

Q3 Delivery and Performance Report 2015/16

Progress against actions in the Corporate Plan 2015/16

Q3 2015/16 – (397*)

Green 69% (274)	Amber 28% (110)	Red 3% (12)
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*Including 1 (0.25%) N/A

Progress against relevant Performance Indicators

Q3 2015/16 – (125*)

Green 58% (73)	Amber 26% (33)	Red 15% (19)
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*Excluding 98 Annual indicators, 28 with no results and 13 N/A

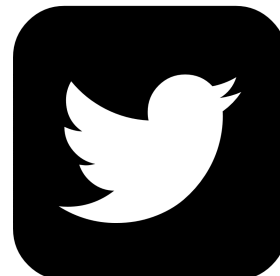
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Q3 Customer Contact



Twitter Media followers
50,323 followers in English
1,840 followers in Welsh
4,834 Likes on Facebook



Complaints	Q1 (14/15)	Q2 (14/15)	Q3 (14/15)	Q4 (14/15)	Q1 (15/16)	Q2 (15/16)	Q3 (15/16)
New Complaints Received	682	676	507	533	497	603	569
Corporate Complaints	675	670	502	547	490	599	563
Complaints through the medium of Welsh	7	6	5	6	7	4	6
Acknowledgements not sent within 5 days	26	15	15	12	7	23	18
Response not sent within 20 days	55	37	33	25	39	34	36
Compliments Received	434	427	371	328	288	293	303

Directorate	Members Enquiries						
	Received			Responded on time			
	Q1	Q2	Q3	Q2	Q2%	Q3	Q3 %
City Operations	437	567	543	396	70%	399	73%
Communities	119	127	101	107	84%	85	84%
Economic	3	2	6	1	50%	6	100%
Education	11	10	9	6	60%	8	89%
Gov & Legal	5	1	2	0	-	2	100%
Resources	17	12	8	11	92%	5	63%
SS - Adults	5	7	2	5	71%	1	50%
SS— Children's	0	3	1	2	67%	1	100%
Total	597	729	672	528	72%	507	75%

During Q3 Waste have continued to receive high volumes of member enquiries, whilst Highways have made considerable effort to reduce late cases and respond proactively to Requests for Service. Approx. 15% of enquiries account for Request for Service. The Members Central Team continue to work with areas that have poor response performance to take action to improve this.

Total Staff Costs at Q3 £133,522,581

Total Agency Costs at Q3 £11,476,890

Total Overtime Costs at Q3 £2,928,808

The spend on agency may reflect an overspend against budget as there may be vacant posts where there is a budget but the staff are employed through an agency, so the permanent staff budget will show an underspend and the agency staff an overspend.

Staff Costs to End Q3	% of Annual Budget		% Spend Agency	% Spend Overtime
£37,176,397	75.83%	City	14.21%	3.53%
£16,974,630	76.23%	Operations		
		Communities	7.64%	1.69%
£1,271,376	73.86%	Corp Mgmt	4.22%	0.21%
£8,764,310	77.30%	Economic	9.14%	3.94%
£15,613,123	72.26%	Education	3.31%	0.81%
£2,408,208	69.86%	Gov & Legal	5.59%	0.24%
£27,348,406	69.15%	Resources	3.06%	1.29%
£11,846,889	79.15%	SS-Adults	3.62%	3.74%
£12,119,243	71.82%	SS-Children's	17.54%	0.46%

**Agency
8.60%**

**Overtime
2.19%**

Staff Costs at Quarter 3

	Staff Budget	Spend to Month 9	% Annual	Overtime Budget	Overtime to Month 9	Overtime Spend as % of Employee Spend	Agency Budget	Agency Spend to Month 9	Agency Spend as % of Employee Spend
Directorate									
City Operations	49,029,025	37,176,397	75.83%	1,858,645	1,312,107	3.53%	3,944,645	5,281,847	14.21%
Communities, Housing & Customer Svcs	22,266,340	16,974,630	76.23%	327,210	286,972	1.69%	161,270	1,296,551	7.64%
Corporate Management	1,721,280	1,271,376	73.86%	0	2,640	0.21%	0	53,663	4.22%
Economic Development	11,337,550	8,764,310	77.30%	376,160	345,336	3.94%	424,920	801,310	9.14%
Education	21,606,020	15,613,123	72.26%	0	126,047	0.81%	195,290	517,246	3.31%
Governance & Legal Services	3,447,260	2,408,208	69.86%	0	5,676	0.24%	0	134,651	5.59%
Resources	39,549,081	27,348,406	69.15%	386,180	351,655	1.29%	285,950	837,281	3.06%
Adult Services	14,967,960	11,846,889	79.15%	58,720	442,794	3.74%	30,330	428,755	3.62%
Children Services	16,873,980	12,119,243	71.82%	0	55,579	0.46%	510,930	2,125,587	17.54%
Grand Total	180,798,496	133,522,581	73.85%	3,006,915	2,928,808	2.19%	5,553,335	11,476,890	8.60%

***The Total for Staff Budget excludes the Social Services total but includes the figures for Social Services – Adults and Social Services - Children**

Sickness Absence Q3

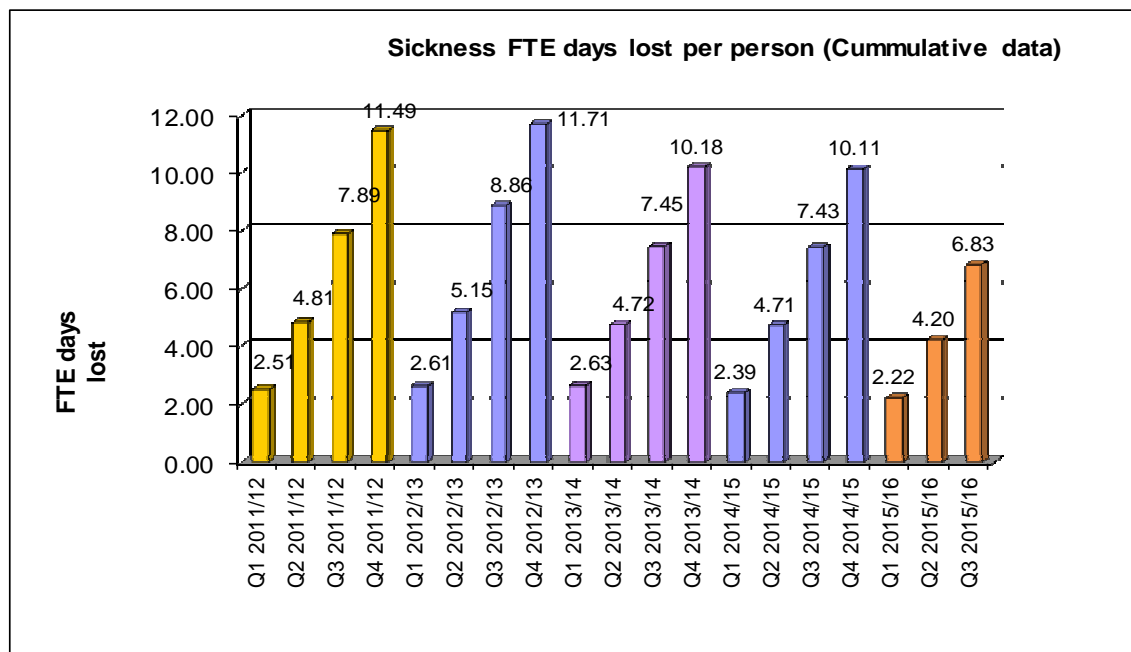
FTE days

2015/16

6.8

	Av FTE Numbers	FTE Annual Target	Q3 Days lost	Forecast for 2015/16
City Operations	1,375	13.0	9.5	12.8
Communities	960	9.0	7.8	10.6
Economic Development	245	6.0	5.8	7.9
Education	750	8.0	5.0	6.8
Education - Schools	5,400	7.8	5.7	7.6
Governance & Legal	85	6.0	4.3	5.8
Resources	927	8.0	6.2	8.4
SS - Adult	650	13.0	10.7	14.4
SS - Children's	350	13.0	11.1	15.0
Total	10,746*	9.0	6.8	9.2

*This figure includes schools based education staff. The information for Quarter 3 shows a decrease in the number of days lost when compared to the same period in 2014/15. Performance in Quarter 3 is also the lowest in 5 years. The current forecast for the year end is 9.2 days lost per FTE. Performance continues to improving. However it is important to maintain the focus on the effective management of sickness across the Council. Part of the focus has been on the roll out of mandatory e-learning training on the Attendance and Wellbeing Policy; the continued in depth work in directorates to support further improvement; the identification and sharing of good practice across the council; and the introduction of an Employee Assistance programme with 24/7 access for all employees.



Quarter 3
Personal Performance and Development Review Compliance as at 8th January 2016

Organisation Name	PPDR Half Year Review Compliance		
	Total (Head Count)	Completed	Percentage (%)
City Operations	1328	1227	92.4%
Communities, Housing & Customer Services	1033	969	93.8%
Economic Development	255	232	91.0%
Education & Lifelong Learning (exc schools and central teachers)	825	670	81.2%
Governance & Legal Services	80	69	86.3%
Resources	1280	1187	92.7%
Social Services – Adults	627	581	92.7%
Social Services – Childrens	343	259	75.5%
Social Services (Total)	970	840	86.6%
Total	5792	5194	90%

Compliance for the completed half year review stage has improved from 85.8% in 2014/15 to 89.7% in 2015/16. Whilst compliance has improved, actions are being taken across the Council to ensure that the PPDR process is followed with a focus on half year PPDR reviews being completed.

Information Requests

Change and Improvement Managed Requests						
Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Children's Services	31	93.55%	15	100.00%	46	95.65%
Crematoria & Cemeteries	2	100.00%	0	-	2	100.00%
Communication & Media	7	100.00	0	-	7	100.00%
CTS	0	-	0	-	0	-
Culture & Tourism	0	-	0	-	0	-
Democratic Services	9	55.56%	0	-	9	55.56%
Econ & Major Projects	14	78.57%	0	-	14	78.57%
Education	22	81.82%	3	100.00%	25	84.00%
Emergency Management	0	-	0	-	0	-
Enterprise	0	-	0	-	0	-
Enterprise Archi	0	-	0	-	0	-
Environmental Health	18	100.00%	0	-	18	100.00%
Exchequer & Dev	0	-	0	-	0	-
Facilities Management	4	50.00%	0	-	4	50.00%
Finance & Procurement	76	97.37%	1	100.00%	77	97.40%
Harbour Authority	0	-	0	-	0	-
Health & Safety	1		0	-	1	
Highways & Transport	74	98.65%	0	-	74	98.65%
HRPS	22	59.09%	6	83.33%	28	64.29%
ICT	4	100.00%	0	-	4	100.00%
Improvement & Info	4	50.00%	47	93.62%	51	90.20%
Infrastructure	0	-	0	-	0	-
Legal Services	5	80.00%	0	-	5	80.00%
Licensing	17	88.24%	0	-	17	88.24%
Parks & Sport	17	58.82%	0	-	17	58.82%
Planning	12	83.33%	0	-	12	83.33%
Policy, Partnership	1	100.00%	0	-	1	100.00%
Project, Design, Dev	0	-	0	-	0	-
Procurement	7	100.00%	0	-	7	100.00%
Regeneration Prog	0	-	0	-	0	-
Risk & Audit	0	-	0	-	0	-
Scrutiny Services	0	-	0	-	0	-
Shared Services	0	-	0	-	0	-
Strategic Estates	0	-	0	-	0	-
Trading Standards	12	83.33%	3		15	66.67%
Traffic Network Man	1	100.00%	80	100.00%	81	100.00%
Waste Management	18	61.11%	0	-	18	61.11%
Total	379	86.81%	155	95.48%	534	89.33%
Multi- Function	42	78.57%	8	75.00%	50	78.00%
Total	457	83.81%	188	92.55%	645	86.36%

645

Requests

86.36%

compliance

In Quarter 3 the Council handled 645 information requests under FOI & DPA Legislation. This was a 20% increase from Quarter 2. Although the central team have taken on more service requests and there has been an increase in volume there have still been slight overall increases in compliance with requests managed centrally. Compliance with requests managed by Directorates remains below the Council's target of 85%. The Improvement & Information Team are looking at further opportunities for improving these services.

Compliance in relation to Children's Services requests has improved from 75% to 95.65% as a result of these being brought into the Improvement and Information Team.

The Multi Function requests cover a number of service areas. The Council handled 50 of these requests during Quarter 3 & compliance with these was 78%.

61

Requests

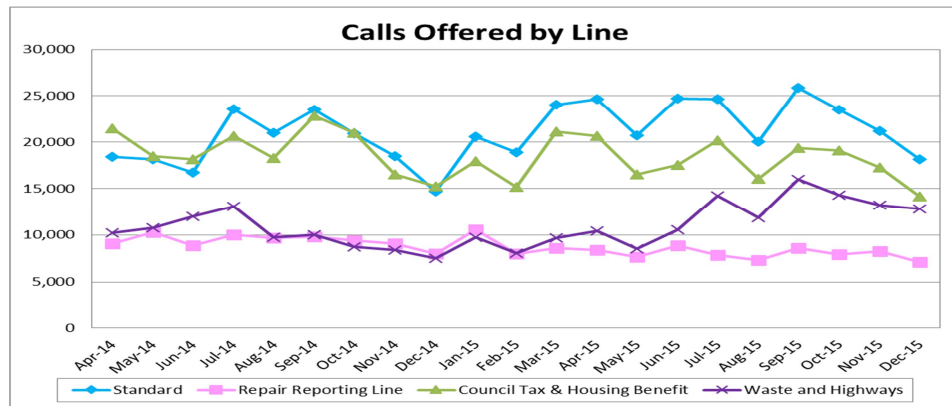
67.21%

compliance

Requests Managed by Directorates						
Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Customer Services	6	50.00%	0	-	6	50.00%
Health & Social Care	12	58.33%	22	81.82%	34	73.53%
Housing	18	61.11%	3	66.67%	21	61.90%
Total	36	58.33%	25	80.00%	61	67.21%

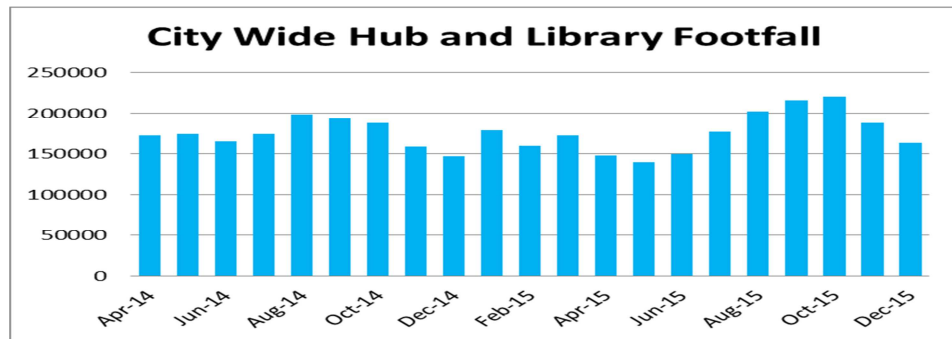
Customer Contact

Calls offered to C2C



Update: Quarter 3 has seen a decrease in call volumes, particularly compared to Quarter 2 which saw C2C's busiest month since opening with high call volumes regarding the city wide waste restrictions programme. December historically sees a decrease in calls. Over the quarter an answer rate of 96% was achieved by C2C.

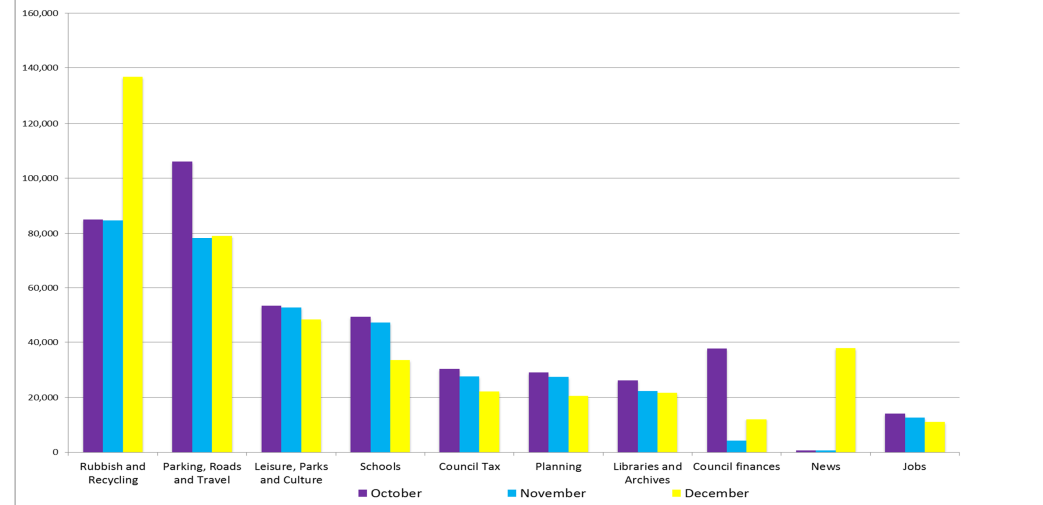
Total Footfall in both Libraries & Hubs across the City



Update: Quarter 3 2015/16 saw 571,626 visitors, an increase of 78,206 against the Quarter 3 2014/15 volume of 493,420. This is despite the ongoing closure of Roath library due to Health & Safety considerations, as well as the closure of Grangetown library, closed for refurbishment and there has been a short closure at St Mellons library due to building work.

Most visited Website Areas

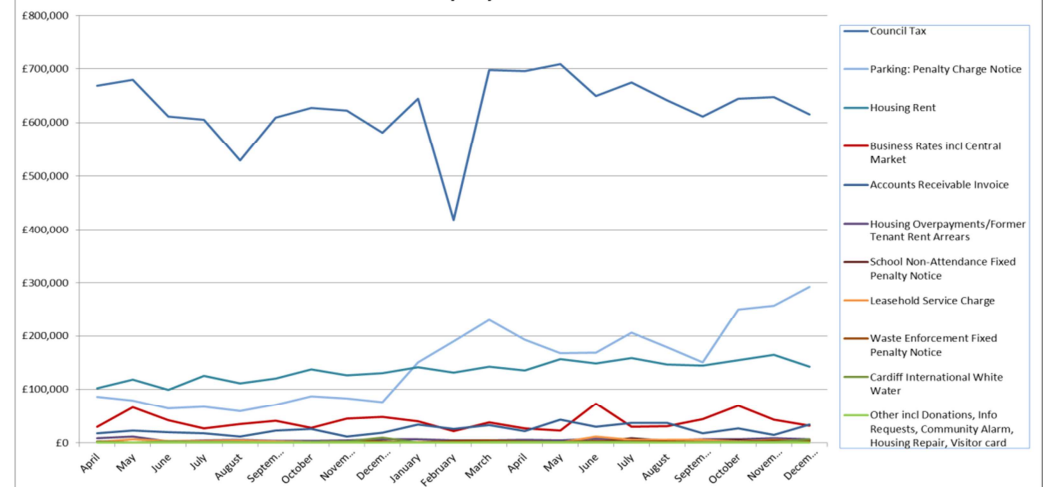
Most Visited Council Website Areas Q3



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 3.

The value of Payments made through the Website

Value of Monthly Payments made via the Website



Outcome Agreement Measures for Q3 2015/16

Economic Development

Measure	2015/16 Target	Q1 15/16	Q2 15/16	Q3 15/16
Businesses supported	50	153	229	303
New & safeguarded jobs in businesses supported financially by the Council	500			Awaiting info
New & safeguarded jobs in businesses supported financially or otherwise by the Council	1000	478	1653	2099
Grade A office space	100,000 Sqft	180,000sq ft		Awaiting info
Jobs 10% above average Wales salary	20%			Awaiting info
Grant aid and private sector finance to companies assisted by the Council	£1,000,000	£1.044m	£5.130m	£6,959,014

Education, Employment & Training

Measure	Q1 15/16	Q2 15/16	Q3 15/16	Annual Target
Number of work experience placements*	277	62	27	1000
Number of businesses attending jobs fair events	2	39	4	70
% Year 11 leavers NEET**	N/A	N/A	4.5% provisional	2.5%
Year 13/14 leavers NEET**			2.6% provisional	3%

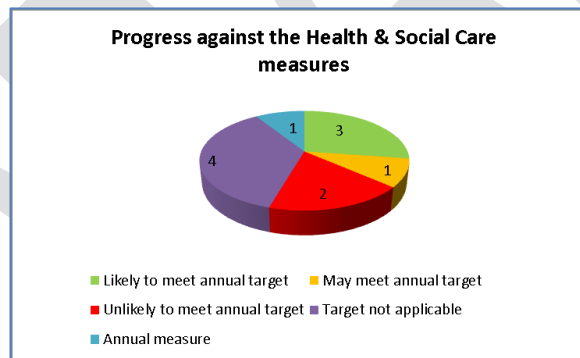
*Welsh Government has ceased Careers Wales funding which is adversely affecting our ability to deliver against target.

** Cardiff's NEET figures will not be verified until March 2016

Education

Measure	Academic Year 14/15	Annual Target
% pupils achieving foundation phase indicator	86.73%	85.8%
% pupils KS2 achieving CSI	87.76%	86.5%
% pupils KS3 achieving CSI	83.40%	79.3%
% pupils KS4 achieving Level 2 threshold	59.3%	60%
No. of Schools placed in special measures or significant improvement	6	0
Attendance at Primary School	95.1%	94.6%
Attendance at secondary school	93.86%	94.1%

Health & Social Care



The indicators that are unlikely to meet annual target relate to home care and care home packages and delayed transfers of care.

Housing

Measure	Q1 15/16	Q2 15/16	Q3 15/16	Annual Target
Boiler upgrades*	320	362	92	550
Roof replacements	85	96	63	240
Cladding of flats**	0	0	0	40

*Contract on accelerated programme and all non-A rated boilers now issued for replacement

**Planned works for Jan / Feb / March to complete the target

Directorate: City Operations

Director: Andrew Gregory

Councillor: Derbyshire, Patel & Bradbury

Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£52,389,000	£52,538,000	£149,000	0.28%
Target Savings 15/16	Projected Savings	Variance	Variance (%)
£12,058,000	£10,618,000	£1,440,000	11.94%

Number of Employees (FTE)	1,375
Sickness Absence YTD (Days Per Person)	9.5
PPDR Compliance Stage (Permanent Staff)	92.4%

Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total 40)

Green 52.5% (21)	Amber 37.5% (15)	Red 10% (4)
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Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total 45)

Green 66.7% (30)	Amber 33.3% (15)
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Progress on Challenges Identified in Q2 (previous quarter)

Delivering a Balanced Budget in year/2016/17 – The Directorate has identified detailed savings/income areas and targets for 2016/17. Following a focussed directorate initiative significant progress has been made on the in-year position. From an initial estimated overspend of £1.5m approx., previous quarter deficit of £660K, this has been reduced currently to a projected overspend of £149K. Further detailed work is taking place in critical areas and we are fully confident that a balanced position will be delivered year end.

Ensuring that Robust FBC for Infrastructure Services ADM is delivered – The detailed ADM / In-house project programme for the Full Business Case work is taking place. The Cabinet Report timeline has moved to March 2016.

Managing and reducing sickness absence/Changing Working Environment Culture – The sickness level result at Q3 is 9.5 FTE days is currently significantly below the target of 13 FTE days. There are two main areas of further work. 1. Establishing effective sickness absence policy monitoring and management across the Directorate – with particular ‘hotspot’ areas where sickness is on or over specified targets – a directorate-wide management group has been established and work is in progress. 2. In focused areas a process of staff / management engagement to develop a more motivated / engaged working environment. This work is will take place within the proposed ADM model that proceeds.

Bereavement Strategy Implementation: Ongoing work taking place to identify and deliver a site.

Q3 Service Delivery

Directorate Delivery Plan

Ensure the private rented sector is fit for purpose and homes meet legal standards to protect the health of tenants – (Amber) – Applications have not been forthcoming from landlords at an acceptable rate. The team has carried out a proactive exercise in the northern part of the district to identify HMOs and there is a need to carry out a similar piece of work in the south. Following on from the collaboration restructure of Shared Regulatory Services, the focus of the team is on the training of new team members who will take on the HMO licensing function and reconfiguring the team to meet the challenges moving forward during 2016/17.

Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro / City Deal (Green) - Proactive work is taking place to identify key strategic proposals as a part of the City Deal / Metro. Contractor on site for the ‘Metro funded’ schemes on the A469 and A470.

Develop a new Master Plan and Action Plan for Cardiff Bay (Green) – Reporting anticipated in Q4. Cabinet Report being prepared.

Adopt the Local Development Plan (Green) – Major step forward, Fact Check version of Inspector’s report received on 18th Dec and returned on 23rd December. Report has been prepared for Jan Cabinet and Council.

Establish an Energy Prospectus (Green) – The delivery of projects is proceeding, though a proposed review of the Prospectus is delayed due to a shift in Government policy with regard to renewables. The review will recommence once there is a settled position on the implications of the policy change.

Establish a new strategy for highways and transport asset maintenance & renewal (Amber) - Meeting arranged with Director of Communities, Housing and Customer Service to discuss a ‘one Council’ approach to asset management for housing infrastructure. Discussions with Parks and other services in City Operations to take place. Asset Investment Strategy discussed with Corporate Director Resources and a Cabinet Report will go in Spring 2016 with the strategy being reviewed at the Investment Review Board prior to this.

Develop a Cardiff Cycle Strategy benchmarked against European best practice (Green) - Consultation on the draft Existing

Routes Map for Active Travel closed on 29th December 2015. On programme.

Introduce new models of service provision for play services in the city (Amber) – Consultation is currently taking place with local members and stakeholders on a new model for play services. Good progress being made

Establish the future cultural and leisure needs of the city (Amber) – The procurement process for the 2 bidders is currently taking place. Report with proposed way forward on programme to be presented to Cabinet March 2016

Commence implementation of a new approach to infrastructure services (Amber) – The Full Business Case work has been progressed. OMs have completed Due Diligence and Future Strategy Templates for each service in scope. The collated information will be used to prepare the Business Cases for both the Modified In-house and Wholly Owned Company models which will be contained within the Full Business Case presented to Cabinet in March 2016. The Full Business Case Board has met monthly to review project progress. Meetings with the Unions have been held on a regular basis – initially monthly, and then fortnightly towards the end of Q3. They will be held on a weekly basis during the early part of Q4.

Implement service changes for Cardiff to enable the Council to meet its statutory recycling target (58%) (Amber) – Phase 1; Press & Social Media are being used to inform and reflect current changes. Phase 2; Charging for non-residents commenced on the 2nd Jan 2016, potential North Cardiff sites have been identified, the delay in the decision due the Call-in has resulted in the project running approx. 6 months behind the original schedule, the project is running on track for the revised schedule. Phases 3&4; Whole timeline set back pending data form collections changes. Currently undertaking detailed discussions with WAG and Heads of Service across Wales.

Implement the regional service for regulatory Services with the Vale of Glamorgan and Bridgend Councils (Amber) - A review of the Licensing fees for Taxi driver and taxi operators was conducted in the period in line with the change in the law to make provision for the issue of licences over longer periods of time. Those fees were agreed by the Public Protection Committee and came into force on 1st October 2015. The population of the new structure was completed in Dec 2015 and the fee setting process for other licences predicated upon the new structure, will commence in Q4 for the 2016/17 financial year. The service is developing a workforce plan that will be implemented in Q4 following the population of the new structure. The plan will underpin the professional development of officers, particularly those undertaking new or enhanced roles.

Management

Sickness Absence – Q3 position (as at 13/1/16) is 9.4 FTE days lost against target of 13 FTE days. A number of actions are being taken forward to focus on attendance management which include; APSE benchmarking, working closely with OCC Health, specifically reviewing short and long term absence target etc. **PP&DRs** – Half Year Reviews have been confirmed as 92.4% against target of 85%, managers are actively working to improve position.

Health & Safety – The Directorate's H&S Policy and Action Plan have now been published and are available via CIS. Up to Dec 2015 there have been 165 accidents / incidents of which 87 were near misses (no injury related), there have been 4 specified major injuries, 433 days lost due to accidents and an identified trend of "hit by something fixed or stationary" (56).

Key Performance Indicator Data – Q3 2015/16

Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total 19.)

Green 5.2% (1)

Amber 10.5% (2)

Red 5.2% (1)

10 (52.6%) of the indicators are annual and 5 (26.3%) have no result available at this stage as the data is still being collected, interrogated and verified.

National Strategic Indicators and Public Accountability Measures

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
LCS/002b - The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	8084	Annual Result				9647		
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	91.76%	93%	93.8%	94.4		92%		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	6.54%	1.03%	2.67%	0%		6.60%		A
Cumulative – dependant on result at Q4 to meet target hence amber question mark								

National Strategic Indicators and Public Accountability Measures								
Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
PLA/006b - The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	93%	Annual Result				20%		
STS/005b - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	86.80%	Annual Result				90%		
STS/006 - The percentage of reported fly tipping incidents cleared within 5 working days	82.51%	96.2%	96.9%	Awaited		90%		G
THS/007 - The percentage of adults aged 60+ who hold a concessionary bus pass	100%	93.7%	94.6%	95.5%		94%		G
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	6.80%	Annual Result				Aggregated indicator		
WMT/004b - The percentage of municipal waste collected by local authorities sent to landfill	32.57%	12.2%	18.1%	Awaited		30%		G
Awaiting validation by NRW								
WMT/009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	53.38%	57.1%	54.4%	Awaited		58%		A
Awaiting validation by NRW								
CAM/037 - The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	New 2015-16	Annual Result				3%		
New indicator								

Directorate Delivery Plan Indicators								
Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
PLA/004 (a) - % of major planning applications determined during the year within 13 weeks	20%	11.8%	14.2%	5%		25%		R
PLA/004 (c) - % of householder planning applications determined during the year within 8 weeks	71.1%	64.8%	68.3%	75.7%		80%		A

The Planning Service is fully aware of the need to bring this indicator back into a positive position. Also, it fails to recognise the very substantial improvements currently taking place that will shortly be presentable. The reason for this current underperformance is: (i) As part of recent improvement measures, staff have been 'flushing out' older applications within the system. Therefore, 20 majors were determined in Q3, more than any quarter in 2014/2015 or 2015/16; (ii) The volume of determining majors has risen for 2015/16 as a whole (Q1-Q3 combined) with more determined to date than for the whole of 2014/15; (iii) major applications associated with the LDP have been stalled but now will move; (iv) New monitoring and management measures have recently been put in place this has already seen a significant improvement in the turnaround of householders/minors/others (up to 85.7% within 8 weeks for December 2015) which accounts for approximately 98% of all applications processed. For the reasons outlined above, improvements to majors will take slightly longer to run through the system. Taking account the above, it is envisaged the performance in relation to majors will henceforth significantly improve. A target of 25% for Q4 (Green) is considered reasonable in these circumstances but with a commitment for further gradual improvement through Q1 to Q4 within 2016/17 to even more positive service achievement.

<p>Q3 Challenges Identified</p> <p>Significant issues identified within Highway Operations relating to non-compliance of BS ISO 9001 Quality Management System which could result in major non conformities, loss of registration at next BSI visit and implications for accreditation to National Highway Sector Schemes.</p> <p>New Government Policies on renewable energy generation were published at the end of December; these significantly reduced the financial support that renewable energy schemes get through the Feed In Tariff and other incentives. This has presented significant challenges for current and proposed renewables schemes and, therefore, for the Council's agreed carbon reduction commitments.</p> <p>Delivering a Balanced Budget in year 2016/17.</p>	<p>Q3 Actions being taken</p> <p>Immediate management action plan identified to help off-set non compliances, however significant remedial work required to ensure management system is fully compliant to ISO 9001 Standard.</p> <p>A series of live schemes, including Radyr Weir and some Solar Roof installations have been accelerated to ensure that they connect in advance of the proposed changes, thus maintaining the basis of their business cases. Other schemes, in particular Lamby Way Solar Farm, and future solar roof schemes, are being reviewed to establish alternative delivery routes. Following this review and re-prioritisation a new Renewable Energy delivery plan will be proposed.</p> <p>On-going work is required to ensure that all proposed budget savings and income generation is delivered in a timely manner.</p>
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Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<p>Climate Change and energy security</p> <p>- Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.</p>	Red	Red	<p>Q3 update - In summary this covers position on climate change resilience PI, new energy policy, energy budgets, local power generation and delivering renewables.</p>	Andrew Gregory
<p>Food Safety Management -</p> <p>Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business outlets, events & venues.</p>	Red	Red / Amber	<p>Q3 update - Continuing to support the corporate system through the year, but now the SRS structure is in place we need to agree new working arrangements with Cardiff; these discussions are on-going. Many of the processes created over the last three years have bedded in and if they continue to be operated the level of risk has been reduced. While one cannot eliminate every risk, the Council is in a more robust position than when this project started. Deviation from the agreed protocols would need careful consideration.</p>	Andrew Gregory
<p>Preparation of Local Development Plan - Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.</p>	Red	Red / Amber	<p>Q3 update - Given receipt of Inspector's 'fact check' report, and imminent receipt of final report /adoption at Council, it is expected that the project will be completed in Q4, it is anticipated that this risk can then be closed down.</p>	Andrew Gregory
<p>Waste Management - Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste</p>	Red	Amber / Green	<p>Q3 update - 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</p>	Andrew Gregory

treatment.			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. But strategy initiatives are being completed to schedule, such as the restricting project and bottom ash recycling. Influences such as bad weather/snow can also influence the recycling performance in Q4. Delays in HWRC progression will influence the end of year, but the restricting and IBA recycling will contribute to increased recycling.	
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Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Significant risk with financial targets in not being able to be met.	Red	Red / Amber	Mitigation strategy in place and financial position is significantly improving in terms of in-year position.	Andrew Gregory
Should timescale for procurement on Leisure Centres alternative management not be met, savings would be delayed or not achieved.	Red	Red	Actively working through milestones and mitigating actions to progress matters.	Andrew Gregory

Directorate: Communities, Housing & Customer Services

Director: Sarah McGill **Councillors:** Bale, Hinchey, Elsmore, Bradbury, De'Ath and Derbyshire

Q3 2015/16

Number of Employees (FTE)	960
Sickness Absence YTD (Days Per Person)	7.8
PPDR Compliance Stage (Permanent Staff)	93.8%

Budget	Projected Outturn	Variance	Variance (%)
£46,976,000	£46,976,000	0	-

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£1,962,000	£1,508,000	£454,000	23.13%

Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total No. 15)

Green 87% (13)

Amber 13% (2)

Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No. 45)

Green 73% (33)

Amber 27% (12)

Progress on Challenges Identified Q2 (previous quarter)

Alarm Receiving Centre – finalisation of work with the transmission network so the service is fully operational.

The cause of the issue, identified as a faulty Power of Ethernet Cable, has now been rectified and footage is now being received from all sites back to the Alarm Receiving Centre.

The launch of Rent Smart Wales – success relies on all work streams progressing in accordance with the project plan and the development of the website which will manage the customer facing and staff interactions.

Rent Smart Wales launched on the 23rd November and is a landmark landlord licensing scheme hailed as UK first being hosted by Cardiff Council. The new registration and licensing scheme will prevent rogue landlords and agents from letting and managing properties in Wales. It will also raise awareness with landlords, agents and tenants of their respective rights and responsibilities.

All new staff were in place on the launch date having completed 3-4 weeks of induction training, documentation to support the processes had been developed and the infrastructure and database required for launch was in place. The marketing campaign, led by Welsh Government, was implemented and publicity included Lesley Griffiths AM and Cllr Bob Derbyshire visiting Willcox House with press. Further development to the website / database is required post launch to ensure system is fit for next steps in the processing of registrations and licensing applications. A review of the fees set for Agents is also under consideration.

SAP Customer Relationship Management System – the continuation of the phased rollout.

Delays to deployment have been raised direct with SAP on communication templates generated by the contact centre. Housing Repairs and Standard team work items have been completed and are in the production for CRM.

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

An additional Manager has been appointed and performance improved in December, with 79 days taken to let properties in Q3, down from 94 days in Q2. However, there has been an increase in the number of properties becoming void and this will cause issues with performance going forward during January/February. The fortnightly meetings continue and close monitoring of performance is being carried out and processes are being reviewed to improve overall performance.

Disabled Facilities Grants- Issues with the number of days taken to deliver the grants.

Additional Capital funding was agreed until the 31st March, which will alleviate demand and reduce the backlog. A review of the eligibility criteria and adaptations that are funded is underway to ensure best use of funds. Further work is being done to manage contractor performance, a review of the contractual arrangements in place under the Building Maintenance framework is being carried and consideration is being given to providing some works in-house out to ensure value for money is achieved.

Q3 Service Delivery

Budget

At the end of Quarter 3 the Directorate is projecting a balanced position; all savings proposals have now been implemented. The achievement of ambitious income targets through the commercialisation of services are yet to be achieved, however this is being offset by underspends within the Directorate.

Directorate Delivery Plan

Adult Community Learning – During term 1 (September – December) 1,237 people enrolled with Learning for Work Following the new programme launch for academic year 2015/16 in September, by the end of Term 1 (December 2015) there had been a total of 1237 enrolments for Learning for Work, 274 enrolments for DICE Learning for Work and 682 enrolments for Into Work Services. This reflects a 10.4% increase for enrolment numbers.

Alarm Receiving Centre – The recruitment of a Marketing Manager at the end of Quarter 2 led to a reinvention of the

advertising of the packages available and has shown increases in Telecare referrals, connections and customers during Quarter 3. Telecare brochures are currently being created with a new look and feel in line with the branding change. There has been a 177% increase in visitors to the Telecare Website' this shows that information regarding Telecare is being circulated and communicated out to the public domain.

Welsh Public Library Standards - The WPLS report was submitted for scrutiny in November, members were positive regarding Cardiff's WPLS performance. A database has been set up to enable the efficient collection and reporting of libraries performance information; this is now live – although further modifications will be necessary moving forward.

First point of Contact for Adult Social Care - Performance is going well with improved resolution at first point of contact. Prior to the First Point of Contact going live, 70% of calls were passed to Social Care, the latest overall average has reduced to 50% being passed to Social care.

Welfare Reform - The new Welfare Liaison team are now fully operational and assisting council tenants with Universal Credit and other welfare reform issues. Face to Face services for Universal Credit are now available through the Hubs. This includes budgeting advice and assistance to get on line and to open a bank account. The Housing Service together with the RSLs in Cardiff have applied to pilot the Trusted Partner arrangements which will allow landlords to provide more assistance to vulnerable tenants.

Hubs - Rumney Partnership Hub opened in November, and monitoring systems in place to record user numbers and customer feedback. Grangetown hub is opened in January and 300 customers were seen in the first day of operation.

Management

Health & Safety - Following the completion and publishing of the H&S Action Plan, a summary is being pulled together to make the information as accessible as possible.

PPDR Status – The PPDR compliance remains high, with dip sampling carried out across the Directorate which showed consistent high quality.

Sickness – The Directorate provides a number of face to face client services, which has an impact on sickness figures overall, the Directorate has also been affected by internal restructuring within the Directorate. Regular monitoring takes place within the Directorate to manage sickness absence.

Key Performance Indicator Data – Q3 2015/16

Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No. 45)

Green 81% (25)

Amber 13% (4)

Red 6% (2)

***6 annual, 3 Not Targeted and 5 closed**

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
The average number of calendar days taken to deliver a Disabled Facilities Grant	193	214	240	248		200		R
The main reason for delay in delivering adaptations was the lack of available funding. Requests for service have increased year on year while capital allocation has reduced, as a result it was necessary to slow down the delivery of adaptations. The Council has now recognised this and has identified additional funding to be used to address the backlog and this work has now been issued to the contractor. The performance indicator is likely to continue to be below target this year while these older cases are cleared.								
The number of library materials issued, during the year, per 1,000 population	4,727	967	2,132	3,109		5000		A
During Q3 Roath library was closed and Grangetown Library was closed for refurbishments and has now opened as a hub. There has been the temporary closure of St Mellons Hub for building work; these have contributed to the reduction in issues. In addition to this the performance indicator is cumulative; meaning the closure of Central Library in Q2 will impact on this result for the remainder of the current financial year. As footfall and PC use figures show an increase this demonstrates that the public are using the many other facilities available in the libraries.								
The number of visits to Public Libraries during the year, per 1,000 population	8,376	1,217	2,800	4,441		6000		G
The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	New indicators are currently being developed following new legislation with a significant change in direction							
The average number of days that all homeless households spent in Other forms of temporary accommodation								
Percentage of C2C Calls Answered	86.9%	92%	93%	96%		93%		G

BNF/002 (a)CTR : Speed of processing: Average time for processing new Council Tax Reduction claims	18.9	19.94	18.42	14.54		21		G
BNF/002 (a)HB : Speed of processing: Average time for processing new Housing Benefit claims	21.3	22.95	21.0	17.7		21		G
Vacant Local Authority stock as percentage of overall stock (as at the end of the period)	1.55%	1.53%	1.35%	1.58%		1.5%		A
The number of current voids has increased slightly over the past quarter. There has been an increase in properties becoming vacant as tenants moved to new build housing association schemes.								
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%	1.9%	2%		2%		G
The total amount of rent lost due to lettable units of permanent accommodation being empty was £351,167.66 in Quarter 3, a cumulative total of £968,596.02 Year to date which compares favourably to the cumulative figure for the same time in 2014/15 was £1,049,321.39. This amount includes some properties being held vacant for demolition and redevelopment under the Housing Partnership Programme.								
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	112.7	103	94	79		Q1-90 Q2-80 Q3-70 Q4-60		A
Overall letting time continues to decrease. The pilot 'quick turnaround' voids project has reduced void time, vacant work costs and rent loss. However, the number of new void properties has increased recently, in part due to the Welfare Reform changes affecting under 35s. If this trend continues it may have an adverse effect on future letting times.								
The percentage of emergency repairs completed within target time	95%	95 %	98%	95%		90%		G

Q3 Challenges Identified

Q3 Actions being taken

<p>SAP Customer Relationship Management System – the continuation of the phased roll out</p> <p>Council Tax Annual Billing – 152,000 bills will be issued in March and C2C will handle the customer contact. It's predicted the maximum 5% cost increases will be applied for a 2nd year in a row and customer complaints will increase as a result.</p> <p>Cardiff's Historical Collections – the potential redistribution of collections to partner institutions</p> <p>Local Studies - relocation</p> <p>Disabled Adaptations - The delivery time for adaptations remains of concern.</p> <p>Void Turn Around Times - an increase in the turn-around times for void properties remain a concern.</p> <p>Welfare Reform – The phasing in of Universal</p>	<p>This challenge is ongoing, which robust project management by senior managers in place to ensure successful roll out of the system.</p> <p>6 representatives are undergoing training from the council tax and benefits departments to increase C2C's call handling capacity and bolster the number of staff that can be utilized in an overflow capacity during times of peak call volume. A series of Tweets detailing the advantages of the portal for council tax self-service are being planned with communications. Direct promotion of on-line services for students via Students Unions and University websites.</p> <p>Work will continue through the Advisory Group to establish recommendations for the redistribution of the Legacy collections with support from Welsh Government. These recommendations will be required to be considered by a cabinet report.</p> <p>Subject to the results of a public consultation work will continue to establish a new location for Local Studies.</p> <p>A large number of jobs have been issued to the contractor and an undertaking has been given that these will be cleared by the end of March. This will need continued monitoring with regard to timescales and quality of work. The development of an Action Plan is currently underway.</p> <p>The roll out of the Fast Track System during the quarter was successful. There has been an increase in the number of properties becoming empty and this is likely increase times as attempts are made to transfer tenants ahead of the WR changes that will have affect from April (see below).</p> <p>This will require further changes to the allocations policy and could</p>
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Credit has started in Cardiff and this is likely to start impacting on rent collection in the next quarter. The Autumn statement included further changes to HB for social rents, limiting the HB that can be claimed to LHA levels and introducing a shared accommodation rate which will apply to all those under 35.	potentially impact on void property turn around.
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Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Welfare Reform - That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform Bill 2011	Red	Red	<ul style="list-style-type: none"> Welfare Reform Group is working well in coordinating multi-agency activity Discretionary Housing payments are being used to top up the benefit claims of those most affected Tenants adversely affected are being supported to exchange properties, tenants given greater choice on new properties and reducing void rent loss Face to face services are being provided across Cardiff to assist people with claiming Universal Credit and in returning to work. 	Sarah McGill

Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
UK Autumn Statement Social rents to be limited to Local Housing Allowance Rates for new tenants from 1.4.16 <ul style="list-style-type: none"> Shared accommodation rate to be applied to tenants under 35 Limit to apply to supported accommodation including domestic violence refuges and hostels Change to HB takes place 1.4.18 but allocation policy will need to change from 1.4.16. 	Red	Amber/ Green	<ul style="list-style-type: none"> Information and advice being developed for existing tenants to advise that HB entitlement may be lost if they move house Moves for under 35s affected by the bedroom tax are being prioritized. Change to the allocation policy is being considered for under 35s Possibility of developing smaller accommodation units within the shared accommodation rate is under consideration Possibility of developing and managing shared accommodation is being considered 	Sarah McGill

Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner

<p>UKs Budget Announcement</p> <ul style="list-style-type: none"> • Benefit Cap reduced to £20,000 (previous risk profiled on £23,000) • Freeze on benefits • Tax credit changes • Budget settlements on areas where there is devolved powers in Wales is currently not known, including 1% cut to social housing rents 	<p>Red</p>	<p>Amber/ Green</p>	<ul style="list-style-type: none"> • Welsh Government have decided not to cut social housing rents but to continue their previous rent policy. • Work is underway to identify those affected by the benefit cap and to advise tenants accordingly. 	<p>Sarah McGill</p>
<p>Increasing homelessness and rough sleeping in the city</p> <ul style="list-style-type: none"> • the increase in rough sleepers includes EEA Nationals who are affected by changes to rules for benefits and housing 	<p>Red/ Amber</p>	<p>Amber/ Green</p>	<ul style="list-style-type: none"> • A temporary increase in resource to the Outreach Team • Consideration of additional units for the Rough Sleeper project to assist those with complex needs • To hold hostel vacancies for identified individuals currently sleeping rough or those with complex needs • To work with the Salvation Army to develop a pilot scheme for an intervention and reconnection service for EEA Nationals. 	<p>Sarah McGill</p>

Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£2,162,000	£2,474,000	£312,000	12.97%

Number of Employees (FTE)	245
Sickness Absence YTD (Days Per Person)	5.8
PPDR Compliance Stage (Permanent Staff)	91%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£1,334,000	£1,073,000	£261,000	19.56%

Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total No.19)

Green 95% (18)

Amber
5% (1)

Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No.14)

Green 93% (13)

Amber
7% (1)

Progress on Challenges Identified Q2 (previous quarter)

- City Deal** – the City Deal process is progressing well. Welsh Government now integrated into the process. Announcements made by central government in November statement. Work ongoing towards a final submission in March.
- Central Square** – Leased signed by BBC for new HQ. Work on bus station progressing on-track. Results of public consultation reported to Cabinet in December. The planning application for demolition of Marland House and the NCP car park submitted in December. Work started on preparing planning application for the new bus station.
- Multi-purpose Arena** – Work progressing on financial plan. New opportunities to access infrastructure funding being explored to help move the project forward.
- ISV** – Ice rink on-track to be completed in Q4. Discussions have been initiated with the developer regarding phase 2 of the sports village development.
- Funding for business** – opportunities to provide new financial support initiatives for business are being explored through the City Deal.

Q3 Service Delivery

Finance

Economic Development are projecting a reduced overspend of £312,000 against a net budget of £2,158m. Workshops are projecting £50,000 additional rental income along with additional bus shelter projected income of £350,000. This will be used to offset overspends of £430,000 in Culture Venues and Events, £100,000 in Property and £183,000 in Major Projects of which £93,000 relates to offsetting the Dr Who Experience naming rights income shortfall.

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** - Building one nearing completion and due for occupation in February. Contractors now commissioned by the developer to commence works on BBC HQ and Building 2 and works are underway. Public realm associated with building one has commenced. Preparation works for the public realm relating to the wider square are underway.
- Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016** – Work to prepare for a procurement process is underway with a view to beginning the process in Spring, subject to financial plan.
- Transport Interchange** - Detailed design has started. Commenced stakeholder consultation to inform the detailed design process and preparation of the Transport Assessment.
- Develop a heritage quarter proposal for the Civic Centre, including a plan for the refurbishment of City Hall by March 2016** – Cathay's Park Urban Design Framework completed. Masterplan to be agreed with partners in Q4. Work on plan for City Hall will follow this work.
- 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** - As well as funding received from Visit Wales, additional partner/ stakeholder support funding has been sourced from the Local Authorities in SE Wales and contributions from the private sector (such as Cardiff Hoteliers Association, Cardiff Venues including Motorpoint Arena, Wales Millennium Stadium) and Celtic Manor Resort to undertake a marketing campaign and associated activity to be delivered by end of March

2016.

6. **Deliver the approved Property Strategy** - On track to achieve the Asset Management targets for this year.
Projecting, at year end, a 5% reduction in the gross internal area of buildings in operational use. 4.4% reduction in the total running costs of occupied operational buildings. £5.6 million reduction in the maintenance backlog. Agreed asset management targets for 2016/17.
7. **Delivery of an Office Rationalisation programme to deliver £1m of revenue savings and £6m of capital receipts by December 2017** – On track to relocate teams from Mynachdy Centre, Howardian Centre and Global Link.
8. **Establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure infrastructure and services at less cost through new operating models, by June 2016** – First stage of submissions have been made. Now undertaking evaluation to see whether bids meet Council objectives. Discussions with legal regarding timescales for contract documentation.
Cultural Consortium - Meeting held with relevant stakeholders to discuss the potential of a Capital of Culture Bid. A further discussion will be held with the Cultural Consortium in February.
Functions and retail catering units - Independent review completed. Improvements around menu's and retail operation have been implemented. An improvement plan is now under production with a view to being implemented as soon as possible.

Management

Health and Safety – Regular consultation with trade union representatives established. End of year Sickness absence level predicted at 7.6, below the annual target.

Welsh Bilingual Service – Managers of front line teams have assessed their Welsh language requirement. Linguistic Assessments to be progressed.

Key Performance Indicator Data – Q3 2015/16

Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No. 32)*

Green 56.25% (18)

Amber 6.25% (2)

*including 12(37.50%) unable to collate until the end of the year as awaiting data for denominator or activity planned during Q4

Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
Grow membership of the Cardiff Business Council to 1,000 members (by 2016) (cumulative result)	120	164	166			1,000		A
The Council has embarked upon a review of the organisation in anticipation of future funding shortfalls and the City Deal opportunity.								
Number of Attendances At Cardiff Castle (cumulative result)	274,285	76,636	176,562	235,572		285,000		A
During quarter 3, 59,010 paid admissions to the Castle, exceeding the quarter 3 target of 52,553.								
Cardiff Castle Total Income (cumulative result)	£3,367,462	£994,751	£2,170,716	£2,863,012		£3,105,000		G
Retained Income For St David's Hall and New Theatre (cumulative result)	£1,269,492	£405,605	£683,805	1,308,686		£1,338,480		G
Customer Satisfaction Level For Cardiff Castle	NPS+53	NPS+25	NPS+47	NPS+60		NPS+50		G
Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise) (cumulative result)	2,395	478	1,653	2,099		1,000		G
Investment Portfolio Income	£4.023m	£1,073m	£1,915m	£3,124m		£4.3m		G

Q3 Challenges Identified	Q3 Actions being taken
<p>1. City Deal – maintaining momentum towards the completion of a bid in Q4.</p> <p>2. Central Square – agreeing a financial approach to the delivery of the new bus station and implementing a programme of stakeholder engagement.</p> <p>3. Ice Rink – completion and open for public use in Q4</p> <p>4. Capital Receipts – conclusion of deals to secure capital receipts by the end of the financial year.</p> <p>5. Coal Exchange – progressing arrangements for a private sector solution to the coal exchange including the appropriate engagement of stakeholders.</p> <p>6. Culture, Venues & Events - undertake organisational restructure to enable delivery of savings and operational efficiencies in the new financial year</p> <p>7. Provide interim TIC facility in the city centre.</p> <p>8. Finalise the Civic Centre masterplan work and develop proposals for the use of City Hall.</p> <p>9. BID – maintaining momentum towards a vote.</p> <p>10. Welsh Language Centre – finalise details for completion of the WLC in Q4.</p> <p>11. Culture ADM – progress procurement process towards an outcome.</p> <p>12. Heritage Trust/Mansion House – agreeing a way forward.</p> <p>13. Digital advertising – ensuring infrastructure and contracts are in place to enable income to be received from Q1 16/17.</p> <p>14. Cardiff Business Council – manage the transition to a new regional arrangement.</p>	<p>1. Development of an agreed bid through a series of workshops and meetings.</p> <p>2. Regular meetings with finance and the developer to develop a financial proposition.</p> <p>3. Continue work with the developer to resolve any outstanding issues to ensure the facility can be opened to the public in Q4.</p> <p>4. Continue to closely monitor progress with disposals.</p> <p>5. Work with all stakeholders to agree a common view of the way forward to restore the Coal Exchange.</p> <p>6. Discuss with unions and staff and progress the restructuring.</p> <p>7. Identify preferred location and operational plan for new TIC presence in the city-centre.</p> <p>8. Complete masterplan work and begin consultation.</p> <p>9. Continue to work with the local business stakeholders and appointed consultants to prepare for a vote.</p> <p>10. Continue discussions with tenants and Museum Trustees to ensure all occupiers needs are met. Monitor completion of fit-out works.</p> <p>11. Evaluate proposals and negotiate a contract with preferred bidder in Q4.</p> <p>12. Advice being presented in Q4 with related action plan.</p> <p>13. Regular meetings with supplier and planning officers to ensure programme is delivered on schedule.</p> <p>14. Work with a range of business stakeholders, local authorities and Welsh Government to agree a new model for business engagement at a city region level.</p>

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Asset Management - Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	Red	Red / Amber	(Q2): Prepare report on future strategy and direction of the Council's Non Operational Investment Estate to be considered by Cabinet in November 2015. (Q3) Non Operational Investment Estate arrangements agreed by Cabinet.	Neil Hanratty

Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Arts Venues (Q4) Should timescale for procurement	Red	Green	(Q4) Sound control by project board and team to drive procurement but ultimately	Kathryn Richards

on Arts Venues alternative management not be met, savings achievement would be delayed.			dependent on procurement timetable and content of bids. (Q1) Progressing the procurement process, completed invitation to submit outline solutions. (Q2) Procurement process on track, tender requirements and descriptive documents issued. (Q3) First stage of submissions have been made.	
BID (Q4) - Restructuring of the City Centre Management team and delay with the implementation of BID.	Red / Amber	Green	(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. (Q2) Work is progressing to develop a BID to take to a ballot position by the end of the year. Representatives from the local business community have been appointed as Chair and Vice Chair the BID task group. (Q3) BID Task Group established. Discussions with local businesses underway.	Ken Poole
Advertising Strategy (Q4) - Local Member/Planning/Highways /Safety approvals not achieved leading to delay in generating income through the advertising strategy to offset savings	Red / Amber	Green	(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. (Q2) Large Format Digital Advertising Strategy in place. (Q3) Progressing tender of Phase 1 sites. Phase 2 sites being progressed with Planning for next phase of marketing.	Ken Poole

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Councillor: Sarah Merry

Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£234,657,00	£234,657,000	0	-

Number of Employees (FTE)	750
Sickness Absence YTD (Days Per Person)	5.0
PPDR Half Yearly review (Permanent Staff)	81.2%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£2,621,000	£2,459,000	£162,00	6.18%

Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total No. 23)

Green 70% (16)

Amber 30% (7)

Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No. 50)

Green 64% (32)

Amber 32% (16)

Red 4% (2)

Progress on Challenges Identified Q2 (previous quarter)

1. *Improving outcomes for vulnerable learners, to be informed by more intelligent data analyses:* Challenge advisers have been given the necessary data by school on performance at the level 1 threshold, attendance, exclusions and NEETs to challenge schools on the appropriateness of their provision for these learners. Improved datasets have been developed to monitor exclusions by vulnerable group.
2. *There is a need to broaden the role of the challenge advisers to ensure a focus on underachievement and well-being:* There is better information sharing with challenge advisers who are demonstrating a greater level of engagement in the broader inclusion and well-being agenda.

Q3 Service Delivery

Budget

Against a budget of £234.661m the projected outturn at the end of Q3 is £234.661m an overall balanced position. Within this overall balanced position there remains areas of spend which are likely to exceed budget which are currently being offset against areas of underspend. Specific monitoring of the 2015/16 savings proposals indicate that as at Q3 there are £162k of savings that are unlikely to be achieved within the 2015/16 financial year. These are included within the overall monitoring position.

Corporate Commitments

School Performance: Final Key Stage 4 performance – Academic Year 2014/15:

The rate of improvement in the main performance indicators is greater in Cardiff than across Wales at Key Stage 4. Performance at the level 2 inclusive threshold compares favourably with performance nationally, but further improvement is still needed in the level 1 and level 2 threshold indicators. At the **level 2+ threshold** performance is above modelled expectations. There has been an improvement of 5.3 ppt to **59.3%**, which is the biggest improvement in the consortium greater than the improvement in 2014. However, in order to be in the top 25% performing authorities based on FFT estimates Cardiff's performance in this indicator would need to be 62.3%. Outcomes for vulnerable learners such as eFSM pupils, looked after children and minority ethnic pupils have also improved, but are still significantly below the average.

National Categorisation: In the primary sector, **70.5%** of schools are in standards groups 1 or 2 (out of 4) up from **48.4%** in 2014-2015. In the secondary sector, **55.6%** of schools are in standards groups 1 or 2 up from **44.4%** in 2014-2015. Final national categorisation for 2015-2016 will be reported in Q4.

Challenge Cymru Schools: In 2015 at Key Stage 4, one school improved its performance and one school maintained the increases in performance achieved in 2014 but outcomes decreased in the other four schools. In three of these schools the local authority has taken intervention action and leadership capacity has been increased. Although progress is now being made, standards remain unacceptably low. In the fourth school, there was a slight dip in outcomes but performance remains significantly above modelled expectations and further improvements are expected this year.

School Organisation Programme: Delivery of the 21st Century Schools programme has progressed significantly. The new Eastern High School Design is complete and planning permission was granted on the 13th January 2016. Demolition of buildings on the site is due to start week commencing the 18th January 2016 and is expected to be complete by late Spring 2016. Wilmott Dixon are due to take possession of the site by 5th May 2016, with the new school to be delivered by September 2017. Consultation on the new high school in the West, Four Wards primaries and Willows primaries took place in Autumn 2015 and the statutory notices were published on the 7th January 2016. A report will be presented to Cabinet for determination of the proposals in March 2016. Primaries procurement is on schedule and due to go to tender week commencing 21st January 2016. Primaries agreed to proceed are due to be delivered by September 2017.

School Governance: As at the end of December 2015, the % of governor vacancies has decreased to 8.73% (169 governors), compared to 9.35% (179 governors) at the end of the last quarter. The % of LA governor vacancies has increased to 8.72% (34 governors) from 6.92% (27 governors). It is anticipated that 11 new LA governors will be recommended for appointment at the next panel meeting in January 2016.

NEETS, VAP & The Youth Guarantee: Cardiff's NEET figures will not be verified until March 2016 but the LA's monitoring indicates that the position for 2015 is close to last year's figure of 4.26% and is likely to be in the region of 4.5% with 152 pupils of a cohort of 3,343 not in EET at the time of the Destinations count. (151 pupils of a cohort of 3546 in 2014). Disappointingly the NEET picture therefore remains static due in part to high levels of NEETs from a minority of schools. The Vulnerability Profile has been run in all secondary schools for 2015/16 and current year 11 pupils identified as at risk have been allocated for additional support. Support to schools will be differentiated where the numbers of NEETs are highest. The Council's approach to youth engagement and progression has been refocused, through the development of a whole Council approach, working with partners across the city, to ensuring positive destinations for young people in Cardiff. A paper, outlining this approach will be considered by the Cabinet of Cardiff Council in January 2016. Two European Social Fund bids have been finalised, in conjunction with Newport CC (lead beneficiary), Monmouthshire CC, Vale of Glamorgan CC, Careers Wales, Coleg Gwent and Cardiff and Vale College, targeting young people at risk of disengagement both pre and post 16.

Looked After Children: Further work is being undertaken this term to build additional information to the virtual tracker. This information is being used to improve the identification of Looked After pupils who need additional support. A cycle of visits by the Achievement leader (Closing the Gap) is being undertaken to challenge schools where provision is not meeting the needs of Looked After Pupils. Challenge Advisers have the names of all Looked After pupils in their schools and discuss their progress on their visits with the Head teacher.

Youth Service: The commissioning process has been undertaken in all 15 neighbourhoods and grants have been issued. Disposal of buildings has progressed with four buildings remaining surplus to requirements. An Investment plan is being considered for retained buildings. Work continues to progress the new Youth Service Structure.

Delivery Plan Commitments

Admissions: The Admissions Forum is scheduled for January 18th 2016 to discuss the Admissions Policy for 2017/18.

Leadership & Governance: Partnership working to 'step up' the pace of improvement in education has been effective in strengthening an explicit policy approach to the development of federations and collaborations between schools. A working group of head teachers, including those in an executive role and those working in collaboration, has been established. Members of the Education Management Team have undertaken visits to other authorities in England and Wales to gain first-hand information about different models of schools federations and collaboration arrangements.

Teaching & Learning: Strengthening the role of Challenge Advisers - The role of the Head of Achievement and Inclusion has been broadened to include oversight of the secondary challenge advisers at the consortium. Expectations for joint working between challenge advisers and the local authority's inclusion services are now more clearly defined. These changes are resulting in improved support and challenge to schools in relation to NEETS, attendance and exclusions.

Improving provision for learners with Additional Learning Needs - Good progress is being made on ALN strategy. The consultation on the reshaping of speech and language and behaviour provision for primary age pupils is scheduled for February/March 2016.

Ethnic Minority and Traveller Achievement Service – A new central team is now in place with a clear focus on monitoring and raising outcomes for Ethnic Minority/English as an Additional Language pupils through challenge and support. All additional resources from the Education Improvement Grant (MEAG) are now being delegated to schools.

Partnerships: Exclusions-Data for the Autumn term shows a further reduction in the number of fixed term exclusions in both the primary and secondary phases and zero permanent exclusions. Further progress has been made in reducing the variation between secondary schools by reducing the number of schools that have high fixed term exclusion rates from 8 schools to 6. Of the 6 schools that continue to have high rates, 4 now have reducing rates. Two secondary schools still have very high and increasing rates of exclusion and intense support has been put in place.

Schools/ Business Links - Positive developments continue in building business-education links, including for example the formation of a Creative Education Partnership in Cardiff, linking the creative and cultural sector with education in schools and further education. This partnership will be closely linked with the development of the new secondary school, in west Cardiff as a pathfinder project.

Strategic Planning: Headteachers, governors and officers are making good progress to finalise a five year strategy for educational improvement, Cardiff 2020: Aiming for excellence – a renewed vision for Education in Cardiff.

Management (PPDR, Sickness and Health & Safety)

PPDR compliance has declined this quarter. The reasons for this decline are being reviewed to ensure an increase in participation within timescales. Work is also ongoing to continue to enhance the quality of the PPDR process, through consistent alignment on individual objectives with directorate priorities.

Directorate: Education & Lifelong Learning

Key Performance Indicator Data – Q3 2015/16

Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16

(CP) = Corporate Plan KPI (NC) = Not collected in year (NYA) Not yet available (P) Provisional

*NOTE: Attainment data reported in Q3 column relates to In Year, School predictions of pupil attainment for current academic year, where this is collected in year by the Consortium.

Total Reportable in Quarter 3 = 22 of 25

Green 36% (8)

Amber 27 % (6)

Red 36% (8)

Performance Indicator	Target Academic Year 14/15	Result Academic Year 14/15	Target Academic Year 15/16	*Quarter 3 End Autumn Term 15/16	RAG
% pupils achieving Foundation Phase Outcome Indicator	85.8%	86.73%	86.4%	NC	Green
(CP) % pupils at Key Stage 2 achieving the CSI	86.5%	87.76%	88%	74%	Amber
(CP) % pupils at Key Stage 3 achieving the CSI	79.3%	83.40%	82%	NC	Green
(CP) % pupils at Key Stage 4 achieving Level 1 threshold	94.5%	92.10%	96%	94.05%	Red
% pupils at Key Stage 4 achieving Level 2 threshold	81.15%	81.6%	82.3%	78.03%	Red
(CP) % pupils at Key Stage 4 achieving L2+ threshold (inc. English/Welsh and Maths)	60%	59.3%	65%	51.94%	Amber
(CP) Average point score Key Stage 4	497	497.2	525	NC	Red
(CP) % point gap between eFSM / non FSM at Key Stage 2 CSI	16.22%	14.3%	15%	NC	Green
(CP) % point gap between eFSM / nonFSM at Key Stage 4 L 2+	30%	34.37%	27%	NC	Red
(CP) Number of LA maintained schools placed in 'Special Measures' or 'Significant Improvement' in previous year	0	6	0	0	Amber
(CP) % pupils leaving with no qualification (Yr 11)	0.3%	1.2%	0.15%	NC	Red
(CP) % Looked After Children leaving with no qualification (yr 11)	2%	NYA	2%	NC	Black
(CP) % pupils entering volume equivalent to 2 A Levels achieving Level 3 threshold	97.5%	97%	98%	NC	Amber
(CP) Attendance at Primary School	94.6%	95.1%	95.4%	95.43%	Green
(CP) Attendance at Secondary School	94.1%	93.86%	95%	94.67%	Green
(CP) The percentage of pupils assessed at end Key Stage 3, receiving teacher assessment in welsh.	11.3%	11.8%	11.9%	NC	Green
(CP) % Year 11 Leavers NEET	2.5%	4.5% (P)	2.3%	NC	Red
(CP) % Year 13/14 Leavers NEET	3%	2.6% (P)	2.5%	NC	Amber
Number fixed term exclusions in primary schools 5 days or fewer (per 1000 pupils)	8.5	9.16	8	2.3	Green
Number fixed term exclusions in primary schools 6 days or more (per 1000 pupils)	0.25	0.3	0.2	0.2	Green
Number fixed term exclusions in secondary schools 5 days or fewer (per 1000 pupils)	55	76.73	55	23.4	Amber
Number fixed term exclusions in secondary schools 6 days or more (per 1000 pupils)	3.3	4.7	3.1	0.4	Red
% School Governor Vacancies	5%	9.35%	4%	8.73%	Red
(CP) % final statements of special educational needs issued within 26 weeks (excluding exceptions)	100%	Calendar year – report Q4	100%	NC	Black
(CP) % final statements of special educational needs issued within 26 weeks (including exceptions)	72%	Calendar year – report Q4	73%	NC	

N.B. This set of KPIs supports the Directorate to manage performance in line with academic year cycle.

Q3 Challenges Identified

- Insufficient early intervention classes in both English and Welsh medium schools to meet the needs of primary aged children with BESD.
- A number of secondary head teacher appointments need to be made in the New Year (4).

Q3 Actions being taken

- SOP/SEN consultation on proposals to open new classes. Options for temporary placements also being considered.
- Interim arrangements are being supported by the LA, Consortium and paired schools. Recruitment approaches planned.

Q2 Risk Update

Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate.	Red/Amber	Amber	Ensure the agreed commissioning arrangements are delivered and make a positive impact on the performance of schools.	Angela Kent
Large scale programme with tight timescales for delivery, in context of very rapidly growing primary age school population.	Red	Amber	Ensure consistent monitoring and reporting of all risks to Schools Programme Board. Strengthen capacity in team.	Janine Nightingale
Schools Delegated Budgets. Secondary schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools.	Red	Amber	The revision of the protocol for responding to schools in deficit, the alignment of LFMS Officers and Challenge Advisers, the intervention in three secondary school Governing Bodies is beginning to have a positive impact on the ability of the Council to ensure schools meet the targets set out in their deficit recovery plans.	Neil Hardee

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Several 'red and amber' schools are due for inspection in the next quarter. There is a risk that such schools could enter an Estyn category.	Red/Amber	Amber	Close working with the Consortium and Head teachers to deliver School Improvement Plans and adequately prepare for inspection.	Angela Kent

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
The Careers Wales destination survey in November 2015 will determine the number of Year 11 Leavers who are 'NEET' this year. This is a key performance measure for the directorate, whereby we aim to reduce the % of young people NEET from 4.3% in 2014 to 2.5% in 2015.	Red/Amber	Red/Amber	Cardiff's NEET figures will not be verified until March 2016 but the LA's monitoring indicates that the position for 2015 is close to last year's figure of 4.26% and is likely to be in the region of 4.5% with 152 pupils of a cohort of 3,343 not in EET at the time of the Destinations count in Oct. 2015.	Angela Kent

Directorate: Governance & Legal Services

Director: Marie Rosenthal

Councillor: Daniel De'Ath

Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£4,501,000	£4,489,000	(£12,000)	0.26%

Number of Employees (FTE)	85
Sickness Absence YTD (Days Per Person)	4.3
PPDR Compliance Stage (Permanent Staff)	86.3%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£315,000	£315,000	0	-

Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No.14)

Green 78.5% (11)

Amber 21.5% (3)

Progress on Challenges Identified Q2 (previous quarter)

- New Welsh Language Standards** – Utilizing the translation functionality in Modern.Gov to help us meet our publishing targets for Council meeting minutes and agendas. Completed recruitment process for two Welsh translator posts.
- Welsh Language Standard 136**. All directorates have been asked to assess their Welsh bilingual service requirements for front line services. Linguistic assessments are undertaken on individual posts as they go through the DigiGOV recruitment process.
- All Wales Standards Conference** – 27 organisations from across the Welsh public sector attended the conference on 20th October, aimed at reinforcing the importance of promoting and maintaining high standards and conduct. Topics in the five workshops included, social media, whistleblowing, community councils, local resolution procedures, and the Nolan principles.
- Progress recruitment process** – Progressing 7 legal posts through the recruitment process. Made 4 appointments to date.

Q3 Service Delivery

Finance

Governance & Legal Services are predicting an end of year underspend of £12,000. This is mainly due to revised employee projections in Legal Services and employee savings in Scrutiny Services. At month 9 we are projecting a balanced position for Electoral Services and Member Services.

All in year savings have been achieved.

Directorate Delivery Plan

- Improve the number of eligible electors registering following the introduction of IER through targeted use of social media and marketing campaigns:** Annual canvass completed with a shortfall of 4,651 electors. The January update has increased by 5,598. In May the team will support the National Assembly for Wales and Police and Crime Commissioner Elections whereby Cardiff's Returning Officer has also been appointed as Regional Returning Officer for the NAW supporting 2 authorities and Police Area Returning Officer for the PCC Elections supporting 6 authorities.
- Implement recommendations of Improving Scrutiny project including a review of the structural model for delivering scrutiny** – Progressing the Scrutiny Improvement Plan 20 quick wins (Amber).
- Deliver the Council's second Strategic Equality Plan** – The Equality Strategy is being assessed and will go to Cabinet for agreement in March.
- Benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors** – Shared 5 areas of good practice at the All Wales Standards Conference. Cardiff's local resolution procedure has been looked at to adopt good practice. The procedure will go to Standards & Ethics Committee in March.
- Demonstrate GAO commitment to the joint service across authorities through attendance at heritage events in all funding authorities** - We've attended heritage events in all 6 authorities and reported to the Joint Committee on the detail.
- Implement revised Welsh Language Skills Strategy in conjunction with HR and evaluate Welsh Language Awareness training module** – 79 Learners have attended Welsh Language Training since April 2015. 701 / 5,185 or 13.52% of the workforce (excluding schools based staff, agency and casual staff) have received training to a

specific level (Amber).

7. **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** – new Welsh Language Standards circulated to all Directorates. Consultation ongoing to identify barriers to compliance.
8. **Progress the development of a new Welsh Language Centre** – Final preparations underway for official opening on 1st February 2016.
9. **Assess your team's capacity to deliver a Welsh bilingual service** - 100% completion of assessments within the G&LS directorate. 17.8% posts designated Welsh Essential.
10. **Establish Phase 2 development of Modern.Gov** - Member library established and working on the development of e-petitions. 41 Councillors using devices. Second generation tablets to be rolled out with Modern.Gov application. Phase 2 features include e-petitions and improved Member self service. (Amber)
11. **Deliver improvements to scrutiny, decision making and Member development and engagement through the Improving Governance** –First half year of member development programme completed, including Gypsy Traveller briefing session held jointly with Vale of Glamorgan. Second half year of the Member Development programme to be rolled out in the New Year including, Information Governance and Planning.
12. **Implementation of Legal Service Review action plan deliver process efficiencies and achieve savings** – Implementing Legal Service Review action plan and ICT plan now funded. Focus on increased staff engagement through; regular Director Newsletters, establishment of a Staff Ambassador Group and team meetings. Legal Services case management system being updated to facilitate greater efficiencies.

Management

H&S – action plan monitored in Q3.

Sickness Absence – predicted end of year figure is 5.8 FTE days against an annual target of 6 FTE days.

PPDR – half year review compliance is now 96%, this figure reflects a high level of staff on maternity/sabbatical.

Key Performance Indicator Data – Q3 2015/16

Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No.24)

Green 29.5% (7)

Amber 37.5% (9)

***including 8 (33%) unable to be collated until the end of the year**

Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
The percentage of eligible electorate with the introduction of Individual Electoral Registration compared to the Register of Elector published in December 2014.	New		0.4% (240,086)			2014 baseline (239,139)		G
Annual canvass completed with a shortfall of 4,651 electors (-1.94%) compared to December 2014. The January update has increased by 5,598.								
Publication of draft minutes within 10 working days of the Committee	New	59%	83.7%	74.6%		80%		A
Publication times should improve following agreement of streamlined minutes.								
Percentage of Scrutiny recommendations accepted by the Cabinet	77% agreed 18% partially 5% not agreed	65% agreed 29% partially 6% not agreed	59% agreed 36% partially 5% not agreed	0		88% agreed		A
10 recommendations made in the Community and Adult Services Scrutiny Committee Inquiry Report. Awaiting Cabinet response in Q4.								
Percentage of Accessioning completed within 15 days	NEW	60%	77%	65%		80%		A
Percentage growth in take up of volunteering opportunities (hours) cumulative result	7,541	1,670	3,068	4,548		7,541		A
We might meet the target but, because of staff reductions, we've had to cut the number of work experience placements								

we offer so we will have fewer individual volunteers this year.						
Number of percentage of staff who have attended Welsh Language Awareness Training Compared to the number and percentage of staff in the workforce.	15.80%	19.85%		+2%		A
This year, 159 complete Welsh Language Awareness Training. 19.85% of the workforce (excluding schools based staff, agency and casual staff) have received language awareness training.						
Legal income achieved from land charges	NEW	£181,710	£229,094		£275,000	G
Legal income achieved from external clients	NEW	£172,072	£217,578		£352,000	A
All OM's to ensure that any fees that have yet to be billed(for 2015/16 financial year are billed						

Q3 Challenges Identified

1. New Welsh Language Standards – limited resources to support the Council's delivery of a bilingual service

2. Voter Registration –increase voter registration

3. Legal Services – an increasing demand on the service of new work.

4. Webcasting – council meetings

Q3 Actions being taken

1. Development and Implementation of the dual language facility in Modern.Gov to publish Council and Cabinet Agenda and minutes. Participate in Welsh Language Commissioner's study of Welsh public bodies' arrangements to plan the Welsh language skills of its workforce in Q4.
2. Completed a full annual canvas in November – 16,000 pending electors, revised registration figures show 2.39% compared to figures in 2014. Progressing recruitment to new post. Letters to be sent to every household in February.
3. Progressing recruitment process for posts in Legal Services.
4. Launched live webcasting of Planning Committee in November. 130 hits on the website during webcasting of committee in November and December.

Q3 Risk Update

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
Reduction in the numbers of eligible electors registering following introduction of IER reported	Red	Green	(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. (Q2) Implementing action plan – full canvas being carried out currently.	Ann Philpott

			(Q3) The January update has increased by 5,598.	
Failure to meet increasing customer demands on Legal Services.	Red / Amber	Amber	(Q1) Review establishment and utilise vacant posts to meet customer demand. (Q2) Progressing recruitment process for posts in Legal Services. (Q3) Made 4 appointments to date.	Marie Rosenthal
Failure to meet income targets.	Red	Green	(Q1) Lobbying Welsh Government to explore options to reduce reduction in NNDR on cultural institutions. (Q2) WG panel appointed to consider the issue and museum's expert review includes this as a recommendation. (Q3) Achieved Q3 income target.	Marie Rosenthal
Failure to meet the significant translation costs associated with the recent legislative changes (Welsh Language [Wales] Measure 2011).	Red	Red / Amber	(Q1) Preparation of a corporate consultation response to the Welsh Language Commissioner (WLC). Exploring options to develop in house simultaneous translation services. (Q2) Corporate consultation response submitted to the WLC. We continue to explore options to use existing IT system. (Q3) Utilizing the translation functionality in Modern.Gov.	Ffion Gruffudd
Failure to deliver the 20 'quick wins' identified in the recently published Improving Scrutiny Report would result in Regulatory censure, and cause reputational damage to the Council	Red Amber	Amber	(Q2) Progress in implementing recommendations will be monitored at the bimonthly Scrutiny Chairs' Liaison Forum, and the Director will task officers within the Directorate to ensure that the 20 quick wins are delivered to agreed timescale. (Q3) Progressing quick wins.	Paul Keeping

Directorate: Resources

Director: Christine Salter

Councillor: Graham Hinchey

Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£16,777,000	£16,599,000	(£178,000)	(1.07%)

Number of Employees (FTE)	927
Sickness Absence YTD (Days Per Person)	6.2
PPDR Compliance Stage (Permanent Staff)	92.7%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£3,052,000	£2,905,000	£147,000	4.81%

Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total No 11)

Green 64% (7)	Amber 27% (3)	Red 9% (1)
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Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No 76)

Green 71% (54)	Amber 24% (18)	Red 4% (3)
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*1 (1%) Actions are N/A

Progress on Challenges Identified Q2 (previous quarter)

1. Whilst work is being undertaken to consider the impact of ADMs and Community Asset Transfer on insurance, including benchmarking other authorities, there remains there is no formal process in place for this to be considered, and is occurring on an ad hoc basis.
2. The demand on the HRPS Recruit Team remains high; to mitigate this, a review of how the Council uses Casual staff is being undertaken. Alternative approaches are being looked at which will enable resources to be released and used to manage other recruit activities. This review will also impact on payroll and enable staff within payroll to be used more effectively.
3. Resource Services face significant challenge in relation to the ADMs in regards to the needs and support required to implement changes and support new models and what the future service might look like. Resources Support services continue to work with the project to determine individual business cases.

Q3 Service Delivery

Budget

The latest monitoring position for the Directorate shows a projected saving of £178,000 as compared to budget. The majority of services within the Directorate are either projecting an underspend or a balanced position against budget with only two areas currently projecting an overspend. This includes £154,000 in Facilities Management, mainly due to the level of costs associated with maintaining and operating FM buildings. An overspend of £48,000 is also projected in relation to Health & Safety reflecting a shortfall against savings proposals relating to a joint venture. Arrangements are now in place so that this saving will be achieved in future years.

Directorate Delivery Plan

1. A plan has been drafted regarding the future of Capital Times and a decision is awaited. If this plan is not approved it will slow down the progress and divert money, resources and time from taking forward the Digital First Strategy.
2. There are a number of issues with the current model for building services. Work has been carried out with People Too to develop a strategy for the service and this will include a review of the framework.
3. Issues around the capacity of ICT to deliver potential changes to the original scope of the agreement and there is a knock on effect in terms of information governance arrangements. These will need to be addressed through the formal governance processes of the SRS (Shared Regulatory Service).
4. ICT have upgraded all thin client users from Server 2003 and are on supported devices. However, approximately 80 (1%) devices remain on Windows XP. Customers with unsupported devices have been made fully aware of the risks associated with running applications on unsupported devices and Directorates need to make a decision or plan on how to resolve or mitigate this. ICT will work with Directorates to resolve these issues.
5. Meetings have been held with all departments and datasets for sharing has been identified for the Vulnerable Families department. The Council's legal department is considering the legal issues around the personal data concerning the families and once resolved an information sharing protocol (ISP) will be developed.

Management

Health & Safety – 4 accidents were reported in Quarter 3.

PPDR – 92.3% of staff within Resources had a half yearly review of their PPDR in 2015/16

Sickness – Resources had 6.2 FTE days lost per employee in Quarter 3, the forecast for the year is currently is 8.2 against a target of 8.0 FTE days lost per employee.

Key Performance Indicator Data – Q3 2015/16

Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No 29)

Green 21% (6)

Amber 17% (5)

Red 3% (1)

*including 12 (41%) annual performance indicators and 5 (17%) with results to follow

National Strategic Indicators and Public Accountability Measures								
Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
Reduce the levels of sickness absence (Council Wide)	10.11	2.2	4.2	6.8		9		A
The Council Wide Quarter 3 Sickness figure is 6.8 FTE days lost, this gives an outturn forecast of 9.2 FTE days lost against a target of 9.FTE days lost, work is being undertaken to reduce this by the end of Quarter 4.								
Directorate Delivery Plan Indicators								
Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	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%	54.60%	81.66%		96.7%		G
The Council Tax collection rate at the 31 st December was 81.66% which is 0.14% below the same period last year. A proactive recovery timetable continues but clearly the 5% increase in the tax this year has had an impact on the overall rate.								
NNDR Collections - The amount of non-domestic rates received during the year, net of refunds	95.63%	32.21%	56.89%	81.80%		95.7%		A
The collection rate as at the 31 st December was 81.80% which is 0.26% below last year. A proactive approach is being taken but there are a number of accounts which are significantly in arrears which are impacting on the overall collection rate								
Reliability of top 10 ICT applications	99.99%	99.99%	99.99%	100%		99.90 %		G
Internal Customer Satisfaction of ICT services	88.97%	88.32%	88.25%	89.22%		90%		A
Increase the % of personal performance & development reviews completed for permanent staff to (Resources)	94%	93%	94.7%	92.3%		90%		G
Reduce the levels of sickness absence (Resources)	7.29	1.9	3.9	6.2		8.0		A
Customer Satisfaction through the service desk (Facilities Management)	85.5%	88.62%	85.68%	87.38%		95%		A
Building Cleaning - Income generation (£150k increase on 2014/15 result)	£5.8m	£1.5m	£2.3m	TBC		£5.95 m		
This is a trading account and based on costs, the achievement of this is dependant on the retention of business								
CTS –Income generation (£30k increase on 2014/15 result)	£206,197	£36,000	£88,000	£117,242		£236,197		R
% of information requests meeting the statutory deadline (FOI)	74.5%	76.79%	82.21%	83.81%		75%		G
% completion of Personal Performance & Development Reviews for permanent staff (Council Wide)	88%	90%	92.4%	89.7%		90%		A
% of middle managers completing the Cardiff	N/A	Annual Indicator				90%		

Directorate Delivery Plan Indicators							
Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16 R.A.G.
Managers course							
Provisional figures during Quarter 3 indicate that the 90% target for Middle Managers completing the Cardiff Manager's Programme may not be met.							

Q3 Challenges Identified

1. There are pressures from Schools and Education regarding SLA arrangements in respect of HRPS services being provided. Schools are looking into and seeking alternative providers.
2. There are pressures within ICT to deliver the Agile Working project for Social Care workers moving from Global Link around the new technology model, delivering change new processes and ways of working.
3. There are some issues regarding meeting the financial target set for recovery fines for moving traffic offences due a requirement for Welsh Government to change the regulations.

Q3 Actions being taken

1. HRPS have been in discussion with Head Teachers and working to provide Agile working for HR contact officers in respect of providing an advisory service.
2. ICT are working with Enterprise Architecture, Organisational Development, the project team and external partners to deliver the challenges in delivering a new technology model to enable Social Care to move from Global Link and undertake Agile working.
3. Work is being undertaken with Traffic & Transportation to raise the profile of the issue and lobby Welsh Government.

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Budget Prioritisation	Red	Red	Saving proposals were received from directorates with due diligence being carried out during September. Further consultation with Cabinet Members was undertaken in early October in order for proposals to be developed, understood & agreed prior to public consultation. Public consultation is currently taking place and proposals and pressures were assessed in respect of Wellbeing of Future Generations Act.	Christine Salter (Ian Allwood)
Financial Resilience	Red	Red	Financial triggers against this snapshot continue to be developed and reviewed. A snapshot of financial resilience will be carried out in Quarter 4.	Christine Salter (Ian Allwood)
Performance Management	Red	Red	Work continues to improve the alignment of objectives from the Corporate Plan/Service Plan into PPDRs of staff & work is being undertaken to improve the quality of the PPDR's.	Christine Salter (Vivienne Pearson)

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
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.	Red/Amber	Amber	It is now believed that the funding from Welsh Government to integrate Sell2Wales and PROACTIS is no longer available, to mitigate this risk the Council are looking to only advertise Procurements between £25,000 and £75,000 using PROACTIS and advertise more widely using Sell2Wales for procurements in excess of £75,000 through the use of a different eSourcing system which is integrated with Sell2Wales. Advertising requirements do not apply to collaborative frameworks including NPS arrangements which are used by directorates.	Steve Robinson
Delay in establishing the LATC will prevent work being secured with private sector organisations and SLA with the Council being developed	Amber	Amber/Green	A well received presentation made to Informal Cabinet in December on the LATC proposal, good progress is now being made with a preferred option identified. Report scheduled to be taken to Cabinet in May 2016	Steve Robinson
Insufficient staff to meet the Increasing demand from ADMs and OD projects to provide new system and efficiencies	Red/Amber	Amber	This is being mitigated by reviewing and changing ICT's charging model and recruiting short term resources and apprentices to meet demand.	Phil Bear

Directorate: Social Services - Adults

Director: Tony Young

Councillor: Susan Elsmore

Budget	Projected Outturn	Variance	Variance (%)
£91,280,000	£94,610,000	£3,330,000	3.51%

Number of Employees (FTE)	650
Sickness Absence YTD (Days Per Person)	10.7
PPDR Initiation of Objectives (Permanent Staff)	92.7%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£5,356,000	£3,129,000	£2,227,000	41.57%

Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total No 7)

Green 57% (4)	Amber 29% (2)	Red 14% (1)
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Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No 12)

Green 67% (8)	Amber 25% (3)	Red 8% (1)
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Progress on Challenges Identified Q2 (previous quarter)

Unachieved Savings/Budget Pressures - There remains ongoing challenges in relation to the achievement of 2014/15(carried forward) and 2015/16 savings. All savings are being actively pursued; however ongoing pressures are preventing the achievement of savings predicated on recommissioning opportunities. There is robust ongoing scrutiny of the commissioning savings and regular reports regarding status is presented to the Adult Social Care Commissioning Opportunities Board. Ongoing initiatives in relation to demand management have reduced the pace of growth within the service compared to previous years and alternative models of delivery continue to be explored.

Improve Carer Assessments completed/ offers - To improve performance the following has taken place:

- A recruitment process took place for four temporary Carer Assessment Workers. Two started in post on the 04/01/16 January 2016, it is anticipated that the remaining two will be in post will by the end of January 2016.
- Work is taking place with the Independent Living Service First Point of Contact, to ensure that carers who are eligible for a Carers Assessment are informed and appropriately allocated at the initial point of enquiry.

Year to date the number of completed carer assessments has increased by 77 (19%) compared to the same period in 2014/15. The % of known carers who have had an assessment offer has increased to 62% at end of Q3 2015/16 compared to 51% for the same period 2014/15. The total number of completed carer's assessments during Q3 is 121, compared with 197 in Q2. In Q4 the Carer Assessment workers will be targeting those carers who have been offered a carers assessment.

Improve Delayed Transfers of Care (DToC) – To improve performance the following has taken place:

- DToC Improvement Group met in December 15. An action plan to improve patient flow has been revised, agreed and implemented with key partners. This includes contributing towards the University Hospital of Wales (UHW) commissioned study on the discharge pathway. There is ongoing close monitoring and a further DToC summit meeting is planned for 20/01/16.
- Community Resource Teams moved to 7 day working on 28/11/15 to provide a weekend discharge service
- Adult Services met with Domiciliary Care Providers in December to explore opportunities to improve capacity
- Additional home care managers and workers procured through the Primary Care Fund to increase capacity and facilitate a smoother and quicker discharge home in the Community Resource Teams

Result for Q3 contains October & November figures only – December figures will be available late January. Total number of DToCs in 14/15 for Oct & Nov was 39, for 15/16 during the same period the total is 35. For the comparative month of November DToC reduced from 21 in 14/15 to 12 in 15/16, a decrease of 43%. Appropriate application of the escalating concerns process has led to a reduction in the capacity of the domiciliary care market.

Improved performance on Direct Payments against target – Current arrangements with existing Provider (including service specification) will remain until 2017. Regular monthly project meetings have been established, with the main focus on the recommissioning of the service. There are currently 46 Adults working towards Direct Payments.

Improve staff sickness performance – Our target for 15/16 FTE full days lost is 13; however as at Q3 number of days lost is 10.7 with projected end of year result 14.4. Sickness performance is a standing agenda item on the Adult Services Senior Management Team weekly agenda. A Senior Service Delivery Advisor Manager attends these meetings to offer support, advice and best practice to Operational Managers.

Delivery of sustainable Social Care in Cardiff – Adult Services Improvement board was established during Q3. Adult Social Services have produced a 'Statement of Strategic Intent', which sets out the vision for the commissioning of adult social care in Cardiff for the long term.

Appropriate application of escalating concerns procedures resulting in reduced capacity in nursing and domiciliary care - As of 31/12/15 4 registered nursing homes (2 of which have dual registration) and 3 Domiciliary Care Agencies were in Escalating Concerns.

Q3 Service Delivery

Directorate Delivery Plan

- **Increase the number of people who are able to remain at home** – The Mobile Working & Scheduling Project will commence rollout in January 16, with a phased approach across the city. This will be supported by training for all staff groups within the team to ensure confidence in using the new technology. The new way of working will be fully embedded by the end of the financial year and will increase efficiencies e.g. reduction in travelling time
- **Expand the range of supported accommodation options for vulnerable young adult** – Adult Services has increased the number of individuals who are receiving Floating Support. We continue to maintain regular contact and attend review meetings with our commissioners to discuss the development of the project and ways in which we can promote it further. We have completed an evaluation with service users and case managers for constructive feedback.
- **Transitions** – Following meetings between the new Transitions Change Manager, Interim Learning Disability Operational manager and the Children's Operational manager for Intake & Assessment an action plan is being developed to review protocols in both Cardiff and the Vale to ensure consistency
- **Safeguarding** – Local Safeguarding Adults Board (LSAB) development event was held on the 18/11/15. The outcomes of which were collectively agreed included identifying priority areas of work, discussing potential strategic objectives and reviewing the Terms of Reference for the Board. A further facilitated workshop will be held in early 2016 to embed these arrangements.
- **Day opportunities for Older People** – Draft Strategy for Older People's Day opportunities is currently out for consultation, the closing date is 05/02/16. To date we have had 101 written consultation responses. All responses will be discussed and feed into the draft strategy for submission to Cabinet in March 2016.
- **Collaborative Working** – The Integrated Health and Social Care (IHSC) Partnership continues to monitor the delivery of work funded through the Intermediate Care Fund and namely the following four projects - Single Point of Access, Preventative Interventions, Accommodation Solutions and Discharge to Assess. In December 15 the Welsh Government confirmed the arrangements in relation to the remaining Intermediate Care funding (ICF) for the 2015/16 financial year. The focus of the remaining fund will be to reduce the number of people who are delayed from returning home following admission to hospital. Cardiff and Vale have been allocated an additional 190k
- **Social Services and Wellbeing (Wales) Act 2014** – A Programme delivering 9 work streams has been established. Lead officers at Director/ Assistant Director or Head of Service Level have been given responsibility for the delivery of each work stream. Cardiff and the Vale Councils, the University Health Board and the Third Sector are represented on the task and finish groups. The Implementation Plan priorities have been risk assessed and specific actions have been set out to show how we plan to address these priorities. A Local Authority Regional Steering Group for Sustainable Social Services is now in place to ensure that operational activities and progress monitoring is in place as required to ensure there is no delay in implementation.
- **Care First improvements** – Adult Social Care Performance Reporting and Data Cleansing Project Group is now established with the first meeting taking place on the 26/11/15. An action plan was agreed at the meeting and data cleansing has commenced.
- **Dementia reablement training programme** – All 22 Welsh Authorities have now received a copy of the dementia training manual. A further 54 home care staff (internal and external) have been trained since the end September 15. Two cohorts of Occupational Therapists and Occupational Therapy Assistants are to receive the training in 2016, with the first cohort starting on the 07/01/16. The programme will be rolled out into the next financial year.
- **Care Planning Pathway** – Activity & Carer's dashboard reports were presented to and signed off at ASMT on 16th December. These will be regularly produced for ASMT to support the service area in monitoring activity against relevant performance indicators. A draft core data report has been prepared with a full report to be introduced during Q4. A joint performance report was presented at DMT (Directorate Management Team) during Q3.

Management

Sickness – See above **Progress on Challenges Identified Q2**

PDDR's – 92.5% completion of half year 2015/16 process (as at 8.1.2016). Operational Managers continue to monitor the completion of cases within the expected deadlines.

Health & Safety – The Social Services Position Statement (report on progress of achieving the objectives set in the Directorate Health & Safety Action Plan 2015/16, as at 30/09/15) was submitted to Corporate Health & Safety on 01/11/15). The December 2015 Health and Safety Advisory Forum was advised of progress, which included an update by the Operational Manager for Mental Health on the Pendine Report's recommendations.

Key Performance Indicator Data – Q3 2015/16

Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (20)*

Green 25% (5)

Amber 15% (3)

Red 25% (5)

*10% (2) are annual results, 20% (4) are not appropriate for target setting, 10% (1) not applicable.

Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	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	5.82	7.31*		5.92		R
* Result for Q3 contains October & November figures only – December figures will be available late January. Q2 full result 5.82 (part result reported in Delivery Report was 5.10). Although there has been a significant reduction of 43% in November, this is a cumulative indicator and calculation is based on the overall total number of delays, therefore the status at Q4 will remain Red. For management actions see Section Q3 Challenges Identified & Actions Being Taken.								
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	43.25	43.12		47		NA
Target was set as part of the corporate planning process. The indicator includes people in receipt of traditional services and doesn't take into account the council's approach to signpost people to local community based options rather than meeting need through traditional commissioned care.								
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	18.24	18.41		18		R
Through the DToC action plan we are actively working with Health to increase the domiciliary choices following discharge from hospital.								
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	56.6	72.44		90%		G
Cumulative indicator.								
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	49.7	62.45		90%		G
Cumulative indicator. For management actions see Section Q3 Challenges Identified & Actions Being Taken								
The percentage of carers who had an assessment or review of their needs in their own right during the year	26.3	20.53	24.16	23.9		58%		A
Cumulative indicator. For management actions see Section Q3 Challenges Identified & Actions Being Taken								
Total number of adults using the direct payments scheme at the end of the quarter	550	578	602	610		700		A
For management actions see Section Q3 Challenges Identified & Actions Being Taken								
The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	26	23	23	24		26		G
Percentage of people helped back to independence without ongoing care services, through short term intervention	78.04	68.49	73.42	80.21		65		G
* Result for Q3 contains October & November figure only – December figures will be available late January. Q2 full result 73.42 (part result reported in Delivery Report was 72.26).								

Q3 Challenges Identified

- Unachieved Savings
- 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
- Appropriate application of escalating concerns procedures resulting in reduced capacity in nursing and domiciliary care

Q3 Actions being taken

- There is robust ongoing scrutiny of the commissioning savings and regular reports regarding status is presented to the Adult Social Care Commissioning Opportunities Board.
- 4 Carer Assessment Workers in post by the end of January
- Close liaison with the Independent Living Service
- DToC action plan agreed. There is ongoing close monitoring.
- Community Resource teams moved to 7 day working
- Additional home care staff via the Primary Care Fund
- Work focusing on the recommissioning of the DP service
- Senior Service Delivery Advisor Manager attends SMT
- Adult Services Improvement board established during Q3.
- Adult Services are planning to launch a recruitment campaign in 2016 to attract carers to the Private Sector Agencies.

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
1. Adult Social Services - Failure to implement the Social Services & Wellbeing (Wales) Act 2014.	Red	Red/Amber	The Regional Implementation Plan was submitted to WG on 16/10/15. The Director is leading Workforce development planning for the region and an updated social care Development Workforce Plan was submitted to WG September 2015.	Tony Young/ Amanda Philips
2. Adult Social Services - Failure to reduce the cost of delivering social services.	Red	Red	Adult Social Services Position Statement completed & Improvement Board established. Robust and transparent scrutiny of budgets in place but this remains a significant challenge.	Tony Young/ Amanda Philips
3. Adult Social Services - Failure (with Health partners) to reduce the number of Cardiff residents experiencing delayed transfers of care.	Red	Red	DTOC action plan agreed and implemented with key partners. There is ongoing close monitoring.	Tony Young/ Amanda Philips
4. Capacity of external Domiciliary Care Providers - Failure to provide service to users	Red	Red	Adult services, CSSIW and the Providers are working together to improve service delivery	Tony Young/ Amanda Philips

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Living Wage – effects employee costs for social care providers (£7.20 wef 1.4.16)	Amber	Amber	Growth bid submitted by Directorate for budget 2016/17	Tony Young & Sarah McGill

Directorate: Social Services - Children's

Director: Tony Young

Councillor: Sue Lent

Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£46,550,000	£48,140,000	£1,590,000	3.30%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£2,781,000	£1,728,000	£1,053,000	37.86%

Number of Employees (FTE)	350
Sickness Absence YTD (Days Per Person)	11.1
PPDR Compliance Stage (Permanent Staff)	75.5%

Q3 Progress against Corporate Plan Commitment Actions 2015/16 (7)

Green 57% (4)

Amber 43% (3)

Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (19)

Green 53% (10)

Amber 47% (9)

Progress on Challenges Identified Q2 (previous quarter)

Cost of meeting demand pressures in relation to Unaccompanied Asylum Seeking Children and asylum seekers with no recourse to public funds:

The Welsh Government has recently confirmed its policy position in relation to families with No Recourse to Public Funds – confirming that local authorities should continue to support these families. Following confirmation from Welsh Government, the local authority is now in a position to develop a local policy and a working group will be set up to do so. This group will bring together representatives from Children's Services, Housing and Communities to ensure a more co-ordinated and consistent response to families across the Council.

Q3 Service Delivery

Budget

The month 9 position for Children's Services shows an overspend of £1.59m (3.4%) against a budget of £46.6m. As in previous years, there is ongoing pressure on external commissioning budgets, notably in relation to fostering placements. The position also reflects current projections in relation to the savings targets set for the service in 2015/16. The latest position shows an anticipated shortfall of £1.1m in relation to the savings target, although work is ongoing to reduce the number of high cost out of area placements.

Directorate Delivery Plan

Of the 7 actions in the Corporate Plan, 3 are rated amber at 31.12.15:

Child Sexual Exploitation (CSE) Strategy: The CSE Strategy has been drafted in readiness for sign off by Cabinet in Quarter 4. An interim CSE manager and permanent CSE co-ordinator have been appointed and are in post. Once approved, the interim CSE manager will lead on the implementation of the CSE Strategy. The training needs analysis for Children's Services and partner agencies has been extended to include consideration of the volume of CSE cases, categories of risk and an analysis of perpetrators. This is to ensure that the training provision reflects the complexity of the issues.

Work with Education to improve educational outcomes for looked after children and care leavers: Following concerns raised in Quarter 2 regarding performance in relation to timeliness of Personal Education Plans for looked after children, information available in Quarter 3 shows no improvement to date. Provision of information to enable proactive monitoring of PEPs is under review with a view to Operational and Team Managers prioritising improvement in this area.

Workforce Strategy: Work on the Children's Services Workforce Strategy is ongoing and is on target to be signed off and an implementation plan agreed in Quarter 4.

9 further actions from the Directorate Plan have been rated as amber. These relate to:

Improving the quality of referrals: The review of the Multi-Agency Referral Form planned for Quarter 2 has been integrated with work being undertaken in relation to the Social Services & Wellbeing (Wales) Act. Consideration is being given to adopting the Cwm Taf form which takes account of the National Minimum Core Data Set.

Safeguarding monitoring requirements: Work on the development of a suite of performance measures and mechanisms for reporting continues and is due for completion early in Quarter 1 2016-17.

YOS collaborative working: The absence of any certainty about the future of Local Authority boundaries until the recent publication of the Local Government (Wales) Bill has been an obstacle to progress. Added to which, the Youth Offending Service (YOS) was subject to a comprehensive external inspection during Quarter 3. The Chief Executive and Police & Crime Commissioner commissioned a review of YOS governance which has now made recommendations for improvement. A refresh of the governance arrangements is now underway with the Chief Executive as Chair of the Management Board. Progress in relation to the merger will be considered in that context.

Corporate Parenting Strategy: The Corporate Parenting Strategy will be considered by Cabinet in Quarter 4 and the launch will follow shortly after.

Re-commissioning of the Supervised Contact Service: Evaluation completed and tender exercise undertaken – decision to award contract expected early in Quarter 4. Currently on target for revised launch date in Quarter 1 2016-17.

Enhanced Fostering Scheme: Following concerns raised in Quarter 2 regarding the capacity of the provider to deliver on its commitments, the decision was taken in Quarter 3 to end the contract due to a lack of suitable placements. The following actions are being taken as a result:

- Identification of alternative placements for young people to facilitate return to Cardiff.
- Review of future arrangements to meet the needs of this cohort.
- Review the financial impact arising from withdrawal of the scheme.

Welsh bilingual service: Operational pressures have made the completion of the Linguistic Assessments more difficult. Managers will focus on completing them in Quarter 4.

Savings: The month 9 position for Childrens Services shows an overspend of £1.59m (3.4%) against a budget of £46.6m. As in previous years, there is ongoing pressure on external commissioning budgets, notably in relation to fostering placements. The position also reflects current projections in relation to the savings targets set for the service in 2015/16. The latest position shows an anticipated shortfall of £1.1m in relation to the savings target, although work is ongoing to reduce the number of high cost out of area placements.

Quality Assurance Framework: Milestones associated with the development of the Quality Assurance Framework have been revised due to capacity issues. A Quality Assurance Officer post has been established and the recruitment process is underway. Implementation of the Framework is planned for Quarter 1 2016-17.

Good progress has been made in relation to:

Implementation of Multi Agency Safeguarding Hub (MASH):

There has been significant progress during Quarter 3 including:

- Project Board / Team established and Project Brief signed off.
- Governance arrangements agreed; project plan being implemented.
- MASH accommodation agreed as Cardiff Bay Police Station.
- Information Sharing Protocol development underway.
- Operating model agreed.
- Staff composition agreed for MASH (met with Trade Unions).
- Vetting process for staff commenced.
- ICT infrastructure agreed.
- Information sharing platform / IT solution developments are in process.

Early Help Strategy: The Strategy was launched during Quarter 3 and is being implemented. The Prevention & Partnership Improvement Project Manager is in post and the following developments made:

- A pilot of the Joint Assessment Family Framework (JAFF) has commenced which will shape the future JAFF and Family Plan.
- The Rapid Response pilot was reviewed with a decision to continue the service and expand capacity.
- Work has commenced with Strategic Estates to identify accommodation for the Adolescent Resource Centre (ARC).
- Questionnaire has been developed for a market sounding exercise on the respite care element of the ARC.

Gateway Database: Single gateway for young people aged 16 or above to access direct housing, advice and support went live in Quarter 3, the impact of which will be monitored in Quarter 4.

Remodelling of Children's Services: Decision taken to work with families adopting a Restorative Approach which is consistent with our partners who work within early intervention and prevention services, but to compliment this approach with the Signs of Safety Framework. Proposed structure developed and OM roles are with Hay for evaluation. In relation to services for disabled children – the Change Manager is in post and the project documentation has been developed.

As a result of the success of the Children's Services Improvement Board in supporting accelerated improvement in response to the Director's 2013 diagnostic, it has been agreed that this can be stood down as previously constituted. This reflects the fact that ongoing improvement work is now better integrated into the corporate Organisational Development Programme in order to draw on corporate and cross Directorate resources more effectively and will simply continue on a mainstreamed business as usual part of the Social Services Directorate.

The Children's Social Services Improvement Board has been replaced by an Improvement Board for Services to Children. This reflects the greater confidence across the board that the internal change and improvement secured to date enables

us to raise our focus toward a much broader and more strategic agenda with key partners. The new Board met for the first time on 8th January and is chaired by the Council's Chief Executive. The Board will also oversee the recently launched Early Help Strategy to ensure effective partner buy in at the earliest stages of the lives of all children.

Management

At the time of writing, the Directorate had achieved 88% compliance with finalisation of objectives and 75% of 6 monthly reviews. 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. In order to improve compliance the Assistant Director will send a briefing to all managers to reiterate the importance of PPDRs to support and develop staff and the impact of this on staff retention. Progress will be monitored on a weekly basis at the Children's Management Team to ensure completion of 6 monthly reviews and to provide a more timely response to end of year reviews and finalisation of objectives for 2016-17.

Key Performance Indicator Data – Q3 2015/16

Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (36)

Green 43% (3)

Amber 29% (2)

Red 29% (2)

Of the total number of indicators above 31% (11) are annual and 50% (18) have no or limited results as yet.

During 2014/15 Social Services focussed on improving performance in relation to indicators that have the greatest significance for safe and effective practice concerning children – these are represented in the second table below*. The stronger strategic focus that has characterised the Directorate's work in 2014-15 will provide a basis for improving performance against NSIs and PAMs.

National Strategic Indicators and Public Accountability Measures								
Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
SCC/002 - Percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	17.80%	Annual Result				11%		
SCC/004 - The percentage of children looked after on 31 March who have had three or more placements during the year	10.50%	Annual Result				8%		
SCC/011b - The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	26.40%	28.5	29.5	30.7		Not appropriate		
Not appropriate for RAG rating as there is no target or threshold for intervention.								
SCC/025 - The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	88.90%	85.1	85.3			95%		
SCC/033d - The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	90.50%	Annual Result				96%		
SCC/033e - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	91.20%	Annual Result				96%		
SCC/033f - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	56.10%	Annual Result				58%		
SCC/037 - The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	191	Annual Result				220		
SCC/041a - The percentage of eligible, relevant and former relevant children that have pathway plans	60.50%	Annual Result				90%		

National Strategic Indicators and Public Accountability Measures					
as required					
SCC/045 - The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	70.80%	Annual Result		90%	

*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	94.1	88.2		100			R
Performance has decreased in Quarter 3 as in the context of a 10% increase in the number of contacts (7,280 to 7,976) and capacity issues at Intake & Assessment. This decrease was anticipated following an increase in turnover of both permanent and agency staff during the quarter. Agency staff have been recruited early in Quarter 4 and this will help get performance back on track by year end. The recruitment of staff to permanent Intake & Assessment posts is now being prioritised. 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	25.2	24.3		24			G
% of initial assessments carried out within 7 working days	50.6	67.1	91.7	83.2		80			G
% of children seen by a social worker during their initial assessment	60.9	64.4	66.6	58.0		80			R
<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"> • Proceeding straight to child protection investigations / core assessment / specialist assessments. • Being closed with no further action after receiving managers have re-evaluated the decision to proceed to initial assessment. <p>In these circumstances a full initial assessment would not have been completed - a more appropriate assessment would have been undertaken & the child seen as part of that assessment. This is commensurate with the new Social Services & Wellbeing (Wales) Act 2014 wherein a proportionate assessment will be undertaken following all referrals. The target set by the ADSS, WLGA & 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	75.1	78.6		80			A
<p>October = 72.1%; November = 80.5%; December = 82.8%</p> <p>Performance has continued to improve in Quarter 3, with both November and December exceeding the 80% target.</p>									
% of child protection reviews carried out within statutory timescales	99.8	100	99.6	100		100			G
% of social work vacancies in all teams	27.2	23.5	21.4	21.6		15			A
<p>The vacancy position has remained stable since Quarter 2, although the position has gradually deteriorated during Quarter 3. The recruitment campaign is ongoing and agreement has been reached that when all vacancies have been filled, Children's Services will continue to recruit to a "pool" of additional social workers. This will enable the service to maintain consistency of service provision and caseloads whilst managing healthy staff turnover without needing to rely on expensive agency social workers. The ambitious 15% target has been revised to 18% for 31st March 2017. Work on the Children's Services Workforce Strategy is ongoing and is on target to be signed off and an implementation plan agreed in Quarter 4.</p>									

Q3 Challenges Identified

Late publication by Welsh Government in December of the statutory guidance relating to Information, Advice and Assistance means that the time available to design, plan and train staff to support a new model of delivery that is compliant with the Social Services & Wellbeing (Wales) Act will be highly constrained. It is unlikely that the service will be able to deliver a fully compliant model before April 2016 although we understand that most Councils are in a similar or worse position.

Q3 Actions being taken

The Assistant Director leads on the implementation of Information, Advice and Assistance for the region and Cardiff has been identified as a pilot site by the Social Services Improvement Agency which will bring additional support and resource to enable accelerated implementation

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Failure to implement the Social Services & Wellbeing (Wales) Act 2014.	Red	Red	<ul style="list-style-type: none"> Governance arrangements in place to ensure effective monitoring of progress across the region. Senior lead officers identified with responsibility for each work stream. Regional task and finish groups established for each work stream and action plans being delivered. Updated Social Care Development and Workforce Plan submitted to Welsh Government in September 2015. Successful partnership workshop held to ensure full engagement in process. Officers contributing to national work groups as required. Regular reports to Scrutiny Committee with references to Cabinet in place. 	Tony Young
Failure to reduce the cost of delivering social services.	Red	Red	Strategic service improvement governance arrangements including: <ul style="list-style-type: none"> Organisational Development Programme. Improving Services to Children Board. Vulnerable Families Partnership Board. Social Services Reshaping Programme. 	Tony Young

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
Ability of Enhanced Fostering Scheme provider to deliver commitments.	Red	Red/Amber	Decision was taken to end the contract due to a lack of suitable placements. The following actions are being taken as a result: <ul style="list-style-type: none"> Identification of alternative placements for young people to facilitate return to Cardiff. Review of future arrangements to meet the needs of this cohort. Review the financial impact arising from withdrawal of the scheme. 	Angela Bourge

Key

Actions/Performance Indicators

Progress against Directorate Plan/Corporate Plan Actions and Performance Indicators

Green	On target for delivery
Amber	Issues are currently impacting delivery of action/result
Red	Action/result unlikely to be delivered without significant intervention

Risk

The four risk categories are as follows:

High Priority	Red – significant management action, control, evaluation or improvements required with continued proactive monitoring
Medium Priority	Red / Amber – Seek cost effective management action, control, evaluation or improvements with continued proactive monitoring.
Medium Priority	Amber / Green – Seek cost effective control improvements if possible and/or monitor and review regularly.
Low Priority	Green – Seek control improvements if possible and/or monitor and review.

Risk Matrix:

		CONSEQUENCES			
		1	2	3	4
LIKELIHOOD	A	A1	A2	A3	A4
	B	B1	B2	B3	B4
	C	C1	C2	C3	C4
	D	D1	D2	D3	D4

Likelihood:
A Very Likely
B Likely
C Unlikely
D Very Unlikely

Consequences:
1 Major
2 Significant
3 Moderate
4 Minor