

FINANCE AND PERFORMANCE SCRUTINY COMMITTEE – 7th OCTOBER 2015

Quarter 1 Council Performance Report

Background

- Quarterly reporting cycle to Cabinet and Scrutiny;
- Report comprises :
 - Revenue Budget
 - Treasury and Prudential Indicators
 - Capital Budget
 - WPI Action Plans (incl. Council Risks)
 - Performance Indicators
 - Outcome Agreements (up date to be reported in Qtr 2)
 - Health Checks

Report Includes

- Variances and Exceptions
- Budget Virements and Reprofileing
- Update on Progress against key financial and operational risk
- Red Amber Green (RAG) assessment of performance
- WPI Lead Officer summary of progress being made

Qtr 1 2015/16 Headlines

- Revenue Spend within budget – underspend of £0.550M – key variances:
 - Lower than budgeted levels of demand for the CTRS;
 - Changes to commissioning mix between internal and external domiciliary care
- In year savings captured - £0.4M (toward 16-17 budget strategy)
- Capital Spend of £9.7M (as at 30-6-15) against a total budget of £77.9M
- Performance Indicators:
 - 71% (75) either achieved target or were within 5% of target; and
 - 29% (31 indicators) did not achieve target by more than 5%;

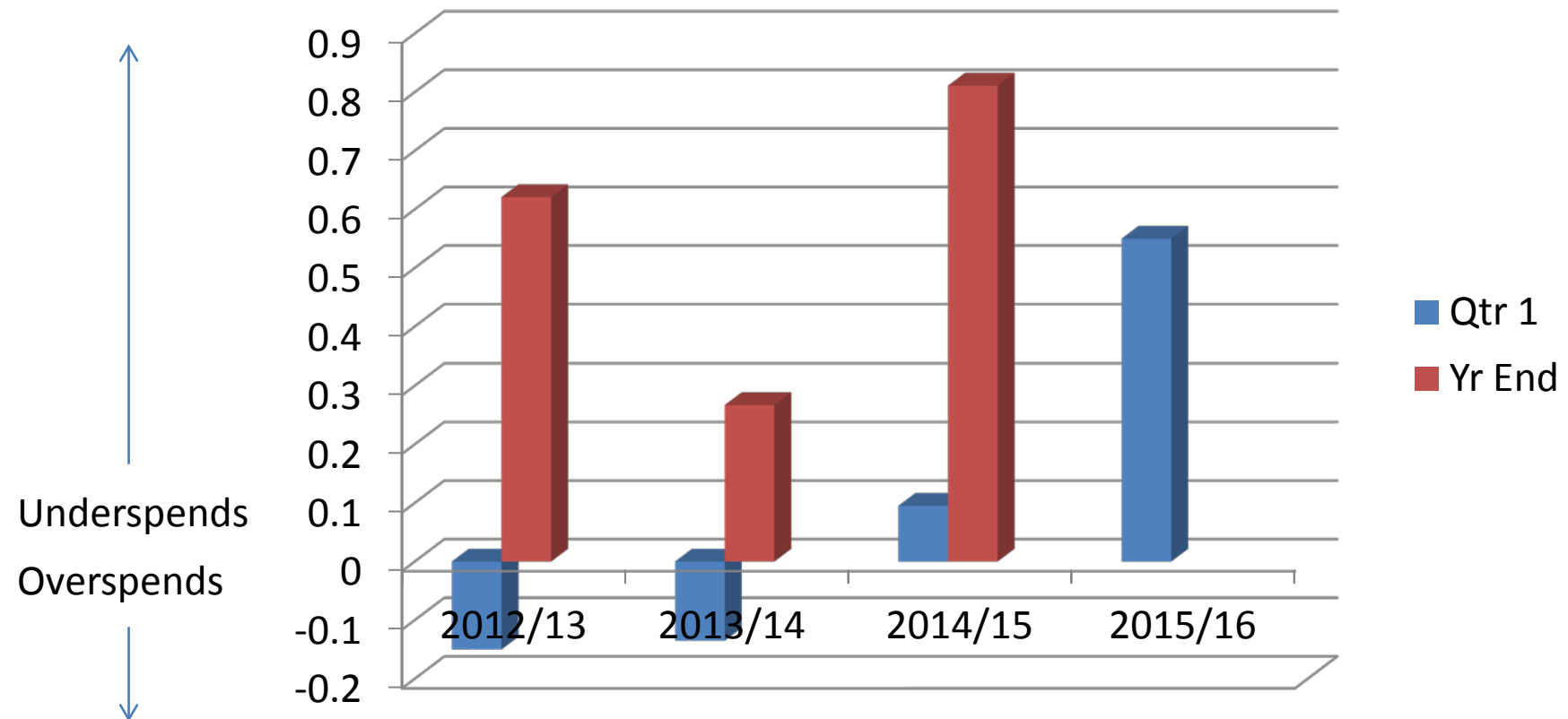
Qtr 1 - Revenue Position

	Budget	Spend	Variance Over / (Under)	Key Variances	Reason for Variance
	£m	£m	£m		
Education & Lifelong Learning Services	43.585	43.581	(0.004)	<ul style="list-style-type: none"> No material exceptions 	<ul style="list-style-type: none"> Not applicable
Community & Children's Services	34.454	34.110	(0.344)	<ul style="list-style-type: none"> Commissioned Services (Adults) – £0.253M underspend Direct Care Services - £0.104M overspend Underspends in Commissioning & Business (£0.118M); Short Term Intervention Services – Adults (£0.094M); and Private Housing (£0.054M). 	<ul style="list-style-type: none"> Lower level of service commissioned from external domiciliary care providers (Commissioned Services) Amendment to commissioning intent for Council provided domiciliary care services and increased requirement for specialist residential placements for people with learning disabilities and mental health problems (Direct Care Services); Higher than anticipated costs within in house residential homes (Direct Care Services) Delayed appointments within ACE and Sensory Impairment Teams, and lower usage of the Community Equipment Service (Short Term Intervention Services)
Chief Executive's Division	3.083	3.056	(0.027)	<ul style="list-style-type: none"> No material variances 	<ul style="list-style-type: none"> Not applicable

Qtr 1 - Revenue Position (Contd)

	Budget	Spend	Variance Over / (Under)	Key Variances	Reason for Variance
	£m	£m	£m		
Corporate and Frontline Services	15.051	15.016	(0.035)	<ul style="list-style-type: none"> No material variances 	<ul style="list-style-type: none"> Not applicable
Sub-total	96.173	95.763	(0.410)		
Authority Wide Budgets	18.569	18.429	(0.140)	<ul style="list-style-type: none"> Council Tax Reduction Scheme - £0.154M underspend 	<ul style="list-style-type: none"> Lower than anticipated demand
Grand Total	114.742	114.192	(0.550)		

Revenue spend PERIOD VARIANCE for Qtr 1 2015/16 (and previous years)



Capital Performance – Qtr 1

- Full year budget as at 30-6-15 = £77.9 M
- Actual spend as at 30-6-15 = £9.7M (12% of full year budget)
- More detailed breakdown

	15/16 Budget as at 30-6-15 £M	15/16 Actual Spend as at 30-6-15 £M
Chief Executive's	13.090	1.569
Corporate and Frontline Services	17.428	2.099
Corporate Initiatives	3.083	0.186
Education & Lifelong Learning Services	34.779	3.595
Community & Children's Services	9.552	2.276
Total	77.932	9.725

Capital Performance – Key Information

- Chief Executive's – no material variances reported
- Corporate & Frontline Services
 - New grant approvals - Regional Collaboration Fund; Transport Grant Schemes; South Wales Metro Projects; and Waste Strategy
- Corporate Initiatives
 - Reduction in costs of schemes – Legionella Remediation and Legionella Management (as per 15/16 budget strategy)

Capital Performance – key information

- Education – no material exceptions reported
- Community & Children's Services
 - New grant approvals – Flying Start (Modernisation Programme – Children's) and Parks Improvements (Natural Resources Wales)
 - Funding reductions agreed as per 15/16 budget strategy – Maintenance Repair Assistance and Community Regeneration

Public health and protection
Education
Children and family centred services
Maintaining people's independence
Improving our communities
Keeping Rhondda Cynon Taf clean and green

WPI Action Plans

- Priorities agreed at Council (June 2015)
- 2015/16 priority plans scrutinised by scrutiny working groups and at Finance and Performance Scrutiny Committee (15th June 2015)
- Action Plans – outcome focussed and include:
 - Risks
 - Measures (PIs) linked to delivery of priorities
 - Critical Improvement Actions and Individual Actions

WPI Action Plans – some key information

- Public Health and Protection – no material exceptions reported
- A top quality education for all
 - school inspection outcomes are currently below target. Reasons:
 - Performance calculated on a 3 year rolling basis
 - Of schools inspected since April 2015 (5) none rated ‘unsatisfactory’ in any category
 - Targeted support being provided

WPI Action Plans – some key information

- Keeping children safe
 - PI results meeting targets during Q1 with the exception of initial assessments where evidence that child seen by the social worker (74% compared to a target of 75%. The all Wales average for 14/15 = 78%)
 - LAC nos. increased by 3 since March 2015 i.e. from 621 to 624
- Supporting adults & older people to live independently
 - Development of new common eligibility criteria delayed pending receipt of final Welsh Govt guidance
 - Development of new operating model and strategy for Adult Services delayed and will be incorporated into work to prepare for the implementation of the Social Services and Well Being Act
 - Below target performance:
 - Carers offered an assessment (68.3% compared to a target of 86%)
 - People over 65 years of age placed in care homes (an actual rate of 24.38 people aged 65+ per 1,000 compared to a target of 23). The all Wales average for 14/15 = 18.85)
 - Delayed transfers of care for social care reasons per 1,000 population aged 75+ (actual performance of 7.48 compared to a target of 4.7). The all Wales average for 14/15 = 4.83

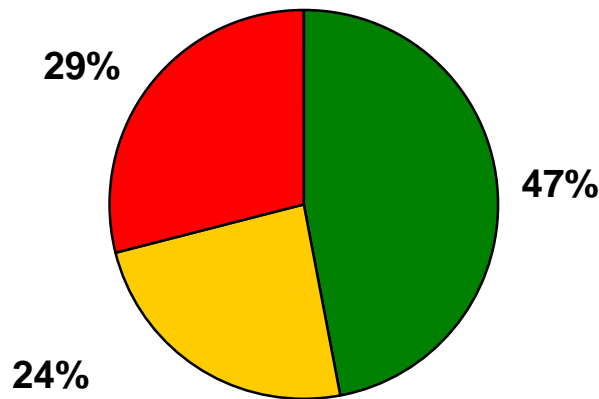
WPI Action Plans – some key information

- Improving our communities
 - Homelessness
 - Average no. of days homeless households spent in B&B accommodation (43.68 days compared to a target of 40 days)
 - Lido
 - Delay in completion of the main tourist attraction (opened in Aug 15)
 - Bids / tenders submitted by local businesses for Council contracts
 - Below target (55% compared to a target of 75%) – further marketing and support to be offered to local businesses
 - Report to Cabinet drafting a Local Development Order for Treforest Ind Estate – delayed due to getting an acceptable Strategic Flood Consequences Assessment completed (awaiting up date from Natural Resources Wales)

WPI Action Plans – some key information

- Keeping RCT clean and green
 - Recycling
 - % of local authority collected municipal waste prepared for reuse and/or recycled better than target of 58% (actual performance = 61.22%)
 - Opening of new Community Recycling Centre in Talbot Green delayed (original date – June 15. Revised date – Oct 15)
 - Cleanliness of streets and highways
 - 100% of a sample of highways and relevant land inspected were of a high or acceptable standard of cleanliness
 - A well maintained highways network
 - No material exceptions noted

Council Wide Performance



■ Achieved target

■ Within 5% of target

■ Did not achieve target

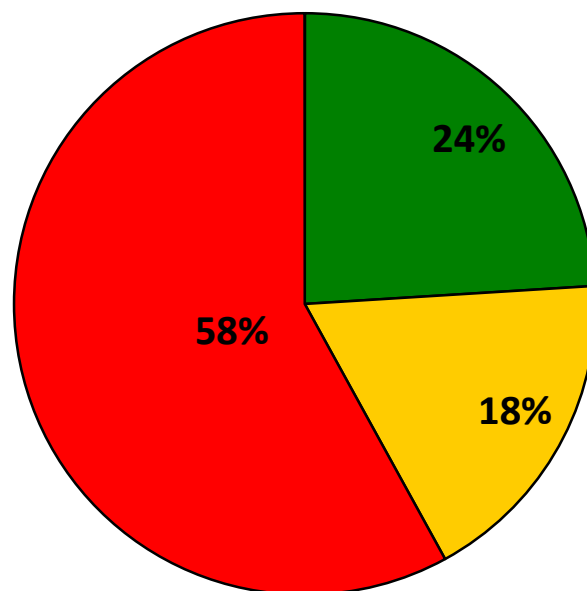
	2015/16		2014/15 Year end position
	Qtr 1 15/16		
	No.	%	
No of PIs with data and targets available	106		271
Achieved Target	50	47%	65%
Within 5% of Target	25	24%	16%
Did not achieve Target	31	29%	19%

Council Wide Performance

Workforce – sickness absence information

People Matter	Sickness Absence	2014/15 Sickness Total - Year End	2015/16 Sickness Total – Q1	<28 Days	>28 Days	Staff Turnov er
	Council Wide (Headcount 11,648)	5.14%	4.65%	1.34%	3.31%	2.38%
	Education & Lifelong Learning (including schools) (Headcount 7,007)	3.98%	4.02%	1.16%	2.86%	2.10%
	Corporate & Frontline Services and Chief Executive's Division (Headcount 1,598)	4.81%	3.65%	1.31%	2.34%	3.75%
	Community and Children's Services (Headcount 3,043)	7.91%	6.64%	1.78%	4.86%	2.30%

Education & Lifelong Learning Performance



■ Achieved target

■ Within 5% of target

■ Did not achieve target

	2015/16		2014/15 Year end position
	Qtr 1 15/16		
	No.	%	
No. of PIs with data and targets available	17		82
Achieved Target	4	24%	59%
Within 5% of Target	3	18%	16%
Did not achieve Target	10	58%	25%

Education & Lifelong Learning

Performance indicators not meeting target by more than 5%

DT	The number of visits to Public Libraries during the year per 1,000 population	The relocation of Rhydyfelin Library to a smaller temporary location has had a greater effect on visitor numbers than anticipated . If this continues the target may not be met.
DT	b) % of available computer hours in use	Problems with establishing IT systems at the re-located Rhydyfelin library and refurbishment work to the IT suite at Porth library have contributed to a reduction in computer use.
DT	% of library material requests supplied within 7 calendar days	Continuing problems with deliveries have again contributed to a decrease in performance. The introduction of a new direct delivery service and the creation of a casual delivery drivers post should improve performance.
DT	% of library material requests supplied within 15 calendar days	Continuing problems with deliveries have again contributed to a decrease in performance. The introduction of a new direct delivery service and the creation of a casual delivery drivers post should improve performance.
WPI EDU	% of schools inspected by Estyn that were graded as at least 'Good' for leadership on a 3 year rolling basis	Our Performance in this indicator is in line with the Wales average, although we are currently performing below our challenging annual target of 72.6%. 2 schools rated as adequate / unsatisfactory for leadership have closed as a result of school reorganisation and a further 2 have been removed from Estyn monitoring following re-inspection.
WPI EDU	% of schools inspected by Estyn who were graded as at least 'Good' for improving the quality of leadership and management on a 3 yr rolling basis ¹	This indicator covers a 3 year period, and previous performance has negatively impacted on results. Of the 4 published inspections undertaken in April - June 2015, 3 schools (75%) were graded as good or excellent and one school was rated adequate.
WPI EDU	% of schools inspected by Estyn that were judged as presenting prospects for improvement as being at least 'Good' on a 3 yr rolling basis	Although we did not meet our challenging target, performance for this quarter is above the Wales average. Of 2 schools rated unsatisfactory for prospects for improvement, 1 has now closed and the other is in Special Measures awaiting reinspection. 4 other schools have been reinspected to date, with 3 successfully moving out of Estyn Monitoring. Of the 4 published inspections undertaken in April - June 2015, 4 schools (80%) were graded as good or excellent and one school was rated adequate.

- WPI denotes that the PI is included in a priority action plan. DT denotes that the PI does not form part of a priority action plan

- Red text highlights where performance was 'off target' by more than 5% for reasons other than external factors or increased demand

Performance indicators not meeting target by more than 5%

WPI EDU	% of schools inspected by Estyn who were graded as at least 'Good' for standards on a 3 yr rolling basis	This indicator covers a 3 year period, and previous performance has negatively impacted on results. Of the 4 published inspections undertaken in April - June 2015, 3 schools (75%) were graded as good or excellent and one school was rated adequate.
WPI EDU	% of schools inspected by Estyn who were graded as at least 'Good' for teaching on a 3 yr rolling basis	Although we did not meet our challenging target, performance for this quarter is above the Wales average. Of 2 schools previously rated unsatisfactory for teaching, 1 has now closed and one has moved out of requires Significant improvement following reinspection. Of 14 schools rated adequate, 3 have been reinspected and moved out of Estyn monitoring, and another has closed as part of school reorganisation.
WPI EDU	% of schools inspected by Estyn who were graded as at least 'Good' for wellbeing on a 3 yr rolling basis ⁴ i.e. between April 2013 and March 2016	No schools were rated unsatisfactory for Wellbeing. Of the 17 schools graded Adequate, one school closed and 5 were removed from monitoring following reinspection.

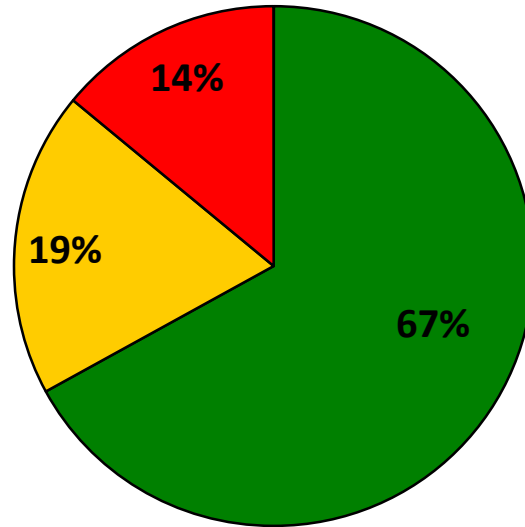
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Education & Lifelong Learning

Workforce – sickness absence information

People Matter	Sickness Absence	2014/15 Sickness Total - Year End	2015/16 Sickness Total – Q1	<28 Days	>28 Days	Staff Turnover
	Total (Headcount 7,007)	3.99%	4.02%	1.16%	2.86%	2.10%
	Schools & Community (Headcount 1,222)	4.82%	5.21%	1.13%	4.08%	2.13%
	Access, Engagement & Inclusion (Headcount 264)	5.47%	5.42%	1.32%	4.10%	3.03%
	Schools (Headcount 5,521)	3.73%	3.69%	1.16%	2.53%	2.05%
	Council Wide (for comparative purposes)	5.14%	4.65%	1.34%	3.31%	2.38%

Corporate & Frontline Services and the Chief Executive's Division Performance



■ Achieved target
 ■ Within 5% of target
 ■ Did not achieve target

	2015/16		2014/15 Year end position
	Qtr 1 15/16		
	No.	%	
No. of PIs with data and targets available	21		80
Achieved Target	14	67%	83%
Within 5% of Target	4	19%	8%
Did not achieve Target	3	14%	9%

Corporate & Frontline Services and the Chief Executive's Division

Performance indicators not meeting target by more than 5%

DT	Contact Centre Services - Average queue time (Seconds) - daytime service	Qtr 1 target not met due to level of vacancy and the time needed to recruit. Arrangements in place for vacancies to be filled at the end of quarter 2.
WPI IC	% creditor payments to local businesses using postcodes CF, SA, NP	The increase in use of e-trading solutions, in particular Welsh Purchasing Card, means that this type of expenditure is not always captured via the Creditors System. Furthermore, if expenditure is routed via a central invoicing point outside of the 'local' post code area but it is identified that the point of delivery or service provision is within the 'local' post code area, then this expenditure may not be captured. The team is currently working on a revised process to capture this information, which will have a positive effect on performance.
WPI IC	% of bids/tenders submitted by local businesses	Target not achieved due to lack of local suppliers submitting tenders. This could be as a result of the nature of the tenders published during the reporting period and their assessed suitability and capability to deliver such contracts. The Corporate Procurement Unit will continue to advertise contract opportunities via Sell2Wales to ensure accessibility of contracts, as well as continue to deliver supplier development events / workshops with support for local businesses to access contract opportunities.

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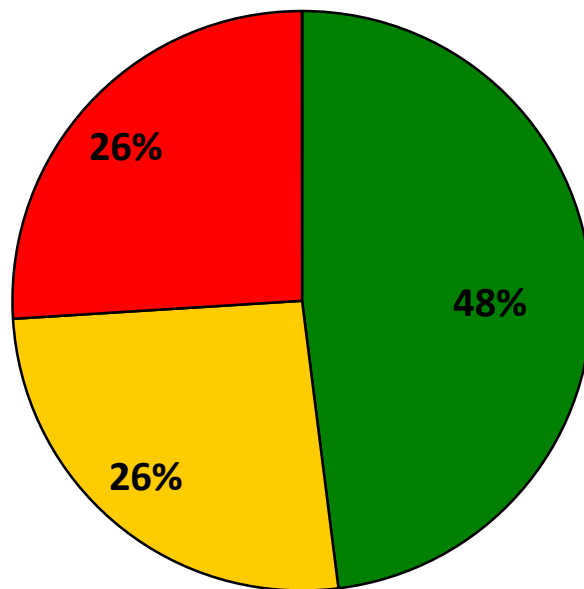
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Corporate & Frontline Services and the Chief Executive's Division

Workforce – sickness absence information

People Matter	Sickness Absence	2014/15 Sickness Total - Year End	2015/16 Sickness Total – Q1	% <28 days	% >28 days	% Staff Turnover
	Total (Headcount 1,598)		3.65%	1.31%	2.34%	3.75%
	Cabinet Office & Public Relations (Headcount 85)	4.2	2.78%	0.61%	2.17%	1.18%
	Human Resources (Headcount 108)	2.9	2.46%	0.73%	1.73%	5.56%
	Legal & Democratic Service (Headcount 50)	3.11	0.86%	0.86%	0.00%	0.00%
	Regeneration & Planning (Headcount 79)	3.39	5.78%	2.09%	3.69%	15.19%
	Corporate Estates (Headcount 89)	2.51	4.63%	1.07%	3.56%	3.37%
	Customer Care & IT (Headcount 167)	5.92	3.69%	2.05%	1.64%	3.59%
	Financial Services (Headcount 293)	4.15	3.21%	0.66%	2.55%	7.51%
	Highways & Streetcare (Headcount 700)	5.94	4.09%	1.60%	2.49%	1.43%
	Procurement (Headcount 27)	0.51	0.12%	0.12%	0.00%	0.00%
	Council Wide (for comparative purposes)	5.14	4.65%	1.34%	3.31%	2.38%

Community and Children's Services Performance



■ Achieved target ■ Within 5% of target ■ Did not achieve target

	2015/16		2014/15 Year end position
	Qtr 1 15/16		
	No.	%	
No of PIs with data and targets available	68		109
Achieved Target	32	48%	57%
Within 5% of Target	18	26%	23%
Did not achieve Target	18	26%	20%

Community and Children's Services

Performance indicators not meeting target by more than 5%

DT	% of referrals during the year: Allocated to a social worker for initial assessment	Temporary staffing gaps in the Initial Assessment Teams have resulted in fewer cases being allocated to qualified workers for assessment. Appointment of new social workers to the Team over the coming weeks should alleviate this problem moving forward.
DT	% of referrals during the year: Allocated to someone other than a social worker for initial assessment	Temporary staffing gaps in the Initial Assessment Teams have resulted in fewer cases being allocated to qualified workers for assessment. Appointment of new social workers to the Team over the coming weeks should alleviate this problem moving forward.
DT	% of referrals during the year: Did not proceed to allocation for Initial Assessment	Some early teething problems experienced following the implementation of MASH resulted in a delay in referrals being sent to the Initial Assessment Teams for further action. These issues have now been resolved but it meant that the teams received a high number of referrals in one go that could not be allocated immediately due to capacity.
DT	% of young carers known to Social Services who were assessed	A temporary staffing gap in the Young Carers Team has had an adverse affect on performance during Qtr 1. This issue has now been addressed & it is anticipated that performance will improve moving forward.
DT	% of young carers known to Social Services who were provided with a service	
DT	% of open cases of children allocated to someone other than a social worker where the child is receiving a service - children on the child protection register	There were 3 children on the CPR who were allocated to an unqualified worker at the end of Qtr 1. This was a case of 3 siblings whose names were placed on the CPR during the Qtr & remained with the existing care manager post registration.

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DT	% of children looked after on 31 March who have had three or more placements during the year	Performance has dropped slightly during Q1. Looked after children move placements for a variety of different reasons, each individual to the child's particular circumstances. Moves can be for positive reasons e.g. because a child has moved to a permanent placement through adoption, rehabilitation or a long term foster placement. Despite the drop in performance we remain well within the 2014/15 Wales average
DT	% of open cases of children with an allocated social worker where the child is receiving a service - children looked after	There has been an increase in the number of looked after children allocated to qualified workers during Q1. However we remain below target. The Looked After Children cases that are allocated to unqualified workers are always the children who are in long term stable placements. The unqualified staff who hold the cases are suitably experienced & these workers and the LAC Plan are closely supervised by a qualified Social Worker & monitored by the Team Manager.
DT	% of open cases of children allocated to someone other than a social worker where the child is receiving a service - children looked after	There has been a decrease in the number of looked after children allocated to someone other than a social worker during Q1. However we remain below target. The Looked After Children cases that are allocated to unqualified workers are always the children who are in long term stable placements. The unqualified staff who hold the cases are suitably experienced & these workers and the LAC Plan are closely supervised by a qualified Social Worker & monitored by the Team Manager.
DT	% of children looked after who had a fully completed and updated Assessment and Progress Record at their third review	The Assessment & Progress Record documentation is not recognised as being useful or relevant & is not prioritised against other demands in the service
DT	% of placements started during the year where the child is registered with a provider of general medical services within 10 working days of the start of the placement	The main reason for late registration is refusal by teenagers to comply with the registration process
DT	% of health assessments for looked after children due in the year that have been undertaken	Staff absence within health has impacted on performance this quarter. This issue has now been resolved & it is anticipated that the current position will be improved upon over the coming months.

DT	% 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	Performance has improved during Q1 when compared to 2014/15 year end but we remain below target. Looked after children move school for a variety of different reasons, each individual to the child's particular circumstances. Non transitional school moves can be for positive reasons-e.g. because the child has moved to an adoption placement or has been rehabilitated to the care of family.
DT	% of open cases of children with an allocated social worker where the child is receiving a service - Children in need	Allocation of Looked After & Child Protection cases to a qualified worker are prioritised over child in need cases
WPI VA	The rate of older people aged 65 or over whom the authority supports in care homes per 1,000 population	The number of people supported in care homes has reduced by 52 over the past year from 1116 in June 2014 to 1064 in June 2015. However, during quarter 1 the number actually rose by 16 from the 1048 reported at the year end for 2014/15. In order to achieve the ambitious 2015/16 target the number of people supported in care homes will need to reduce by 61 by the year end.
WPI VA	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	This indicator is calculated on a rolling year basis and as a result of the high level of delayed transfers reported last summer and autumn quarter 1 performance is adversely affected and this will continue to be the case for the next two quarters. There were 19 reported delays in quarter 1, either awaiting assessment or move on to assessed accommodation. The year end target will be achieved if current levels of performance are maintained.
WPI VA	% of carers of adult services users who were offered an assessment in their own right during the year	Current performance is below the 2015/16 target and the year end position (76.34%) for 2014/15. Anecdotally, we believe that carers are engaged in assessments and their needs are reflected in packages of care, but our recording processes currently do not evidence this. New processes will be introduced from September 2015, to ensure information is recorded more accurately. It is envisaged that the year end target will be achieved.
WPI IC	Average number of days that all homeless households spent in Bed & Breakfast accommodation (New)	This quarter there have been several households placed with high level complex needs that has resulted in delays with move-on from bed and breakfast accommodation due to the challenges in locating suitable permanent accommodation to meet the level of need the household presented with.

Community and Children's Services

Workforce – sickness absence information

People Matter	Sickness Absence	2014/15 Sickness Total - Year End	2015/16 Sickness Total – Q1	<28 Days	>28 Days	Staff Turnover
	Total (Headcount 3,043)	7.91%	6.64%	1.78%	4.86%	2.30%
	Children's Services (Headcount 586)	8.21%	5.70%	1.41%	4.29%	4.13%
	Transformation (Headcount 226)	*	5.90%	1.23%	4.67%	0.88%
	Direct Services, Business & Housing (Headcount 1,565)	9.73%	8.01%	2.16%	5.85%	2.11%
	Community Care (Headcount 157)	*	8.77%	2.48%	6.29%	0.64%
	Public Health & Protection (Headcount 509)	5.15%	3.15%	1.03%	2.12%	1.96%
	Council Wide (for comparative purposes)	5.14%	4.65%	1.34%	3.31%	2.38%

Qtr 1 – some performance exceptions that align to scrutiny work programmes

- Keeping children safe
 - Increase in LAC numbers – CYP Scrutiny Committee examining preventative services (Team Around the Family)
- Supporting adults and older people to live independently - including
 - Carers offered an assessment; People aged 65+ placed in care homes; and Delayed transfer of care – Health and Well Being Scrutiny Committee
 - Note: delayed transfers of care likely to be examined post-April 2016

Qtr 1 – Some performance exceptions that **do not** align to scrutiny work programmes

- A top quality education for all
 - Estyn school inspection results – Qtr 2 performance report will include further attainment results (provisional results reported to Cabinet on 24-9-15 - [Link](#))
- Keeping children safe
 - Initial assessments where evidence that child seen by a social worker
- Improving our communities
 - Homelessness - Average no. of days homeless households spent in B&B accommodation (43.68 days compared to a target of 40 days)
 - Bids / tenders submitted by local businesses for Council contracts
 - Below target (55% compared to a target of 75%) – further marketing and support to be offered to local businesses

Possible next steps for consideration

- Referral of key performance exceptions not currently picked up by work programmes to relevant scrutiny committees for review in more detail (taking in account the up dated Qtr 2 performance position) – e.g.
 - Estyn school inspection results
 - Initial assessments where child seen by a social worker
 - Homelessness – the average no. of days homeless households spent in B&B accommodation
 - The no. of local business submitted bid / tenders for Council contracts