
- CSE Strategy subject to final revision and consideration and sign off by September LSCB
- Emergency Lodgings Scheme developed for commencement in Q2

**Management** - At the time of writing, the Directorate had achieved 74% compliance with finalisation of objectives from 2014/15 and 91% compliance with initiation of objectives for 2015/16. A small percentage cannot be initiated 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: Social Services - Children's Services

## Key Performance Indicator Data – Q1 2015/16

### Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (36)

Green 14% (1) Amber 86% (6)

Of the total number of indicators above 31% (11) are annual and 53% (18) have no or limited results as yet."

Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	15-16 End Year	R.A.G.
% of referrals with decision made within 1 working day	83.1	89.8				100		A
Performance has continued to improve slightly in Quarter 1 in the context of a 16% reduction in the number of referrals. 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	25.4	25.6				24		A
There has been a marginal increase over the quarter relative to the outturn, but we recognise the need to ensure that assessment practice improves in order to reduce the rate and this will be closely monitored.								
% of initial assessments carried out within 7 working days	50.6	67.1				80		A
Concerted efforts, including daily monitoring reports, led to considerable improvement in performance against this indicator during Quarter 1 and the Directorate is confident that the 80% target will be met in Quarter 2. April = 44.7%; May = 62.4%; June = 95.7%								
% of children seen by a social worker during their initial assessment	60.9	64.4				80		A
<p>There has been a significant drive in empowering social workers and managers to undertake the most appropriate assessment at the point of referral. This has led to a range of outcomes including initial assessments:</p> <ul style="list-style-type: none"> <li>• Proceeding straight to child protection investigations / core assessment / specialist assessments.</li> <li>• Being closed with no further action after receiving managers have re-evaluated the decision to proceed to initial assessment.</li> </ul> <p>In these circumstances a full initial assessment would not have been completed - a more appropriate assessment would have been undertaken and the child seen as part of that assessment. This is commensurate with the new Social Services &amp; Wellbeing (Wales) Act 2014 wherein a proportionate assessment will be undertaken following all referrals. The target set by the ADSS, WLGA and CSSIW pre-dates this new approach which is consistent with the direction of travel across the country.</p>								
% of core assessments carried out within 35 working days	61.0	71.2				80		A
Performance against this indicator improved in Quarter 1, with the June result meeting the 80% target. April = 66.3%; May = 66.3%; June = 82.4%								
% of child protection reviews carried out within statutory timescales	99.8	100				100		G
% of social work vacancies in all teams	27.2	23.5				15		A
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 % continues to be inflated by the creation of new posts as part of the realignment of Children's Services in 2014. Recruitment is ongoing - the recruitment campaign 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. The number of agency social workers has reduced from 55 in June 2014 to 34 in June 2015. The ambitious 15% target remains our aspiration for 31 <sup>st</sup> March 2016.								

**Q1 Challenges Identified**

The need to establish a single, integrated Social Services Directorate and align performance management arrangements coherently is an urgent priority.

**Q1 Actions being taken**

The Director is engaging with key managers in all areas of operation to resolve some fundamental issues about structure, line management responsibility and reporting arrangements with a view to resolving a clear position early in Quarter 2.



## Directorate: Social Services - Children's Services

Councillor: Sue Lent     Director: Tony Young

### Q1 Risk Update

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>	The impact of the Managed Team enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,376 at 30.06.15, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 18.9 at 30.06.15. The Exit Strategy for the Managed Team was implemented and the additional team withdrew on 24 <sup>th</sup> April 2015. A draft Early Help & Preventative Strategy has been completed and consultation undertaken with partners; a draft implementation plan has been developed.	<b>Tony Young</b>
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. We are responding to the second tranche of consultation together with Health & Social Care by 24.07.15. The Director is the lead Director for workforce. Partners are actively engaging in the preparation of a regional workforce strategy by September 2015 to support implementation of the Act in April 2016. A regional readiness and implementation plan has been prepared and is being considered by Scrutiny at the July meeting.	<b>Tony Young</b>

### 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	Risk Owner
N/A				

## Directorate: City Operations

Councillor: Derbyshire, Patel & Bradbury

Director: Andrew Gregory

### Q1 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£52,546,000	£53,413,000	£867,000	1.65%

Number of Employees (FTE)	1,375
Sickness Absence YTD (Days Per Person)	3.0
PPDR Compliance Stage (Permanent Staff)	88%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£12,058,000	£10,378,000	£1,680,000	13.93%

#### Q1 Progress against Corporate Plan Commitment Actions 2015/16 (42)

Green 88% (37)

Amber 12% (5)

#### Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (45)

Green 73.3% (33)

Amber 24.4% (11)

Red  
2.2%  
(1)

#### Progress on Challenges Identified Q4 (previous quarter)

**ADM: The parallel progression of the Corporate methodology for the evaluation of the infrastructure services alternative delivery model, and the associated governance arrangements, is having an impact upon progressing the outline business case analysis.**

The ADM project, consultation, and associated Cabinet report are on programme to be considered by Cabinet in July 2015.

**Project Controls: 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 other's projects.**

Performance management, project governance and support arrangements are urgently being reviewed across the new Directorate to ensure robustness of project definition/delivery. A revised directorate programme board and programme will be established and operational by 30.07.2015.

**Budget: Issues identified with: i) achieving the financial targets for alternative delivery on Leisure Centres and Arts Venues; ii) finding suitable community organisations to take over responsibility for play centre buildings' iii)**

**Increase income across the portfolio to mitigate against future savings requirements.**

Achieving a balanced Budget is a core directorate priority. An in year mitigation strategy and action plan will be in place by 15.07.2015 to identify the actions necessary to achieve this outcome.

#### Q1 Service Delivery

##### Directorate Delivery Plan

**Deliver new Parking Strategy for Cardiff by Summer 2015 (amber):** The strategy is proposed to be taken forward to Cabinet in September.

**Establish a new strategy for highways and transport asset maintenance & renewal (amber):** The draft strategy will be developed for October for Highways and Transport. However, a view needs to be taken as to whether this work is extended to cover City Operations i.e. waste, parks & leisure.

**Invest to save schemes (amber):** The LED contract has been delayed by 3 months as a specification is developed with lower than envisaged kelvin light levels. This change has come from successful challenges at Trafford Council that stopped their contract proceeding. A trial is currently taking place to review the LED lanterns.

**Increase in Planning and Highway Fee Income (amber):** The issue of Welsh Government Planning Fee increase is being discussed with contacts within WG, it is clear that whilst new income is viable a risk exists that income may be lost if planning timeframes are breached. The planning head of service is changing working practice and developing a mitigation plan for this risk and to improve planning application determination performance. Highway income targets require further support to meet the levels set and this work is ongoing. Mitigations will be used to ensure that this saving is achieved.

**Special Educational Needs transportation for pupils (amber):** SEN transport still has significant issues with regards to control and projection of costs. A project officer is in place and working with Education to look at Processes that request SEN transport so costs are transparent and can be considered in the decision making processes. More robust targets are being established which maximise savings.

**Replacement of non-statutory primary school transport (amber):** 2 routes not formalised as existing provider did not want

to provide a service but there are ongoing discussions with other providers. There is no statutory obligation for the Council to provide a service and consultation has taken place; however, there will be parents and schools that are not happy with the changes.

**New Household Waste & Recycling Centres (amber):** Staff and TU consultation has begun on the proposed changes. Market testing has been undertaken and partners are interested in supporting and running a Re-Use facility. It should be noted that the legal operating permits required for the new site can take 6-9 month to obtain from the regulator (NRW), location is to be finalised.

**Neighbourhood Services Council Wide:** The £600k identified saving for Neighbourhood Services (Council wide) proportioned against respective departments and the restructure will be signed off in order to proceed. Whilst a proportion of the frontline savings have been realised, the remainder is being sought through a range of approaches for Cross directorate; enforcement, fleet, business administration and eland reductions, management and support. A full saving mitigation plan is being put in place.

**Waste strategy & disposal savings (Red):** The current projection assumes post sort has ceased and an alternative option to assist securing the recycling performance is sought. A mitigation plan is being put in place for month 4.

**Corporate savings linked to Directorate for leisure, parks and waste (amber):** Agency and overtime savings have been allocated but not the operational efficiency savings, this will be done at the budget meeting early July. A full saving mitigation plan is being put in place.

**Increase income at Heath Park Car Park (amber):** Changes have been implemented but may not achieve savings target due to full year affect. A full saving mitigation plan is being put in place.

**Welsh language assessment (amber):** Frontline initial assessment using the linguistic diagnostic tool has not fully taken place in relation to all receptions, hubs, centres within the Directorate.

**Benchmark service performance (amber):** Delays in Refuse Collection and Street Cleansing information and data gathering could result in submission deadlines not being met if quick progress is not made over the coming weeks.

**Retrofitting the council's building estate (amber):** The slight delay in reaching invitation to tender was related to resource difficulties in service areas supporting this process but the project is now back on track. An emerging risk is that the government are reviewing Energy Tariffs which will impact business cases for new renewable schemes.

**Ensure the private rented sector is fit for purpose (amber):** Delays in finalising on line consultation form meant original Cabinet report date has slipped from July to next available Cabinet date in September

**Achievement of financial targets for ADM on Leisure Centres (amber):** Procurement process for Leisure Centre Operator is at competitive dialogue stage, delivery of savings is dependent on procurement timetable and content of bid.

**New Bus Station:** Preparatory work and delivery of the Communication Plan regarding interim arrangements prior to the closure of the bus station [02.08.15]. Information leaflets circulated. Confirmation of interim arrangements. Briefings and presentation to key stakeholders, cabinet and councillors.

#### **Management**

**Sickness Absence** – awaited from Central Performance Team

**PP&DRs** – Results for initiation of PP&DRs for 2015/16 are 88% (1218 of 1390 completed), managers have been reminded of the importance of completing reviews and are actively working towards undertaking these.

**Health & Safety** - a significant piece of work has commenced to start drawing together the Health & Safety Policy and Action Plan for the new Directorate, as well detailing arrangements across health & safety topics, responsibilities need to be identified, as such an appendices for each operational manager have been forwarded to OMs for updating, these need to be completed before the policy and action plan can be progressed.

### **Key Performance Indicator Data – Q1 2015/16**

#### **Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (19)**

**Green 16% (3)**

**Red 16% (3)**

11 (58%) of the indicators are annual and 2 (10%) have no result available at this stage as the data is still being collected, interrogated and verified.

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
PSR/004 - The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April which were returned to occupation during the year through direct action by the local authority	6.71%	1.03%				6.6%		R
This is a cumulative indicator where results are built up throughout the year where dwellings are returned to occupation, end of year target is envisaged to be met.								
PLA/004 (a) - The percentage of major planning	20%	11.8%				25%		R

applications determined during the year within 13 weeks									
PLA/004 (c) - The percentage of householder planning applications determined during the year within 8 weeks	71.1%	64.8%					80%		R
PLA/004 (a & c) - A range of measures to improve performance are currently being developed by the recently appointed Head of Planning to respond to a heavy and complex workload. Issues under consideration include assessing staffing capacity against available budget, improved joint-working across teams within and beyond the Planning Service, making improvements to the Development Management process and creating an enhanced performance-driven culture. Full details will be finalised by late summer and will build upon improvements brought about through the recent restructuring process.									

<p><b>Q1 Challenges Identified</b></p> <p>Budget Under Achievement – in key areas Budgets have been underachieved.</p> <p>New Directorate Structure / Governance/ Systems</p> <p>Ensuring Major Project Delivery: Leisure Centres. Achieving the financial targets for alternative delivery. ADM: Project Delivery / Defining adequate resourcing. Managing and reducing sickness absence</p>	<p><b>Q1 Actions being taken</b></p> <p>A rigorous approach is being adopted to identify alternative budget mitigation, establish clear saving ownership and programmes/monitoring for savings/income delivery. All plans in place by end 08.2015.</p> <p>A transition plan has been established to define roles/objectives and key areas such as performance, business support and finance function. In the medium term an appropriate service/budget review is being planned.</p> <p>Programme board is established. Management actions and mitigations being implemented and further explored.</p> <p>In order to reduce sickness absence levels a greater focus on individual cases has been adopted and through the introduction of bi-monthly performance meetings with those reporting directly to the Operational Manager. Sickness absence is a core agenda item and HR is supporting the process in tackling problem areas.</p>
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## Directorate: City Operations

Councillor: Derbyshire, Patel & Bradbury

Director: Andrew Gregory

### Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<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.	Red	Red	Training and 1-2-1 support has been offered by the SD Unit to all Directorates to support them addressing the Corporate PI on this issue but uptake from Directorates has been low. The SD Unit will offer further support to Directorates to provide a combined year 1 & 2 response and will investigate other ways to ensure that parties are more proactively engaged, including an analysis of how new legislation (Well-being of Future Generations Act and upcoming Environment Bill) will help to influence this agenda	Andrew Gregory
<b>Food Safety Management</b> - Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business	Red	Red / Amber	The e-learning HACCP module is now live and available to all relevant staff across the Council. The HACCP team liaise regularly to coordinate updates as required and updates	Andrew Gregory

outlets, events & venues			are made available via CIS. The E.coli Groups both met in this quarter. The Corporate E.coli work supported by Public Protection is not in scope for the new collaboration which we are a part of, as such discussions are ongoing as to how this moves forward.	
<b>Preparation of Local Development Plan</b> -Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	<b>Red</b>	<b>Red / Amber</b>	All 187 Action Points have been responded to and posted on the Council's website. Action point responses have informed proposed changes to the submitted Deposit LDP which are set out in a document called the Matters Arising Changes Schedule. Formal consultation on the proposed changes is underway and runs between 11th June and 23rd July. Project remains on course, no further mitigating actions currently required.	<b>Andrew Gregory</b>
<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.	<b>Red</b>	<b>Red</b>	The end of year position for statutory recycling and Biodegradable Municipal Waste to landfill targets have been exceeded (full NRW validation is pending). The Project Gywrdd commissioning means that the risk of failing our Biodegradable Municipal Waste target has been virtually removed. The risks for 15/16 remain on recycling performance remains red as the target increases from 52% to 58% this year.	<b>Andrew Gregory</b>

### Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Significant risk with financial targets in not being able to be met	<b>Red</b>	<b>Red</b>	Mitigation strategy currently being developed	<b>Andrew Gregory</b>

### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Should timescale for procurement on Leisure Centres alternative management not be met, savings achievement would be delayed.	<b>Red</b>	<b>Red</b>	Should timescale for procurement on Leisure Centres & Arts Venues alternative management not be met, savings achievement would be delayed.	<b>Andrew Gregory</b>

# Directorate: Communities, Housing & Customer Services

Director: Sarah McGill Councillor: Graham Hinchey, Susan Elsmore, Peter Bradbury, Dan De'Ath

## Q1 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£46,680,000	£46,680,000	-	-

Number of Employees (FTE)	960
Sickness Absence YTD (Days Per Person)	2.0
PPDR Compliance Stage (Permanent Staff)	95%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£1,643,000	£1,439,000	£204,000	12.42%

### Q1 Progress against Corporate Plan Commitment Actions 2015/16 (Total No.14)

Green 92.85% (13)

Red  
7.14%  
(1)

### Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No.46)

Green 96% (44)

Amber 4% (2)

### Progress on Challenges Identified Q4 (previous quarter)

#### Central Library Hub

Project operating to schedule – construction will conclude on the 17/7. Furniture and technical installs will be in place by the end of July and official launch will take place on the 30th July. 150k Welsh Government grant secured to partially fund the library enhancements. Work is underway to maximise digital offer for citizens.

#### Waste Restriction Programme

All temporary project staff have been recruited, trained and are live dealing with customers. The leaflet drop outlining the WR changes have taken place with bespoke bag deliveries in the delivery stage at present. Customer contact are increasing with all channels seeing an increase in demand. Formal complaints remain a low volume at this time with most customers expressing dissatisfaction through social media, which is being addressed separately. Changing information and clarity of some decisions remain a challenge.

#### Improving the speed of homelessness decision making

The measures put in place are working and there has been a significant improvement in the time taken to make a homelessness decision. As at 3<sup>rd</sup> July 2015 there were 73 open cases, this is down from 135 at 1<sup>st</sup> May 2015.

### Q1 Service Delivery

#### Budget

There are some budget implications due to the implementation of the Rumney Partnership Hub, Central Library Hub and the Alarm Receiving Centre. Part year effect of the saving will be realised in 2015/16, however additional savings and additional income is being identified to ensure the directorate achieves a balanced position.

#### Directorate Delivery Plan

**Alarm Receiving Centre** – Go live date is planned for 18<sup>th</sup> August 2015, and we have implemented a managed 1 month delay into the project to allow more time for the robust testing of technology and detailed process and procedures to be written.

**Customer Contact** – During Q1 C2C received 33,000 additional calls. The answer rate for calls into C2C has improved for the 3<sup>rd</sup> consecutive quarter to 91.59%. This is as a result of the return of the 37 hour working week, an increase in the centres opening times and review of working practices. Email contact has also increased with the average monthly figure rising from 6,000 to over 17,500 customer emails. The average response rate has decreased to 19 hours 37 minutes.

**Housing Allocation Policy** - The new policy has been in place for 6 months and a review of the policy is being carried out in conjunction with the housing associations and proposals will be put forward to resolve any issues that have been identified. Any changes from this review will be taken to Cabinet in November for decision.

**Into Work** - New outreach provision for help to get on line and job clubs are now held in Plasnewydd Community Centre twice a week (recently community asset transfer to YMCA). The service also successfully bid for funding from Communities 2.0 to provide laptops and tablets at the sessions.

**Hubs** - Community consultation on Rumney Partnership Hub was completed and agreement reached with C3SC for the ECLP Communities First team to lease part of the premises. Plans for Llandaff North and Fairwater Hubs finalised following consultation with stakeholders and the community.

**Housing Repairs** – Performance Management Software (Infosuite) is being installed on 15th July 2015 with training currently being undertaken. Performance monitoring of the separate trades and individual contractors are now in place and includes information on first time fixes and appointments kept. A new Performance and Operations Manager has been appointed to improve monitoring and contract management.

**Housing Partnership Programme** – Report to Cabinet 16<sup>th</sup> July 2015 to set out the final list of sites and approve the process to appropriate land for planning purposes. Developer to be appointed in September.

**Management**

**Health & Safety** - Plan has been created, approved at SAJC and circulated to SMT. The H&S Action Plan is available on the Council CIS system.

**PPDR Status** – Directorate reporting a 95% completion rate for completion rate for setting of PPDR objectives for 2015/16. A sampling exercise into the quality of PPDRs is taking place.

**Sickness** – Regular monitoring takes place within the directorate with: ·monthly directorate performance report ·weekly manager updates on sickness, open RTW and any missed stages · Case management to any Long-term sickness and Assistant Director Management Team meetings.

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

**Key Performance Indicator Data – Q1 2015/16**

**Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No.45\*)**

**Green 55% (18)** **Amber 39% (13)** **Red 6% (2)**

\*6 annual, 3 are not targeting and 3 no data

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	End 15-16	Year	R.A.G.
The average number of calendar days taken to deliver a Disabled Facilities Grant	193	214				200			R
Work on site is delayed due to the capacity of the contractor being unable to meet the demand. Meeting with contractor has taken place; they have taken on additional staff and have given an undertaking that timescales required can be met. New monthly performance monitoring is being developed to better understand all the issues involved.									
The number of library materials issued, during the year, per 1,000 population	4,727	967				5000			R
These figures represent a 75,838 drop in performance against 2014 -15 figures. Some impact has been felt as a result of the closure of Central Library for 5 weeks during this period, to enable the refurbishment work for the Central Library Hub. There is also the continued closure of Roath Library and the closure of Grangetown Library for the refurbishment. Anticipating improved performance in Quarter 2 as a result of focused approach to the delivery of the Summer Reading Challenge									
The number of visits to Public Libraries during the year, per 1,000 population	8,376	1,217				6,000			A
These figures represent a decrease of 52,233 in performance against 14/15 figures. Impact has been felt as a result of the closure of Central Library for 5 weeks during this period for the refurbishment work for the Central Library Hub. There is also a continued closure of Roath Library for Health and Safety reasons and the closure of Grangetown Library for the refurbishment.									
The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	51.7%	33.6%				55%			A
This indicator has been withdrawn following the introduction of the Housing (Wales) Act 2014, and the WAG has not replaced it. The WHO12 return now requires us to report on the number of households for whom homelessness was prevented or relieved, the criteria for each being that the solution should be one that is likely to last for 6 months or more. This particular quarter saw a shortfall in instances of prevention reported to us by partner organisations; a fall in the number of hostel rooms becoming vacant; and a higher-than-normal number of decisions that substantiated homelessness									
Percentage of C2C Calls Answered	86.9%	91.6%				93%			A

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
For the third consecutive quarter, C2C have improved its overall Answer Rate percentage. Despite handling an additional 33,000 calls, which can largely be attributed to the council tax annual billing period when which saw 65,000 calls being offered in the month of April, C2 achieved an increase of 1.88%. This comes in conjunction with staff returning to a 37 hour working week and an increase to the centres operational hours allowing for greater flexibility in the scheduling of break and lunch patterns and the ability to further front-load rotas and concentrate greater levels of resource at the start of the day when needed.								
BNF/002 (a)CTR : Speed of processing: Average time for processing new Council Tax Reduction claims	18.9	19.94				21		G
BNF/002 (a)HB : Speed of processing: Average time for processing new Housing Benefit claims	21.3	22.95				21		A
While the target was met for Council Tax Reduction claims, the time taken to process Housing Benefit claims was above target. This was due to high staff turnover within the section, posts have now been filled and planned training programme is underway.								
The average number of days that all homeless households spent in Other forms of temporary accommodation	206	195				200		G
This is a good performance and an improvement from 214 in Q4. The implications of the section 73 duty under the Housing (Wales) Act may have an impact on the typical length of stay and this PI will be monitored to understand the impact of this change.								
Vacant Local Authority stock as percentage of overall stock (as at the end of the period)	1.55%	1.53%				1.5%		G
The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year.	2.12%	1.8%				2%		G
The number of vacant properties remains within target. The rent loss in the first quarter is £285,227.95, this compares favourably with the same period last year when the rent loss was £375,612.66.								
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	112.7	103				Q1-90 Q2-80 Q3-70 Q4-60		A
Quick turnaround project pilot has had a positive impact and April (85 days) and June (83 days) showed significant improvement in the turnaround times for voids. The quarterly outturn was impacted by June's result (121) where some properties that had undergone significant improvement were let after being void for a significant amount of time. Some issues remain however with the time taken by contractors to carry out works and with letting some properties and further work is needed to resolve these issues.								

### Q1 Challenges Identified

### Q1 Actions being taken

Successful Launch of the Central Library Hub

Full launch programme has been put in place on 30<sup>th</sup> July.

Implementation of the Waste Restriction Changes

Actions implemented already covered in this report, calls will be closely monitored. Aim to utilise of social media and the web to reduce call demands.

Reducing the time taken to let vacant properties remains a key challenge

The action plan already in place to improve vacant turn around times will be reviewed and other actions identified. Contractor performance will continue to be monitored carefully and appropriate action taken.



## Directorate: Communities, Housing and Customer Services

Councillor: Graham Hinchey, Susan Elsmore, Peter Bradbury, Dan De’Ath

Director: Sarah McGill

### Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<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,	<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>	<b>Sarah McGill</b>

Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<b>UKs Budget Announcement</b> <ul style="list-style-type: none"> <li>- Benefit Cap reduced to £20,000 (previous risk profiled on £23,000)</li> <li>- Freeze on benefits</li> <li>- Tax credit changes</li> <li>- Budget settlements on areas where there is devolved powers is Wales is currently not known</li> </ul>	<b>Red</b>	<b>Amber/ Green</b>	Assessed the potential impact for Cardiff <ul style="list-style-type: none"> <li>- benefit cap may affect as many as 1,161 households (of which 485 are council tenants)</li> </ul> This risk to be managed as part of the wider Welfare Reform Corporate Risk.	<b>Sarah McGill</b>

Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
<b>Central Library Closure for refurbishment</b> – Negative impact for service users and reputational damage from the building being closed if not properly managed.	<b>Red</b>	<b>Amber/ Green</b>	Risk was correctly managed with closures kept to minimum and contingency plans successful. Minimal public reaction or complaints	<b>Isabelle Bignall</b>

## Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

### Q1 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£2,314,000	£2,614,000	£300,000	12.96%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£1,653,000	£1,653,000	-	-

Number of Employees (FTE)	245
Sickness Absence YTD (Days Per Person)	1.37
PPDR Compliance Stage (Permanent Staff)	92%

### Q1 Progress against Corporate Plan Commitment Actions 2015/16 (Total No.19)

**Green 100% (19)**

### Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No.14)

**Green 86% (12)**

**Amber 14% (2)**

### Progress on Challenges Identified Q4 (previous quarter)

- City Deal** – All local authorities have committed to participate in City Deal. 9 have Cabinet approval final one is currently being processed.
- Cardiff Business Council** - The Council has embarked upon a review of the organisation in anticipation of future funding shortfalls and the City Deal opportunity.
- Central Square** - Planning permission has been granted. Preparations have been made to undertake a detailed public engagement exercise before the closure of the bus station. The public can view the model for the proposed transport interchange and give their feedback before the planning application is submitted in the autumn.
- Arena** – A business case setting out a plan for delivery is being developed. The intention is to report to Cabinet in the autumn.
- Civic Centre** – A Commissioning Brief and shortlist of architects has been agreed with Cardiff University and the procurement process is underway. Selection will slip into Q2.
- Property Strategy** – Advice provided to Neighbourhood Management Teams to determine their current and future property requirements. Once the requirements are agreed Neighbourhood Area Asset Plans will be developed, outlining proposals for community buildings and partnership assets.
- BID** - Advisors appointed to prepare a BID ballot. Task Group established to develop a baseline analysis of service delivery.
- ADM review** – Project group established to explore the merits of a heritage trust. ADM for cultural venues is progressing.

### Q1 Service Delivery

#### Directorate Delivery Plan

**Deliver, with partners, 200,000 square feet of Grade A office as part of a new business district in the vicinity of central station between March 2014 and March 2016** - Planning permission has been granted for the masterplan. Construction of 135 sqft of grade A office accommodation is progressing at building 1. Planning permission is in place for a HQ building (phase 2) and building 2 (phase 3). Central Square design works are on programme.

**Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery** - Partners have agreed to bring together a fund to appoint advisors to undertake business planning and feasibility studies. Formal agreement to participate achieved in 9 Councils.

**Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016** - masterplan completed.

**Establish a new Tourism Development Strategy by June 2015 with a view to doubling the value of overnight tourism in the city-region by 2020** – The Council's Cabinet approved the new Tourism Strategy and Action Plan 2015 – 2020. Outcomes will be led by the private sector, supported by the Council and embrace close working with stakeholders.

**Deliver the approved Property Strategy** –the Corporate Asset Management Plan (CAMP) will be presented to the Council's Cabinet in July. Once approved the CAMP will become the key property management tool for the authority providing a corporate view of all property related activities. Property Partners from Strategic Estates have worked with service areas and developed a property master schedule detailing gross internal area for all buildings, running cost, maintenance backlog and capital receipts.

**Delivery of an Office Rationalisation programme to deliver £1m of revenue savings and £6m of capital receipts by December 2017** – Quarter 1 targets achieved, Council teams have vacated Charles Street and operational costs ceased

in June.

**Community Regeneration** – Community shopping centre improvement schemes progressing at Clare Road and Penarth Road. The Council are consulting communities on draft neighbourhood renewal schemes at Trenchard Drive and Birchgrove.

**Social Enterprise Funding** – A Social Innovation Fund (SIF) has been set up by the Council to help promote social enterprises. Three successful applicants have gone through for SIF approval and received an offer letter.

**Management**

**Health and Safety** – No accidents reported during the period.

**PPDRs** – completed 91% of end of year performance reviews.

**Welsh Bilingual Service** – Cardiff Castle linguistic assessments completed. Managers of other front line teams will need to complete their forms.

## Directorate: Economic Development

### Key Performance Indicator Data – Q1 2015/16

#### Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No. 32)

Green 78% (14)

Amber 22% (4)

14 PI's have annual results / 18 PI's have quarterly results

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	End 15.16	Year	R.A.G.
<b>Grade A office space</b>	30,000 sqft	180,000				100,000			G
Approval of a HQ in Central Square.									
<b>Grow membership of the Cardiff Business Council to 1,000 members (by 2016) (cumulative figure)</b>	120	164				1,000			A
The Council has embarked upon a review of the organisation in anticipation of future funding shortfalls and the City Deal opportunity.									
<b>Retained Income For St David's Hall and New Theatre</b>	£1,269,492	£403,782				£1,337, 500			A
In Q1 we failed to achieve the target of £409,618 by 1.4%%. It is anticipated that retained income targets will be satisfied at year end.									
<b>Number of Attendances At Cardiff Castle</b>	274,285	76,636				285,000			A
Q1 performance is below the challenging target set due to last years over performance. It is worth noting however that we achieved income of £994,751 against a target of £969,017– indicating some success in increasing the yield per customer. Part of the reason for the reduced performance in Q1 is the early Easter in 2015 which saw some of the holiday visitor numbers leak into Q4 of 2014/15. Another minor factor is the reduced number of Welsh banquet tours undertaken due to the removal of a number of Welsh banquets from the Castle to re-focus on higher yielding functions. Income stream targets across the Castle have been re-adjusted to take account of this change.									
<b>Customer Satisfaction Level For Cardiff Castle</b>	NPS+53	NPS+25				NPS+50			A
The NPS (Net Promoter Score) score used at Cardiff Castle only takes account of those who would score 9 or 10 out of 10 in recommending a visit to the site as opposed to those who score the site particularly poorly. Mild favourable scores 6, 7, or 8 out of 10 are ignored. Initial investigation of customer feedback does not reveal any particular areas of concern but all areas for improvement will be addressed.									
<b>Investment Portfolio Income</b>	£4.023m	£1,073m				£4.3m			G
At quarter 1 we received £1.073m of the £4.3 income target.									

## Q1 Challenges Identified

1. Addressing in-year projected over-spend
2. Ensuring delivery of 15/16 savings targets
3. Delivering Property Strategy outputs including capital receipts.
4. Explore the Heritage Trust approach to the Castle and other heritage assets.
5. Progress the Cultural Venues ADM procurement.
6. Progressing the City Deal
7. Develop detailed costings and scheme for a new bus station

## Q1 Actions being taken

1. Develop a detailed plan with managers of in-year cost reduction and reduced spend to off-set anticipated over-spends in regard to St David's Hall and New Theatre.
2. Implement regular monitoring of progress to ensure substantial in-year delivery of targets.
3. Publish Corporate Asset Management Plan and consolidate the Asset Management Board approach to monitoring property activities.
4. Investigate the merits of a heritage trust including learning from the experiences of other cities.
5. Review timescales associated with the procurement process to ensure benefits are realised as early as possible in 16/17.
6. Establish new governance arrangements and a project team
7. Develop a detailed scheme with costings and report to Cabinet in Q3.

## Directorate: Economic Development

Councillor: Phil Bale, Peter Bradbury & Graham Hinchey

Director: Neil Hanratty

### Q1 Risk Update

### Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<b>Asset Management</b> - Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	<b>Red</b>	<b>Red / Amber</b>	<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.</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> <li>•Draft Asset Management Plan prepared for consideration by Cabinet in July.</li> </ul>	<b>Neil Hanratty</b>

### 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	Risk Owner
<p><b>Arts Venues</b> (Q4) Should timescale for procurement on Arts Venues alternative management not be met, savings achievement would be delayed.</p>	<b>Red</b>	<b>Red</b>	<p>(Q4) Sound control by project board and team to drive procurement but ultimately dependent on procurement timetable and content of bids. (Q1) Progressing the procurement process, completed invitation to submit outline solutions.</p>	<b>Kathryn Richards</b>
<p><b>BID</b> (Q4) - Restructuring of the City Centre Management team and delay with the implementation of BID.</p>	<b>Red / Amber</b>	<b>Green</b>	<p>(Q4) Agreed viable business model to take the BID process forward. Funding secured internally to progress a BID approach to City Centre Management. Advisors appointed to undertake BID application process (Q1) Task Group established to develop a baseline analysis of service delivery.</p>	<b>Ken Poole</b>
<p><b>Economic Vision</b> (Q4) - Possible reputational damage caused by delay to the launch of a new economic vision for Cardiff.</p>	<b>Red / Amber</b>	<b>Green</b>	<p>(Q4) CC14 report circulated. Draft vision to be reported to Cabinet for consultation with a view to formal launch in the autumn. (Q1)</p>	<b>Ken Poole</b>
<p><b>Advertising Strategy</b> (Q4) - Local Member/Planning/Highways/Safety approvals not achieved leading to delay in generating income through the advertising strategy to offset savings</p>	<b>Red / Amber</b>	<b>Green</b>	<p>(Q4) Planning applications submitted. Income expected to be realised in time for next financial year. (Q1) Terms agreed for 1st site, which is awaiting planning approval.</p>	<b>Ken Poole</b>

## Directorate: Education and Lifelong Learning

Director: Nick Batchelar

Councillor: Cllr Sarah Merry, Cllr Dan De'Ath

### Q1 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£234,664,000	£234,664,000	-	-
Target Savings 15/16	Projected Savings	Variance	Variance (%)
£2,621,000	£2,357,000	£264,000	10.07%

Number of Employees (FTE)	750
Sickness Absence YTD (Days Per Person)	1.9
PPDR Compliance Stage (Permanent Staff)	82%

### Q1 Progress against Corporate Plan Commitment Actions 2015/16 (Total No. 23)

Green 70% (16)

Amber 30% (7)

### Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No. 50)

Green 66% (33)

Amber 32% (16)

Red 2% (1)

### Progress on Challenges Identified Q4 (previous quarter)

1. Training and support has been provided to challenge advisers in order to improve the consistency and quality of challenge and support to schools.
2. Specific action has been taken to support all governors to ensure that they meet the mandatory training requirements; to revise the governor training programme for 15/16; to identify mentor governors; to ensure challenge advisers attend governing body meeting of red schools.
3. Youth provision is currently being maintained at reduced levels in all delivery locations used prior to the £850k reduction. This is manageable until July 2015. Youth services are being commissioned in neighbourhoods from September 2015; retained council delivered provision will be focused in areas of greatest need. A grant commissioning process, Youth Innovation Grants has been undertaken as part of securing Open Access Youth provision across the city alongside Council run Youth Activity Centres as part of a redesign of the Youth Service. The grants were advertised and a panel convened to consider bids. Grants are being awarded in 10 of the 15 proposed communities. In these communities, it was felt applications and presentations were strong. Where an award has not been agreed statutory provision will continue while the Youth Innovation Grant opportunities are re-advertised.
4. There are good examples of partnership working to help young people secure a positive destination. Arrangements are under review to improve the co-ordination of activity. Partnership working will be further enhanced by agreeing an Information Sharing Protocol.

### Q1 Service Delivery

#### Directorate Delivery Plan

#### An Initial View of School Performance – Academic Year 2014/15

Provisional performance data for Foundation Phase, Key Stage 2 and Key Stage 3 illustrates improvement.

- The Foundation Phase Indicator has improved from 83.7% to 86.7%, an increase of 3 percentage points. Cardiff's performance in this indicator remains below that of the consortium (87.6%).
- Performance in the Key Stage 2 Core Subject Indicator has increased by 2.7 percentage points from 85.1% to 87.8%. Cardiff's performance is now in line with the overall figure for the consortium. (87.8%)
- Performance in the Key Stage 3 Core Subject Indicator has increased from 81.5% to 83.4%. Cardiff's performance is now slightly below that for the consortium as a whole (83.6%).
- In Cardiff, at each key stage, the performance of FSM pupils is improving:
  - The FSM gap at Foundation Phase (FPOI) has reduced from 15.3% to 13.3%. (Consortium 15%)
  - The FSM gap at KS2 (CSI) has reduced from 17.5% to 14.3%. (Consortium 16.8%)
  - The FSM gap at KS3 (CSI) has reduced from 22.4% to 21.6%. (Consortium 20.7%)

**School Organisation Programme:** Significant progress has been made in the implementation of Projects that were agreed as part of the 21st Century Schools Programme. These include the completion of Stage 1 of the procurement for the new Eastern High and the appointment of our Development Partner. Procurement has also commenced for the 4 new primary schools and also the Statutory Consultations on the primary school schemes, including Four Wards, Splott and the new Howardian Primary School.

**Schools Causing Concern, Intervention, Challenge Cymru:** From the 10 primary schools categorised as requiring red level of support in 2014/15:

- at least 4 will require a reduced level of support in the next academic year.

- 3 are in ESTYN's significant improvement category and three continue to require intensive support.
- 1 further school will move into the red support category.

From the 6 secondary schools categorised as requiring red level of support in 2014/15

- 1 has been taken out of special measures and 2 are expecting significant improvements when the GCSE results are reported in August 2015. The remaining 3 schools are expecting more modest improvements.

Leadership has been strengthened in these schools and partnerships with high performing schools have been established. These actions will not have had sufficient time to impact significantly on the 2015 pupil outcomes.

One school will move into the red category as it has been judged by ESTYN to require significant improvement.

**Self Improving School System:** Nearly all Cardiff schools are now part of a regional school improvement group. Cardiff has 4 hub schools and 4 specialist schools, selected to lead on sharing best practice across the region. High performing schools continue to be encouraged by their challenge adviser to take a lead role.

**School Governance:** As at July 2015, the % of all governor vacancies is 9.14% which represents 175 governors. The % of LA governor vacancies is 7.95% - which represents 31 governors. Priorities for action are launching the communications campaign to promote the recruitment of governors, agreeing the formal training and support programme for Autumn 2015 (to include training on school-to-school improvement strategies), strengthening self evaluation approaches and ensuring compliance with mandatory training requirements.

**Youth Guarantee:** The proposed implementation strategy and timeline for introducing the Youth Guarantee has been shared with key stakeholders and progress is being made to deliver the necessary components. The Common Area Prospectus has been created and training provided. Some delays encountered in accessing the necessary Labour Market Intelligence reports required to inform the youth guarantee offer to Year 11 in Autumn 2015. Next steps include the completion of the Common Application System and the Post-16 tracking tool.

**NEETS and the Vulnerability Assessment Profile (VAP):** Action is being taken to improve data quality, to enable improved tracking and monitoring of NEETs and matching to appropriate provision. The Consortium has also been asked to strengthen the challenge to schools regarding the numbers of young people leaving education without qualifications and/or a secure destination. The VAP has now been embedded in all secondary schools. The impact of the tool in supporting vulnerable young people to make a successful transition to further education, employment or training will be assessed during quarters 2 and 3, informed to some extent by the annual Careers Wales year 11 NEET count in October 2015. The tool will then be adjusted and improved as appropriate. Currently, **343** young people in Year 11, at risk of becoming NEET, are being followed up as part of the youth service summer programme. This number represents 10.25% of the 2015 year 11 cohort in Cardiff.

**Looked After Children (LAC) Delivery Plan:** Joint Education and Children's Services LAC Education Delivery Plan – meetings to address preparation and launch of delivery plan have commenced, building upon content within existing individual directorate plans. Work is underway to create a 'virtual school' for LAC children. Slight delay in progressing appointments to the LAC Education team due to changes in regional funding allocations. Now resolved.

**Leadership and Governance:** There is a need to improve succession planning and the recruitment and retention of school leaders whilst ensuring diversity in the workforce, representative of the city population.

**Partnerships: Attendance** – Assistance has been provided to 3 Secondary Schools causing concern to appropriately align resources to target non attendance. The performance of these schools has negatively affected the Secondary School attendance KPI this year, which has failed to meet the year end target of 94.1%. Performance has been sustained at 93.8%. Primary school attendance has improved from 94.9% to 95.32% as at May 2015, exceeding the target of 94.1% this academic year. The scale of Fixed penalty notices (FPNs) has far exceeded original projections. 59 schools of 122 have requested 1070 FPNs and warnings to date. Further work is underway to ensure consistency in the use of FPNs across all schools.

**Exclusions** – Fixed term exclusions data as at May 2015 indicates an ongoing fall in the number of exclusions in primary schools (for 5 and 6 days or more) and in secondaries for 5 days or more. There is a risk that year end targets will not be met due to a small number of schools. A 'Hard to Place/Managed Admissions Protocol' has been agreed and commenced in June 2015 which enabled the placement of 7 pupils.

**Partnerships between schools, communities, business, culture and enterprise** - The Council is actively pursuing a strategy to strengthen Business and School links to encourage businesses to become more engaged in delivering work readiness programmes and encouraging key personnel from the businesses to invest time in governance. A number of governors have been secured recently via this approach. Further work is underway to scope and deliver the Cardiff 'Pupil Offer'. Steps are also being taken to develop stronger links between schools and universities. The Education Development Board will be reconstituted, with a newly focused work programme in September 2015, which will accelerate and focus progress in this area.

**Core Support Services:** Options to deliver the new Welsh Government Digital Competence Framework next year are being explored. Improvements to performance management arrangements will be enhanced over the course of the year, to include improved systems and processes to capture and report information across the directorate.

**Management (PPDR, Sickness and Health & Safety)**

PPDR compliance figures for initiation at quarter 1 are being reviewed, to ensure that the % compliance figures produced appropriately disaggregate those staff that are on teaching terms and conditions, hence not subject to performance management via the PPDR process.

**Directorate: Education and Lifelong Learning****Key Performance Indicator Data – Q1 2015/16****Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16**

(Total No 10 (reportable in Quarter 1), (CP) = Corporate Plan KPI)

Green 30% (3)

Amber  
10% (1)

Red 60% (6)

Note: Quarter 2 position for attendance and exclusions PI's will be the reported academic year end figure (2014/15) for financial year 2015/16

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
Percentage of School Governor Vacancies	9%	9.14%				5%		R
Work is ongoing to reduce the number of vacancies, in partnership with many stakeholders.								
(CP)Attendance at Primary School	94.9%	95.3%				94.6%		G
(CP)Attendance at Secondary School	93.8%	93.9%				94.1%		R
Figures affected by 3 schools in particular.								
Permanent Exclusions per 1000 pupils (secondary)	0.18%	0.12%				0.06%		R
Ambitious target which equates to 1 permanent exclusion in total- currently this stands at 2, so the target will not be met but needs to be seen in context of single figures exclusions for extreme behaviours.								
Average Number of days lost from school per fixed term exclusion	1.8	1.9				1.6		A
Majority of schools applying appropriate length of exclusion. Primary phase is lower than last year but secondary phase up due to 1 school in particular. This rate may fall towards the target with continued support/challenge.								
Number of fixed term exclusions in Secondary schools for 5 days or fewer (per 1000 pupils)	95.9	83.02				55		R
In year data indicates an overall fall in short fixed term exclusions but there is a risk that the target is not met due to 2 schools with extreme exclusion rates.								
Number of fixed term exclusions in Secondary schools for 6 days or more (per 1000 pupils)	3.7	5.13				3.3		R
This target will not be achieved due to performance at 2 schools.								
Number of fixed term exclusions in Primary schools for 5 days or fewer (per 1000 pupils)	12.9	9.6				8.5		R
In year data indicates an overall fall in short fixed term exclusions but there is a risk that the target will not be met due to the actions of a small number of schools.								
Number of fixed term exclusions in Primary schools for 6 days or more (per 1000 pupils)	0.3	0.3				0.25		G
Number of pupils with more than 10 days fixed term exclusions	104	74				90		G

**Q1 Challenges Identified****Q1 Actions being taken**

There will be some changes to the challenge adviser team in September and this presents both opportunities and risks in relation to improving the quality and consistency of challenge and support to schools.

Close liaison with the Consortium and schools, where challenge advisers are changing to ensure effective management of transition arrangements.

Appointing additional governors to Schools causing concern that the Council has intervened in.

Proactive sourcing of governors by the Director of Education.



## Directorate: Education and Lifelong Learning

Councillor: Cllr Sarah Merry, Cllr Dan De’Ath      Director: Nick Batchelar

### Q1 Risk Update

<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/Amber</b>	<b>Amber</b>	Ensure the agreed commissioning arrangements are delivered and make a positive impact on the performance of schools.	<b>Angela Kent</b>
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.	<b>Janine Nightingale</b>
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	<b>Neil Hardee</b>

<b>Emerging Risks Identified this Quarter</b>				
<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Mitigating Actions</b>	<b>Risk Owner</b>
School budget reductions leads to challenges in raising standards and improving the quality of provision	<b>Red</b>	<b>Amber</b>	Strengthen scrutiny of school budget plans. Promote collaboration between schools in use of resources.	<b>Angela Kent</b>

<b>Update on Previous Quarters Emerging Risks</b>				
<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Progress</b>	<b>Risk Owner</b>
Weaknesses in mathematics in a number of secondary schools	<b>Red</b>	<b>Red/Amber</b>	Continued active recruitment for staffing vacancies and training for non-specialists in maths teaching. Ongoing targeted interventions for identified pupils.	<b>Angela Kent</b>

## Directorate: Governance & Legal Services

Director: Marie Rosenthal

Councillor: Daniel De'Ath

### Q1 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£4,501,000	£4,501,000	-	-

Number of Employees (FTE)	85
Sickness Absence YTD (Days Per Person)	1.7
PPDR Compliance Stage (Permanent Staff)	72%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£315,000	£315,000	-	-

### Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No.14)

Green 86% (12)

Amber 14%  
(2)

### Progress on Challenges Identified Q4 (previous quarter)

- General Election**– Cardiff prepared and delivered a successful Parliamentary Election in May 2015. Cardiff Central saw the biggest increase in turnout, up from 59.1% of registered voters casting their votes in 2010 to 67.3%. Cardiff North had the highest percentage turnout with 76.1% of those registered voting, up from 72.7% in 2010.
- Prepare for induction of new Lord Mayor and Lord Mayor Elect** – Successfully completed for new Lord Mayor and Deputy Lord Mayor.
- Improving Scrutiny project** - Member Workshop delivered in June to assess Member views on a range of issues relating to Scrutiny. Three meetings of Chairs' task and finish group now held to develop Task and Finish Report, and framework for providing key findings agreed by Chairs. Project on course to report in September 2015.
- Welsh Language Standards** – All Local Authorities have now received their compliance notice listing their required draft Welsh Language Standards. Managers have been engaged in the preparation of a corporate consultation response to the Welsh Language Commissioner.
- Bilingual Cardiff Centre** – Cabinet has approved the proposal to support the development of a Welsh Language Cultural Centre.

### Q1 Service Delivery

#### Directorate Delivery Plan

- Improve the number of eligible electors registering following the introduction of IER through targeted use of social media and marketing campaigns:** Detailed Analysis has been prepared in discussion with Cabinet Member and Assistant cabinet members in run up to parliamentary election in May 2015. Action Plan in place which include adapting council tax registration, new canvass campaign across the City and engaging 'Bite The Ballot' to ensure university student registrations are maintained and campaign in place before freshers arrive . Detailed evaluation of registration campaign being analysed.
- Complete the Community Boundary Review as agreed with Local Government Boundary Commission for Wales:** Boundary Review agreed at Council in March 2015 and successfully placed on deposit. Since expiry of Deposit Period on 1 June, the Council has been supporting the Local Democracy and Boundary Commission for Wales with queries to enable them to implement actions from the Review.
- Implement recommendations of Improving Scrutiny project including a review of the structural model for delivering scrutiny:** Timescale for delivery of Project rescheduled with support and agreement of five Scrutiny Committee chairs and Cabinet Member for Safety, Engagement and Democracy. Project on course to deliver to revised timescale, as explained above.
- Deliver the Council's second Strategic Equality Plan:** Arrangements on course to deliver the four quarterly milestones set out in the Directorate Delivery Plan
- Benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors:** Benchmarking undertaken on scrutiny arrangements in Core Cities and in Welsh local authorities. 90 page report produced and circulated to Scrutiny Chairs to inform their current *Improving Scrutiny* task and finish inquiry.
- Demonstrate GAO commitment to the joint service across authorities through attendance at heritage events in all funding authorities:** We've achieved our target of attending heritage events in all 6 authorities in our first quarter, reported to the Joint Committee on 26 June and consulted with GAJC on the annual plan in March.

7. **Implement revised Welsh Language Skills Strategy in conjunction with HR and evaluate Welsh Language Awareness training module:** There has been a slight delay in completing the on line Welsh Language Awareness module due to recent legislative changes (Welsh Language [Wales] Measure 2011). (Amber)
8. **Raise awareness of and implement the new Welsh Language Standards across all Council Directorates and prepare the Annual Monitoring Report to the Welsh Language Commissioner:** The compliance notice and list of draft standards were forwarded to SMT, All OMs and the Welsh language coordinators & champions in June. The responses will inform the corporate consultation response to the Welsh Language Commissioner (WLC).
9. **Progress the development of a new Welsh Language Centre:** Tender documents have been prepared and a total of 6 tenders received. Knox and Wells have been formally appointed as the contractor to undertake the capital works programme commencing their schedule of works in August. The Welsh Language partners have received their Heads of Terms and leases have been completed.
10. **Assess your team's capacity to deliver a Welsh bilingual service:** Linguistic Assessments completed for front line services provided in Legal Services, Member Support and Electoral Services. Linguistic Assessment requirements yet to be completed in Scrutiny Services and GAO. (Amber)
11. **Establish Phase 2 development of Modern.Gov:** Populated the Members' on-line library. Will complete a Modern.gov guide for Members in Q2. Networked Councillor - Democratic Service Committee agreed scope for an evaluation of the Members IT investments (Tablets) to include Member satisfaction and costs.
12. **Deliver improvements to scrutiny, decision making and Member development and engagement through the Improving Governance:** Corporate Safeguarding Group reinvigorated. Revised Improving Governance milestones. The Member Development plan for 2015/16 is being progressed through the Democratic Services Steering Group.
13. **Implementation of Legal Service Review action plan deliver process efficiencies and achieve savings:** Legal Services Review action plan modified by the new director for Governance & Legal Service and will be presented to the OD Programme Board for consideration in Q2.

#### **Management**

**H&S** – Action plan to be updated to reflect new teams in the directorate.

**PPDR** –All reviews completed with the exception of maternity leave or long term sickness.

**Employee Survey**- Governance and Legal Services had the highest staff response rate than any other directorate.

## **Directorate: Governance & Legal Services**

### **Key Performance Indicator Data – Q1 2015/16**

#### **Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No.22)**

**Green 33% (3)**

**Amber 67% (6)**

**9 PI's have quarterly results / 13 PI's have annual results.**

<b>Performance Indicator</b>	<b>Result 14/15</b>	<b>Position Q1</b>	<b>Position Q2</b>	<b>Position Q3</b>	<b>Position Q4</b>	<b>Target 15/16</b>	<b>End 15.16</b>	<b>Year</b>	<b>R.A.G.</b>
<b>Printing and Publishing of Council and Committee papers total expenditure</b>	Reduced by 50.14% (£21,697)	46%				10% reduction			<b>G</b>
2013/14 printing costs were £43,517 and in 2014/15 costs were 21,820. In April and May this year costs were 2,255 compared to £4,904 last year.									
<b>Publication of draft minutes within 10 working days of the Committee (quarterly)</b>	New	59%				80%			<b>A</b>
<b>The percentage of eligible electorate with the introduction of Individual Electoral Registration compared to the Register of Elector published on 1 March 2014.</b>	NEW	3.91%				2014 baseline -9.19%			<b>G</b>
Percentage of voter turnout by seats: Cardiff Central 67.3%, Cardiff North 76.1%, Cardiff South & Penarth 61.1% and Cardiff West 65.6%.									
<b>Percentage of Scrutiny recommendations accepted by the Cabinet</b>	77% agreed	65% agreed				88% agreed			<b>A</b>

	18% partially 5% not agreed	29% partially 6% not agreed						
	During Q1, 17 Scrutiny recommendations were made, 11 accepted, 5 partially accepted and 1 not accepted.							
<b>Number of Public Questions at Council</b>	12	1				12		<b>A</b>
	During Q1 there was only one business meeting held where public questions could be taken.							
<b>Number of Petitions at Council</b>	50	5				10%		<b>A</b>
	During Q1 there was only one business meeting held where public questions could be taken.							
<b>Glamorgan Archives Income</b>	£65,000	35%				£68,000		<b>G</b>
	The increase in measure has been reconfigured from conservation to all income generated. Currently on target for the year; difficult to disaggregate into quarters as invoices cover different periods but we are at about 35% of our total already.							
<b>Percentage of Accessioning completed within 15 days</b>	NEW	60%				80%		<b>A</b>
	Accessioning met the 15 day target only 60% of the time in the first quarter. Public access was suspended for a week to catch up on accessioning and another week is planned for the autumn. This should improve the overall target for the year; we'll be clearer by Q2.							
<b>Percentage growth in take up of volunteering opportunities (hours)</b>	7,541	1,670				7,541		<b>A</b>
	Less than a quarter of the target but we have a lot of work experience placements booked over the summer which increases the hours.							

### Q1 Challenges Identified

1. Progress the development of a Welsh Language Centre with language partners and review options to minimise the cost of translation facilities.
2. Establish new directorate and new management arrangements.
3. Preparations to meet Wales Audit Office corporate assessment in the autumn.
4. Improve voter registration through IER
5. Review the Member Development Programme and Member's satisfaction with the support available to them.
6. Limited resources to manage the 57%% increase in schools appeals from September 2014 to September 2015 (199 appeals in 2014 and 312 in 2015).

### Q1 Actions being taken

1. Prepare an operational agreement and management plan with the Cardiff Story Museum and Welsh language partners. Develop a business case for a full simultaneous translation package.
2. Review arrangements for the new directorate and implement modified Legal Services review.
3. Additional resources being put in place to support Committee Manager.
4. Progress IER Action Plan including adapting council tax registration and canvass campaign across the City.
5. Prepare the Member Development Programme for 2015/16.
6. Review establishment and utilise vacant posts to meet customer demand.

## Directorate: Governance & Legal Services

Director: Marie Rosenthal      Councillor: Daniel De'Ath

### Q1 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
Failure to meet increasing customer demands on Legal Services.	Red / Amber	Amber / Green	Review establishment and utilise vacant posts to meet customer demand.	Marie Rosenthal
Failure to meet income targets.	Red	Red / Amber	Lobbying Welsh Government to explore options to reduce reduction in NNDR on cultural institutions.	Marie Rosenthal
Failure to meet the significant translation costs associated with the recent legislative changes (Welsh Language [Wales] Measure 2011).	Red	Red / Amber	Preparation of a corporate consultation response to the Welsh Language Commissioner (WLC). Exploring options to develop in house simultaneous translation services.	Ffion Gruffudd

#### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Reduction in the numbers of eligible electors registering following introduction of IER reported	Red	Amber	(Q4) Agree new communication and engagement strategy with universities to target students. Establish IER Task and Finish Group to address issue and claw back position. (Q1) Action Plan in place to ensure university student registrations are maintained and campaign in place before freshers arrive.	Ann Philpott
Delay completing the Community Boundary Review	Red	Green	(Q4) 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. (Q1) Close. Boundary Review agreed at Council in March 2015 and successfully placed on deposit.	Paul Keeping

## Directorate: Resources

Councillor: Graham Hinchey

Director: Christine Salter

### Q1 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£16,703,000	£16,557,000	(£146,000)	(0.87%)

Number of Employees (FTE)	927
Sickness Absence YTD (Days Per Person)	1.9
PPDR Compliance Stage (Permanent Staff)	93%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£3,052,000	£2,858,000	£194,000	6.36%

### Q1 Progress against Corporate Plan Commitment Actions 2015/16 (Total No 11)

Green 10.34% (9)

Amber  
2.29% (2)

### Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No 76)

Green 67.81% (59)

Amber 16.09% (14)

\*3 (3.44%) Actions are N/A

### Progress on Challenges Identified Q4 (previous quarter)

1. A review has been undertaken of Chipside as well as other external enforcement systems. An alternative system to Chipside has been identified which will allow the Council to recycle parking warrants. A Business Case has been developed for this and implementation will be approximately 8-12 weeks.
2. The Budget Report for 2015/16 went to Council in February and a balanced budget was set for revenue & capital and a medium term financial plan 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.
3. Work progressed with the closure of accounts during Q4 and all directorate positions were finalised and transferred to the balance sheet by the beginning of May. Outturn reports were provided to directorates in May with the overall position for the Council was reported to Cabinet on 2<sup>nd</sup> July.

### Q1 Service Delivery

#### Directorate Delivery Plan

1. Sickness absence management has been included as a PPDR objective for all managers in the 2015/16 PPDR process, alongside this review of the Attendance & Wellbeing Policy has been undertaken to support managers with managing sickness absence. Sickness is regularly reviewed at Directorate Management Team meetings and Directors and Managers are provided with sickness data. From the end June a dashboard including Occupational Health Service data will be available to Managers. **(CP)**
2. There were delays in finalising the grades through job evaluation as there were some queries on the content of the job evaluation questionnaires which delayed the grades being confirmed. This therefore impacted on the implementation of the restructure within CTS. Consultation with staff & trade unions has taken place in terms of the slotting & matching and the recruitment process. The restructure is now scheduled to be completed by the Autumn.
3. The Construction Excellence Wales Report has been received. The recommendations made within the report have been submitted to the Director and an action plan has been developed, this will be monitored through the Asset Management Programme Board.
4. The strategic Business Case for an online Workforce Planning solution is being progressed. Ongoing Support to Directorates continues in translating their people priorities from Directorate Delivery Plans into a Directorate Workforce Plan aligned to the Council's Workforce Strategy and in supporting the delivery of key activities to address people priorities e.g. Employee engagement activity, Embedding the Employee Charter.

#### Management

Health & Safety – 3 accidents occurred during in Quarter 1, 2 within CTS/FM and 1 within Finance.

PPDR – 94% of staff within Resources had a PPDR completed in 2014/15 & 93% have had a their PPDR initiated for 2015/16

Sickness – Three accidents were recorded for Q1, this occurred within Finance and CTS & FM.

## Directorate: Resources

### Key Performance Indicator Data – Q1 2015/16

#### Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No 30.)

Green 23.3% (7)

Amber 16.6% (5)

\*including 12 (40%) annual performance indicators and 6(20%) with results to follow

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	15-16 End	Year	R.A.G.
Council Tax Collection - The % of council tax due for the financial year which was received by the Authority	97.03%	28.44%				96.7%			G
Council Tax collection is marginally up on the same period last year by 0.21%									
NNDR Collections - The amount of non-domestic rates received during the year, net of refunds	95.63%	32.21%				95.7%			A
NNDR collection remains Amber due to significant outstanding debts in respect of Business Rates									
Reduce the levels of sickness absence (Council Wide)	10.11	2.2				9			A
Quarter 1 shows a decrease over the same period last year and was the lowest Quarter 1 figure in 5 years. The current forecast is 9.3 day lost per FTE.									
Reliability of top 10 applications	99.99%	99.99%				99.90%			G
Internal Customer Satisfaction of ICT services									
Internal Customer Satisfaction of ICT services	88.97%	88.32%				90%			A
ICT has seen a significant increase in calls raised along with an increase in demand for IT support from Directorates, these factors along with the decrease of staff in ICT has impacted on the level of customer satisfaction. However, the standard of customer satisfaction remains high and in Quarter 1 was only 1.68% short of the target.									
Increase the % of personal performance & development reviews completed for permanent staff to (Resources)	94%	93%				90%			G
Reduce the levels of sickness (Resources)									
Reduce the levels of sickness (Resources)	7.29	1.9				8.0			G
Customer Satisfaction through the service desk (Facilities Management)									
Customer Satisfaction through the service desk (Facilities Management)	85.5%	88.62%				95%			A
Building Cleaning - Income generation (£150k increase on 2014/15 result)									
Building Cleaning - Income generation (£150k increase on 2014/15 result)	£5.8m	£1.5m				£5.95m			G
CTS –Income generation (£30k increase on 2014/15 result)									
CTS –Income generation (£30k increase on 2014/15 result)	£206,197	£36,000				£236,197			A
% of information requests meeting the statutory deadline (FOI)									
% of information requests meeting the statutory deadline (FOI)	74.5%	76.79%				75%			G
% completion of Personal Performance & Development Reviews for permanent staff (Council Wide)									
% completion of Personal Performance & Development Reviews for permanent staff (Council Wide)	88%	90%				90%			G

#### Q1 Challenges Identified

1. Due to the delays in the CTS restructure two Cardiff Works placements have secured posts elsewhere and one permanent employee has secured promotion which has had an impact on the operation of CTS due to some technical expertise being lost as a result of the staff movements.
2. Despite the authority decreasing in size due to diminishing budgets, the demand on the support services with the Resources Directorate remains at the same high level despite the workforce in areas of Resources decreasing. There is a demand for additional resource from

#### Q1 Actions being taken

1. This is being mitigated by support being provided from the Business Support team from Exchequer & Development. The Business Support team will be providing support, process review, training and mentoring to agency staff whilst they fill vacant posts until the restructure is complete.
2. Resources are undertaking reviews of Council Wide Policies/processes to improve back office processes.

Directorates to provide them with support as a result of losing expertise in specific Directorate owned software/systems and processes; in some cases there is a requirement to comply with statutory requirements.

3. Continue to provide monitoring service to schools causing financial concern. Spending Plans suggest that there will be a reduction in surplus balances but the total of school deficit balances will reduce. Further work will be required to review formula funding mechanism but also to test sustainability of school spending plans as 2016/17 budget strategy becomes clearer.

4. Any delay in establishing a Procurement Local Authority Trading Company (LATC) is putting at risk the achievement of identified income generation targets within the Budget, missing out of potential private sector work and the uncertainty could increase the risk of losing key staff

5. There is no budget in place for the procurement of the technology or the training that is required for the Cardiff Newsroom website or the training associated with it.

3. Work will continue to support schools with additional support provided to schools in financial difficulty. A Quarterly Monitoring Report will be submitted to Education Management Team in mid July for the first quarter.

4. Continuing to work with Senior Management Team to progress and looking to schedule LATC within the Council's Forward Plan. The Team are bidding to undertake work for a neighbouring Council at cost and undertake other public sector work to generate income.

5. Funding is being provided through the Communications & Media budget, however this creates a potential risk of an overspend.

## Directorate: Resources

Councillor: Graham Hinchey      Director: Christine Salter

### Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<b>Budget Prioritisation</b>	<b>Red</b>	<b>Red</b>	The Medium Term Financial Plan includes a budget reduction requirement of £47.4m for 2016/17 as per the Budget Strategy Report and £117m across the MTFP. This is in the context of savings to be achieved in 2015/16 of £32.467m and a further £3.487m in respect of capitalisation.	<b>Christine Salter (Marcia Sinfield)</b>
<b>Financial Resilience</b>	<b>Red</b>	<b>Red</b>	A Finance Snapshot has been developed and updated for the position as at July 2015. This was sent out with the Budget Strategy Report. Work is ongoing with WAO to review the Council's financial resilience prior to the further Corporate Assessment review in the Autumn	<b>Christine Salter (Marcia Sinfield)</b>
<b>Performance Management</b>	<b>Red</b>	<b>Red</b>	Improved alignment of financial monitoring and performance reporting in the quarterly Performance and Delivery Reports is in place. A regular programme of meetings of the Performance Leads is in place to ensure key staff work to deliver in line with the Council's requirements. Balance Scorecards for the end of year were drafted and a programme put in place for	<b>Christine Salter (Martin Hamilton)</b>



			Quarterly Scorecards in line with the Performance Report.	
<b>Organisation Development</b>	<b>Red</b>	<b>Red</b>	Implementation of the ODP Workplan, as described in the Cabinet Report dated 16 <sup>th</sup> July 2015 A OM1 Programme Manager for the OD Programme & Enabling & Commissioning Programme has been appointed and due to commence in role in August 2015 An improved programme definition for Reshaping Services programmes due August 2015, including revised Programme Briefs	<b>Christine Salter (Martin Hamilton)</b>
<b>Fraud</b>	<b>Red</b>	<b>Red/Amber</b>	Adopting a proactive approach to investigating suspected fraud and overseeing all investigations to ensure professional standards are consistently applied. Updated the Fraud, Corruption & Bribery Policy and the Money Laundering Policy. Developing an eLearning module to raise fraud awareness. Input to Cardiff Manager Programme on controls and compliance, raising awareness.	<b>Christine Salter (Derek King)</b>

### 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>
Capacity of Enterprise Architecture to meet the demands of the council due to diminishing resources as a result of external bodies creating Enterprise Architecture teams	<b>Amber</b>	<b>Amber</b>	2 new posts are being created at lower grades to increase the teams capacity and enable EA to meet demand	Ross Maude
PROACTIS and Sell2Wales are not presently integrated, meaning that when we start advertising procurement opportunities over £25,000 in 2016 they will have to be double entered and this is likely to result in resistance from directorate staff.	<b>Red/Amber</b>	<b>Amber</b>	Continuing to lobby Welsh Government to address this issue as they want all opportunities over £25,000 advertised on Sell2Wales.	Steve Robinson
Non compliance with statutory cyclical maintenance inspections.	<b>Red</b>	<b>Red</b>	Decision to be made regarding whether an additional module can be used in SAP or whether an “off the shelf” system can be procured	Lesley Ironfield

### 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>
N/A				