

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 / Define and lead the development of strategic/regional transport infrastructure as part of a 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

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.
Cumulative – dependant on result at Q4 to meet target hence amber question mark								
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	Position Q1	Position Q2	Position Q3	Position Q4	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 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 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 - 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 - 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