
QUARTER 3 PERFORMANCE REPORT 2015-16 (October to December)

Reason for this Report

1. To present the City of Cardiff Council's performance report for Quarter 3 (October to December) of 2015/16. The Performance Report for Quarter 3 2015/16 is attached at **Appendix A**.

Background

2. The Council's Performance Management Framework includes the production of Quarterly Performance Reports designed to provide an overview of directorate performance. Effective scrutiny of performance is an important component of the Framework as it provides the opportunity to challenge performance levels, and helps the Council reprioritise efforts to secure the delivery of the Council's priorities and targets.
3. Each Quarter, the Policy Review & Performance Scrutiny Committee receives the overall performance report for the Council prior to the report going to Cabinet, while other Scrutiny Committees receive the reports of those Directorates that fall within their terms of reference. Policy Review & Performance Scrutiny Committee's role is twofold:
 - To consider the overall performance of the organisation and the actions being taken to ensure that agreed targets and commitments are delivered
 - To scrutinise the performance of the services that fall under the terms of reference of the Committee. This includes the performance of three Directorates: Corporate, Resources, and Governance & Legal Services; in addition property elements of the Economic Development Directorate;

and customer elements of the Communities, Housing & Customer Services Directorate.

4. The Policy Review and Performance Scrutiny Committee decided during work programming discussions that its approach to monitoring Council Performance in 2015/16 would be to consider Quarter 1 and Quarter 3 performance reports at full Committee, to delegate responsibility to the Chair in discussion with the Principal Scrutiny Officer to review Quarter 2 and Quarter 4, and bring to the Committee's attention any matters of concern.

Performance Overview

5. As part of the development of the performance management arrangements in the Council, and specifically in relation to improving the internal challenge regarding performance of services, the Council has a 'Star Chamber' where the Chief Executive, Directors and Cabinet Members have an open and candid debate regarding performance levels, and challenges facing service delivery, at which a set of actions are agreed. The Chair of this Committee has been invited to observe Star Chamber.

Quarter 3 Performance Report Structure

6. Attached at **Appendix A** is the Quarter 3 2015-16 performance report. This report provides a corporate overview covering:
 - Financial performance
 - Various staffing items (Sickness absence, PPDR Compliance etc)
Return to work compliance data has also been provided to show a more detailed picture
 - Employee Costs (including overtime and agency spend)
 - Customer Contact
 - FOI requests compliance with statutory timescales
 - Progress against the Outcome Agreement.

7. The Performance Report is followed by an analysis of performance for each Directorate, including:
 - Key performance indicators
 - Progress against Corporate Plan commitments
 - Financial performance
 - Management issues
 - Key challenges & risks.

8. Performance reports for Quarter 3 have been through 'Star Chamber' sessions where Cabinet Members and Directors have reviewed and challenged performance and agreed actions that need to be taken to address issues raised in the report. Those actions are noted in this report following the summary of key issues for each Directorate below.

Summary of key issues from Corporate Overview

9. Across all Directorates 69% of Corporate Plan commitments are Green and 58% of Performance Indicators are Green.

10. Members' attention is drawn to the following key issues arising from the corporate overview of performance:

Customer Contact – A notable increase in Twitter Media followers from 46,534 (English and Welsh) in Quarter 2 to 52,163, and whilst new and corporate complaints have fallen compared with Quarter 2, both categories are notably higher than Quarter 3, 2014/15.

Staff & Agency Costs – Agency costs in Quarter 3 were 8.6% of staff costs, compared with 8.1% in Quarter 2; whilst overtime was 2.19% of staff costs between October and December, compared with 2.29% at Quarter 2.

Sickness Absence – The sickness figure for Quarter 3 is 6.8 days lost per FTE and this represents a decrease over the same time period in the previous financial year (7.43) and is the lowest Quarter 3 figure for 5 years.

The current end of year 2015/16 forecast is 9.2 FTE days lost against a target of 9.0 FTE days lost.

Personal Performance and Development Reviews (PPDR) – As at 8 January 2016 PPDR half year review compliance was 90%, an improvement when compared with 85.8% in Quarter 3 2014/15.

Freedom of Information Requests – Previously the Committee has challenged officers to improve performance of “multi-service” FOI requests, where the Council was achieving a low level of compliance (31%) with statutory response timescales. In Quarter 3 2015/16 the Council handled 50 multi-function requests and compliance was 78%, which is consistent with figures reported in Quarter 2 2015/16.

Summary of Key Issues – Directorates

City Operations

11. Significant improvement has been made in the ‘in year’ financial position to reduce the estimated overspend from £1.5m to a projected level of £149,000 at the year end.
12. In relation to ensuring that the private rented sector is fit for purpose and homes meet legal standards to protect the health of tenants, applications from landlords have not been forthcoming at an acceptable rate. A proactive exercise has been carried out to identify Houses in Multiple Occupation.
13. The implementation of service changes to enable the Council to meet its statutory recycling target is currently running approximately six months behind the original schedule due to the consequences of the call-in of the Cabinet decision (CAB/15/25) over the summer period. The schedule has been revised and is currently on track and Phase 2 – Charging for non-residents use of Household Waste Recycling Centres – commenced on 2 January 2016.
14. Performance in relation to the percentage of major planning applications determined within 13 weeks has declined in Quarter 3 to 5% from 14.2% in

Quarter 2. Preparations are underway in relation to the development of a Business Plan by March 2016 which will identify measures to include remedial actions to improve performance in this area.

15. *Star Chamber Actions*

- *Analyse agency and overtime spend to understand where the costs are being incurred and why, for consideration in relation to ADM discussions for Wholly Owned Company and Modified In House options.*
- *Investigate opportunities to inform 'new' householders about recycling awareness especially in student areas of the city where 'turnover' is high*
- *Explore the feasibility of 'self-help' services, CRM for example, to support the planning process to help speed up the planning applications process by homeowners.*
- *Review the strategy to remove automated conveniences and ensure signposting to alternative locations.*

Communities, Housing & Customer Services

16. Rent Smart Wales was launched 23 November 2015 and is a Landlord Licensing scheme hailed as a UK first; it is being hosted by Cardiff Council on behalf of Wales 22 local authorities. The new registration and licensing scheme will raise awareness with landlords, agents and tenants of their rights and responsibilities.
17. Reducing the time to let Council owned vacant properties remains a key challenge and an increase in the number of properties becoming void will cause further performance issues in January and February 2016. However, performance in Quarter 3 improved to 79 days compared to 94 days in Quarter 2 and close monitoring of performance alongside a review of processes is currently being undertaken.
18. In Quarter 3, the Community & Adult Services Scrutiny Committee's Performance Panel undertook a deep dive into the management of voids in council housing. The subsequent report was submitted to the relevant

Cabinet Member in January 2016 and a response to the recommendations from the deep dive is expected shortly.

19. In addition the Council employed Constructing Excellence Wales to undertake a review into the Building Maintenance Framework Contract, which includes the use of contractors to carry out repairs & maintenance work to council housing vacant properties. This review has been considered by Audit Committee at its meeting 30 November 2015 and is due to be considered at Cabinet 10 March 2016.'
20. The average number of calendar days taken to deliver a Disabled Facilities Grant has continued to increase in Quarter 3 with 248 days taken, compared to 240 in Quarter 2 2015/16. Additional funding has been identified to address the backlog and the work has been issued to the contractor.
21. *Star Chamber Actions*
 - *Write to the Welsh Government to establish the long-term funding position for Disabled Facilities Grants.*
 - *Members request to visit the Smart House.*

Economic Development

22. City Deal is progressing well and Welsh Government are now integrated into the process; work is ongoing towards a final submission in March 2016.
23. In relation to Central Square a lease has now been signed by the BBC for a new Head Quarters and the Transport Interchange (bus station) is progressing on-track.
24. The Council has embarked on a review of the Cardiff Business Council in anticipation of future funding shortfalls and the City Deal opportunity. Membership currently stands at 166 against an annual target of 1,000.
25. *Star Chamber Actions*

- *Review the advertising strategy to consider a saturation point in relation to illuminated signage.*
- *Consider additional information regarding the relocated bus station on access routes into the City.*
- *Regular reports required by Cabinet in relation to the Asset Management Strategy.*
- *Review measures used by European cities and Core cites to evidence growing tourism for consideration and possible inclusion in the Corporate Plan*
- *Report regarding alternative locations, taking into consideration current benefits of the location of the Registry Office in City Hall.*
- *A briefing was requested in relation to Cardiff Market.*

Education and Lifelong Learning

26. Final data shows that the rate of improvement at Key Stage 4 is greater in Cardiff when compared to the rest of Wales. Outcomes for vulnerable learners, minority ethnic pupils and Looked After Children have also improved but are still significantly below average.
27. In relation to Challenge Cymru Schools the local authority has taken intervention action in three schools and leadership capacity has been increased. Although progress is being made, standards remain unacceptably low.
28. Delivery of the 21st Century Schools Programme has progressed significantly with the new Eastern High School design complete and planning permission granted. Demolition of the buildings is due for completion Spring 2016 and the new school to be delivered by September 2017.
29. Star Chamber Actions
- *Undertake a review of existing governor training.*
 - *Understanding the need for a sustainable model of school governance to be raised with Welsh Government especially in light of new schools, federated governing bodies and consultant governors.*

- *A briefing paper to be provided to Cabinet on the model to manage community facilities through subcommittee of the Governing Body.*
- *Provide a report in relation to the current number of children that participate in Elective Home Education and what support and monitoring is undertaken.*
- *Provide a briefing on Cantonian High School to informal Cabinet.*
- *Review the opportunities afforded by the City Deal to link schools in the west of the city with partners in the cultural sector.*

Governance & Legal Services

30. In relation to improving the number of eligible electors, registering through the targeted use of social media and marketing campaigns and annual canvass has been completed with a shortfall of 4,651 electors against the eligible electorate.

31. Star Chamber Actions

- *Undertake an evaluation of the Members IT investments (Tablets) to include Member satisfaction and cost savings and learning, and provide an update to cabinet.*

Resources

32. Work is being undertaken to consider the impact on insurance of Alternative Delivery Models (ADMs) and Community Asset Transfers. Resource services face significant challenge in relation to the ADMs around the needs and support required to implement changes and support new models.

33. The demand on the HR People Services Recruit Team remains high and to mitigate this review of how the Council uses Casual Staff is being undertaken.

34. Star Chamber Actions

- *Report on the capacity of HR and the cost of, and provide support to directorates in relation to Sickness Absence Management.*

- *Report on the lessons learned to share in relation to Shared Regulatory Services.*

Social Services - Adult Social Services

35. Challenges remain in Adult Services to deliver the financial savings brought forward from 2014/15, and the planned savings predicated on the recommissioning of services. Regular Scrutiny of progress is being maintained.
36. Whilst performance in relation to Delayed Transfers of Care for Social Care reasons showed some improvement for the months of October and November 2015, the overall picture at the end of Quarter 3 shows worsening performance when compared to the same period in 2014/15. Figures show a total of 187 Delayed Transfers of Care compared with 139 during the same period in 2014/15. Community Resource Teams have moved to a 7 day working week to enable a weekend discharge service and Adult Services have met with Domiciliary Care providers to explore opportunities to improve capacity. However, appropriate application of the escalating concerns process has led to a reduction in the capacity of the domiciliary care market. Therefore, performance in relation to Delayed Transfers of Care remains red.
37. The rate of older people aged 65+ whom the authority supports in care homes is currently over its annual target of 18 with a result of 18.41 at Quarter 3. Through the Delayed Transfer of Care Action Plan the Council is actively working with Health partners to increase the domiciliary care choices following discharge from hospital.
38. Performance in relation to Direct Payments has improved in Quarter 3 to 610 when compared to 602 in Quarter 2 2015/16. There are currently 46 adults working towards Direct Payments. The focus remains on the recommissioning of the service.
39. Star Chamber Actions

- *Review the PPDR and supervision for social workers in both adults' and children's to avoid duplication, and establish how to feed this into DigiGov.*
- *Quarterly updates of Improvement Board required for April 2016*

Social Services - Children's Services

40. Concerns were raised in Quarter 2 regarding performance in relation to the timeliness of Personal Education Plans for Looked After Children and data for Quarter 3 shows no improvement to date. Operational and Team Managers need to prioritise improvement in this area.
41. The Early Help and Preventative Strategy was launched during Quarter 3 and a number of developments have taken place including a pilot of the Joint Assessment Family Framework and the identification of accommodation for the Adolescent Resource Centre.
42. Concerns were raised in relation to the Enhanced Fostering Scheme in Quarter 2 regarding the capacity of the provider to deliver on its commitments; in Quarter 3 a decision to end the contract was taken due to a lack of suitable placements. Actions are being taken which include the identification of alternative placements for young people to return to Cardiff.
43. Star Chamber Actions
 - *Review the PPDR and supervision for social workers in both adults' and children's to avoid duplication and establish how to feed this into DigiGov.*
 - *Quarterly updates of Improvement Board required for April 2016*

Previous Scrutiny

44. The Committee considered the **Quarter 1 2014-15** Performance Report at its September 2015 meeting, following which Members noted improved sickness absence levels, falling numbers of complaints and increasing staff survey response rates. There were some concerns around Adult Social Care and Children's Services performance, work required in Education

around school governors and Looked After Children, and stated that the Organisational Development Programme remained a critical vehicle for improving performance, which the Committee will continue to monitor closely.

45. Members expressed concern that staff costs in all Directorates other than the Resources Directorate were overspent at this early point in the financial year, and of particular concern was the level of overspend on agency budgets. The Committee indicated it will be looking for an improvement in recovering the overspend on staff budgets when it next monitors performance.
46. The Committee requested more statistical information around comparative demographics across authorities, and was offered sight of the Cardiff & Vale UHB analysis of need.
47. At Quarter 1 Members were concerned that only 77% of Members' enquiries to the City Operations Directorate were responded to on time, significantly lower than other Directorates. The Committee noted that this related to changes in waste management arrangements. Members were looking to assess whether the Members' Enquiries service was improving and therefore requested that future quarterly monitoring reports provide comparator information for at least the previous quarter. The Committee requested that future quarterly monitoring reports provide comparator information for at least the previous quarter to enable assessment of whether the Members Enquiries service is improving.
48. The Committee was pleased that the Challenge Forum and Star Chamber approaches remained in place, and that political Group Leaders had been added to the Terms of Reference of the Challenge Forum as a result of a previous scrutiny request.
49. As the Committee with responsibility for scrutinising the performance of the Resources Directorate, Members noted that a series of service reviews undertaken last year had helped in mitigating the level of risk of having less staff and that the Directorate would need more staff if the Council

implements the Alternative Delivery Model for delivering frontline services. They also agreed that corporate services – such as Human Resources, Legal and Finance Services – generally need relieving of requests for service from Directorates on low level service issues

Way Forward

50. Councillor Graham Hinchey, Cabinet Member Performance & Resources, has been invited to attend for this item. Christine Salter, Corporate Director Resources; and Joseph Reay, Head of Performance & Partnerships have also been invited to present the report and answer any questions Members may have.

Legal Implications

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

Financial Implications

52. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under

review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- Note the contents of the report attached at **Appendix A**;
- Consider whether it wishes to refer any comments or concerns to the Cabinet Member with responsibility for Council Performance.

JOSEPH REAY

Head of Performance and Partnerships

1 March 2016