CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

CABINET: THURSDAY, 2 JULY 2015 at 3.30 PM

A Cabinet Meeting will be held in Function Room L at City Hall on Thursday 2 July 2015 at 3.30 pm

A G E N D A

1   Minutes of the Cabinet Meeting held on 11 June 2015 *(Pages 1 - 4)*

Corporate Services & Performance

2   Outturn 2014/15 *(Pages 5 - 92)*

3   2014-15 Q4 Performance *(Pages 93 - 154)*

4   Corporate Risk Register (year end Review 2014/15) *(Pages 155 - 170)*

Early Years, Children & Families

5   Corporate Safeguarding Governance *(Pages 171 - 202)*

6   Early Help Strategy *(Pages 203 - 270)*

Education

7   14-16 Alternative Provision Tender *(Pages 271 - 288)*

Environment

8   Riverside Playing Fields and Community Cricket *(Pages 289 - 294)*

Skills, Safety & Engagement

9   Application for a Hackney Carriage Fare Increase *(Pages 295 - 308)*

Transport, Planning & Sustainability

10   Cardiff Central Bus Interchange *(Pages 309 - 476)*

PAUL ORDERS
Chief Executive
26 June 2015

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CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

MINUTES

CABINET MEETING: 11 JUNE 2015

Cabinet Members Present:	Councillor Phil Bale (Chair) Councillor Sue Lent Councillor Peter Bradbury Councillor Dan De'Ath Councillor Bob Derbyshire Councillor Graham Hinchey Councillor Susan Elsmore Councillor Sarah Merry Councillor Ramesh Patel
Observers:	Councillor Dianne Rees Councillor Eleanor Sanders Councillor Judith Woodman
Officers:	Paul Orders, Chief Executive Christine Salter, for Section 151 Officer Shaun Jamieson, County Solicitor Joanne Watkins, Cabinet Office

Apologies:

9   MINUTES OF THE CABINET MEETING HELD ON 28 MAY 2015

RESOLVED: that the minutes of the Cabinet meeting held on 28 May 2015 be approved

10   ASSISTANT CABINET MEMBERS

The Cabinet received a report proposing the appointment of three Assistant Cabinet Members for 2015/16.

RESOLVED: that the appointment of three Assistant Cabinet Members be approved in 2015/16 to the following roles:

- Councillor Sam Knight – Technology, Innovation and Skills
- Councillor Chris Weaver – Active Travel & Wellbeing (including Libraries)
- Councillor Darren Williams – Housing and Tackling Poverty

11   WELSH LANGUAGE SCHEME ANNUAL MONITORING REPORT 2014 -15

The Cabinet received the annual Welsh Language Monitoring report for 2014 -15. The report provided the formal basis on which compliance with the Council's statutory Welsh Language Scheme was monitored and provided a clear picture of the progress made in 2014-15, as well as identifying any areas for improvement.

RESOLVED: that the Welsh Language Monitoring Report (as attached as Appendix A to the report) be approved for consideration at Council prior to submission to the Office of the Welsh Language Commissioner in accordance with the Welsh Language Act 1993 and Welsh Language (Wales) Measure 2011.

12   REVIEW OF THE ATTENDANCE & WELLBEING POLICY

The Cabinet received details of the review of the Attendance and Wellbeing policy which had taken account of stakeholders from across the Council, the Wales Audit Office Report of May 2014, relating to the Management of Sickness Absence in the Council and the views of the Policy review and Performance Scrutiny Committee. It was proposed that no fundamental changes be made to the policy at this stage. However some minor changes were proposed which would tighten up and further strengthen provisions within the existing policy. Further clarity on responsibilities and accountabilities of all employees (especially managers) and the adjustment of some operational matters which have emerged since the policy was implemented in July 2013 were also proposed.

RESOLVED: that

1.   the revised proposals in relation to the Attendance and Wellbeing Policy, attached at Appendix 1 to the report be approved and it be noted that proposals regarding Special Leave changes will be considered by Cabinet in July 2015.

2.   the policy should be commended to School Governing Bodies for adoption and that all avenues should be rigorously explored to ensure that they adopt the policy.

3.   the policy be implemented with effect from 1 July 2015.

4.   the implementation of the revised Attendance & Wellbeing policy arrangements be monitored and be subject to review following a further 12 months of operation.

5.   a Health & Wellbeing Strategy be brought forward, following due consultation, to a Cabinet meeting in the Autumn.

13   PROPOSED MERGER OF CORONERS AREAS

Cabinet received details of a Rhondda Cynon Taf Council proposal to merge the existing Cardiff and Vale Coroner Area with the Powys, Bridgend and Glamorgan Valleys Coroner Area. It was reported that the merger proposal would offer an

improved service to the City of Cardiff through a full time Coroner presence and adequate cover arrangements for the whole area. There would also be a small financial saving with the opportunity for this to improve in the future through more streamlined processes and greater bargaining power of the larger area to reduce necessary costs such as post mortem charges with the local health boards.

RESOLVED: that Council be recommended to:

1. delegate authority to the Director with responsibility for this matter in consultation with the Portfolio Cabinet Member, the County Solicitor and the Section 151 Officer, to deal with all matters required in order to facilitate the proposed merger of the Coroner's areas referred to in the body of the report including:

   o finalisation of the proposals to ensure they are appropriate and represent value for money, provide clarity on roles and responsibilities and facilitate appropriate controls/oversight concerning the continued improvement of the services and delivery of future financial savings;
   o entry into a service level/funding/collaboration agreement with all of the partner Authorities to reflect the finalised proposals including setting out controls for management and governance of the new arrangements subject to a provision that the agreement (and the roles and responsibilities of each of the Authorities) will be reviewed every 3 years (to include a review of the basis of apportionment of the costs to ensure that the arrangements are equally advantageous to each of the Authorities and equitable)

2. subject to finalisation of the details of the business case to be submitted in support of the application to reflect the finalisation of the proposals referred to in the above recommendation, consent to an application being submitted by Rhondda Cynon Taff County Borough Council to the Lord Chancellor in respect of the proposed merger of the Coroners areas referred to in the body of the report

14   ANTI - FRAUD, BRIBERY & CORRUPTION POLICY (INCLUDING MONEY LAUNDERING POLICY AND PROCEDURE)

The Cabinet considered a revised Anti Fraud, Bribery and Corruption Policy, and a revised Money Laundering Policy and Procedure. The Anti Fraud, Bribery and Corruption Policy set out how the Council would prevent, detect and investigate any suspicions of fraud or financial impropriety both from within and referrals received from outside the Council, setting in place a framework to ensure a consistent approach.

RESOLVED: that the Anti Fraud, Bribery and Corruption Policy, and the Money Laundering Policy and Procedure be approved

15   APPROACH TO HOMELESSNESS 'INTENTIONALITY' DECISIONS

Further to the update received at Cabinet on 2 April relating to the Homeless Duties under Part 2 of the Housing Wales Act 2014, a report seeking confirmation of the City of Cardiff Council position on the use of intentionality in homelessness decisions Under the Housing Wales Act 2014 and in accordance with the Homelessness (Intentionality) (Specified Categories) (Wales) Regulations 2015 was considered.

RESOLVED: that the consideration of intentionality as part of homeless decision making as set out in the report be agreed

16   COMMUNITY COUNCILS CHARTER

The Cabinet considered providing an update and refresh of the commitments set out in the Community Councils Charter to facilitate good working relationships between the City of Cardiff Council and the six Community Councils in Cardiff.

RESOLVED: that

1.   the information set out in this report be noted

2.   the Council's commitment to the aims of the Charter be reaffirmed

3.   authority be delegated to the Monitoring Officer, in consultation with the relevant Cabinet Member, the Standards and Ethics Committee and the six Community Councils, to update the Charter and make any further minor amendments as may be required from time to time; and

4.   the relevant Cabinet Member be authorised, with advice from the Monitoring Officer and Section 151 Officer, to sign the Charter (updated or amended under recommendation 3 above) on behalf of the City of Cardiff Council.

17   RESIDENTIAL EXTENSIONS & ALTERATIONS SUPPLEMENTARY PLANNING GUIDANCE (SPG)

The Cabinet considered approving the proposed Residential Extensions and Alterations Supplementary Planning Guidance for consideration by Council. The Supplementary Planning Guidance set out what applicants should consider when planning to extend or alter their home, even if it does not require planning permission.

RESOLVED: that the Residential Extensions and Alterations Supplementary Planning Guidance be approved for consideration by Council

CITY OF CARDIFF COUNCIL
GYNGOR DINAS CAERDYDD

CABINET MEETING: 2 JULY 2015

OUTTURN 2014/15

REPORT OF CORPORATE DIRECTOR RESOURCES

AGENDA ITEM: 2

PORTFOLIO: **CORPORATE SERVICES & PERFORMANCE**

Reason for this Report

1.   This report serves to inform the Cabinet of the Council's financial position in respect of the year ending 31 March 2015.

Background

2.   The report compares the outturn for the financial year ending 31 March 2015 with the budget for the year for both revenue and capital expenditure and also provides a summary Treasury Management Statement in respect of investments and borrowing. All figures are subject to external audit.

3.   The final revenue outturn position shows a surplus of £1.741 million after contributions to and from reserves as compared to the balanced position reported at month nine. The change includes a significant improvement to the directorate positions with the overspends against these budgets reducing by £1.147 million compared to previous projections. This reflects a number of factors including the impact of the measures implemented by the Chief Executive as set out in the month nine monitoring report. Further savings were also identified as a result of a higher surplus on Council Tax and an increase in non-domestic rate (NDR) refunds on Council properties following successful appeals to the Valuation Agency.

4.   During the year the Council's monitoring process identified financial pressures in a number of directorates, notably Health & Social Care, Children's Services, Education & Lifelong Learning and Sport, Leisure & Culture. This reflected a range of factors including increased demographic pressures, shortfalls in income and the failure to fully achieve the savings targets set as part of the 2014/15 budget. This is reflected in the outturn position forming part of an overall overspend of £7.650 million on directorate budgets. Apart from Children's Services these areas all reported a reduced overspend compared to the projections at month nine. Additional pressures were identified in Children's Services during the final quarter including additional placements and costs for looked after children which resulted in a

significant increase in the overspend in this area. The overspend on directorate budgets was offset by savings in other areas including Council Tax collection, NDR refunds on Council properties, capital financing and additional income arising from successful performance against the 2013/14 Outcome Agreement Grant.

Issues

5. An overall summary of the position shows:

- A comparison of revenue spend against budgets shows a surplus of £1.741 million following transfers to reserves and the funding of voluntary severance costs in 2014/15.

- Directorate budgets showed an overspend of £7.650 million at the year end with overspends of £5.368 million in Health & Social Care, £2.312 million in Children's Services, £1.008 million in Education & Lifelong Learning and £687,000 in Sport, Leisure & Culture. The issues faced by these directorates were set out clearly in monitoring reports during the year. These were offset by underspends in other directorates and by savings in areas such as Council Tax collection and NDR refunds on Council properties.

- Overall, schools increased their individual reserves by £953,000 (net) in 2014/15 however this does not include the impact of £1.9 million of severance / redundancy costs which will be charged to schools over a five year period commencing in 2015/16. When this is taken into account the overall provision on reserves reduced by £947,000.

- The Housing Revenue Account (HRA) shows a surplus for the year of £314,000. This sum has been transferred to the HRA Revenue Balance and is available for spending on HRA related issues only.

- A comparison of capital spend against the budget shows an underspend of £62.8 million representing slippage of £60 million and scheme underspends of £2.8 million.

Revenue

6. Appendix A shows the financial summary for the year while Appendix B provides further details in respect of variations against budget by directorate.

7. Savings targets for each directorate were approved as part of the 2014/15 Budget and are set out in Appendix C to this report. These total £43.833 million against which an overall shortfall of £6.906 million was identified at the year end. This is a reduction of £269,000 compared to the projected shortfall reported at month nine. The shortfall is reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas of that directorate. The £4.0 million General Contingency Budget which was allocated to reflect the risk and planning status of the proposed savings offsets this shortfall

in 2014/15. The shortfall represents a significant challenge particularly given the level of further savings targets approved as part of the 2015/16 Budget. It is essential therefore that directorates continue to progress any outstanding savings from 2014/15 so that these are fully achieved in the current financial year. This will be reviewed as part of the financial monitoring process in 2015/16.

8. The Summary Revenue Account (SRA) consolidates the overall revenue position for the Council and includes various adjustments to the Council's accounts including the revenue impact of changes to the Council's bad debt provision, the revenue effect of balance sheet adjustments and any prior year revenue items which have impacted on the overall revenue position of the Council. As reported during the year, the SRA includes the additional funding of £823,000 which the Council received in respect of the Outcome Agreement Grant. The receipt of this grant was dependent on achieving the outcomes jointly agreed between the Welsh Government and the Council with deductions to be made if the outcomes were only partially achieved or not achieved at all. To reflect this, the 2014/15 Budget Report set out that the receipt of this grant was assumed at 75%. The additional £823,000 was based on successful performance in relation to 2013/14 and increased the funding from this source to £3.305 million.

9. The SRA includes a number of significant commitments including a provision of £394,000 in respect of potential costs against a local land charges claim that has been made against all local authorities. An increase of £218,000 was also made to the provision for potential costs arising from claims in relation to taxi licensing. Contributions were also made to new earmarked reserves: £150,000 to provide funding to support the Council's contribution to any regional development agreement in relation to the City Deal, £125,000 to provide funding for future social care safeguarding and preventative measures and £60,000 to fund due diligence work in relation to NDR debtors. The contingency budget of £2.515 million in relation to waste management costs linked to Project Gwyrdd was fully utilised with transfers made to a provision and earmarked reserve. An amount of £495,000 was transferred to a provision in order to meet future costs arising from the early termination of the contract in respect of automated public conveniences. This will enable revenue budget savings to be achieved in future years. The balance of £2.020 million was transferred to the Waste Management / Project Gwyrdd Reserve in order to support costs in this area in future years. The budget of £7.573 million which was held in the SRA to meet voluntary severance costs was fully utilised as set out below.

10. The funding of voluntary severance costs continues to pose a major challenge for the Council both in relation to current cost and in the medium term. This reflects the impact of the reductions required to be made to the workforce to meet the budget reduction requirement with significant costs being incurred in 2014/15. In total the severance costs incurred during the year amounted to £11.861 million of which £3.569 million was in relation to teaching staff and met from schools budgets, £402,000 was funded via the Housing Revenue Account, £86,000 was

funded by Harbour Authority grant, £117,000 from other grant funding and £16,000 from the Building Control Fee Earning Account. The balance of £7.672 million represents the amount required to be funded by the Council's General Fund. In line with the Code of Practice for Local Government Accounting this includes provision in the 2014/15 accounts for payments relating to severance costs paid in 2015/16 as a result of budget savings agreed in 2014/15. In addition, pension costs to the Council arising as a result of voluntary severance in 2014/15 total £3.583 million of which £93,000 was met in-year. The balance of £3.490 million is funded via the Pension Fund and will be repaid to the Fund over a five year period.

11. The strategy for managing the implications of the exceptionally high severance costs in 2014/15 and the medium term was set out in the 2014/15 and 2015/16 Budget Reports. In 2014/15 the cost to the Council's General Fund of £7.672 million was initially met from the base budget of £7.573 million which had been set aside specifically for this purpose. In line with the agreed strategy the balance of £99,000 was then borrowed from earmarked reserves. All funding was channelled via the Employee Changes earmarked reserve which was established both for this purpose and to manage costs in relation to the implementation of single status. The cumulative borrowing from other reserves in relation to the funding of voluntary severance costs in 2013/14 and 2014/15 now totals £4.377 million. This includes £3.164 million from the SOP Reserve, £501,000 from the Housing Options Centre Reserve, £364,000 from the Homelessness Reserve and £348,000 from the Housing Support Reserve. These amounts will be repaid from revenue budgets over the next three years as set out in the 2015/16 Budget Report.

12. The surplus on Council Tax increased from £2.1 million at month nine to £2.933 million at the year end. The increase is largely due to a saving against the Council Tax bad debt provision and reflects improvements to the overall collection rate. This was identified as part of the balance sheet review exercise undertaken in support of the 2015/16 Budget with an amount of £595,000 being identified at that time from a resetting of the provision for Council Tax bad debts. This amount will therefore be utilised as part of the funding of the 2015/16 Budget. Overall, the Council Tax surplus reflects a number of factors including a higher than estimated number of properties across the city, lower levels of exemptions and an improved collection rate resulting in an overall reduction to the bad debt provision. A saving of £1.651 million was also reported in relation to refunds of non domestic rates (NDR) on Council properties achieved through the appeals process. This was £277,000 higher than the figure reported at month nine. The overall level of refunds includes significant sums in relation to rebates for County Hall and City Hall. These backdated sums represent an exceptional and one-off source of income to the Council.

13. During the year expenditure was incurred on various corporate initiatives. These include funding contributions towards the Ice Rink, the UEFA Super Cup, the World Half Marathon, the Cardiff Half Marathon, Glamorgan Cricket Club, the Heineken Cup and the Children's Literature

Festival. In line with the 2014/15 Budget Report funding was also provided to support the continued operation of Pontprennau Community Hall during the year. The final outturn position on corporate initiatives showed an underspend of £11,000 and this is reflected in the outturn position for Corporate Management.

14. School balances currently stand at £0.613 million deficit. The main reason for this deficit is that £1.9 million of severance / redundancy payments were paid in 2014/15 over and above the budget held in schools. This figure will be charged to school budgets over a five year period commencing in 2015/16. A budget of £380,000 has been set aside within school budgets to fund this. The individual schools hold a surplus balance totalling £1.287 million.

15. The table below sets out the balances held by individual schools as of 31 March 2015 -

2014/15	£m	% of Delegated Budget
Primary	3.005	2.71
Secondary	(2.262)	(2.72)
Special	0.544	4.83
Total – Individual Schools	**1.287**	**0.62**
Severance/Redundancy Costs	(1.900)	
Overall Balance	**(0.613)**	

16. The Individual figures within the above table show a mixed trend with roughly half the schools across each phase reducing their balances and half increasing their balances.

17. Although the overall percentages of balances are within DfES guidelines there are significant variations between schools. The number of Primary schools holding balances in excess of the School Funding (Wales) regulations of £50,000 has increased from 22 to 32 whilst three Secondary / Special Schools hold balances in excess of the prescribed level of £100,000.

18. It was anticipated during the year that Primary schools as a group would reduce their balances considerably. However, a combination of grant funding and delays on the completion of work has led to greater than anticipated balances.

19. In setting individual school budgets for 2015/16, indications are that individual school balances which are in surplus are being used to set balanced budgets. However, this was also the case in 2014/15 and still overall school balances increased in totality. The Council will review individual school balances that are held in excess of the Welsh Government prescribed limits and consider if there is a need to claim back any excess surplus. Currently, the intention remains for it to only be

in the case where it is clear that the school is unable to spend them in a responsible and reasonable manner. Currently, no school fits this criteria.

20.   It is noted that there are twenty one schools in Cardiff with negative balances amounting to £3.76 million. Of that figure, £3.09 million is in respect of seven schools in the secondary sector. Work will continue in partnership with the individual school governing bodies to ensure that these deficits are managed downwards over a period of time.

21.   During 2014/15, Rumney High school closed and the deficit of £834,545 was charged to the School Organisation Plan reserve.

22.   In line with standard accounting practice a number of budgeted and anticipated contributions to and from reserves have been reflected in the 2014/15 accounts. In accordance with Council Minute 799(8) transfers to new earmarked reserves have also been effected and these are set out in Appendix D together with their purpose. Overall, Other Earmarked Reserves within the General Fund have increased by a net figure of £4.823 million during 2014/15. Significant contributions to this figure include the Cardiff Enterprise Zone reserve of £1.40 million, Waste Management/Prosiect Gwyrdd reserve of £2.020 million and the Insurance reserve of £1.03 million. Significant contributions from reserves include £1.28 million from the Schools Organisational Plan reserve and £571,000 from the Bereavement Services reserve. Reviews of earmarked reserves, provisions and other accounts have been carried out and amounts charged or released to the Council Fund Balance where appropriate. These transfers have been effected through the Summary Revenue Account.

23.   Following transfers to earmarked reserves and provisions the revenue outturn shows a surplus of £1.741 million. The table below sets out the movement in the accounts that make up that figure.

	£000
Net service position - Deficit	(7,461)
Contingency	4,000
Summary Revenue Account & Capital Financing	1,125
Contribution to new earmarked reserves	(524)
Surplus on Discretionary Relief	17
Council Tax collected in excess of budget	2,933
NDR refunds on Council properties	1,651
Net Revenue outturn - surplus	**1,741**

24.   From the surplus above £595,000 is set aside to be used to fund the 2015/16 budget as per the budget report.

25.   The position on the Council Fund Balance as at 31st March 2015 now stands at £13.154 million. The Section 151 Officer has reviewed this

reserve and considers the balance prudent given the unbudgeted risks that the Council faces albeit that the position will be further reviewed as part of the 2016/17 budget preparation. These financial risks were set out in the 2015/16 Budget Report.

Civil Parking Enforcement

26. Civil Parking Enforcement is a ring-fenced account. The income generated from car parking fees, moving traffic offences and residents permits is used to fund the operational costs and to subsidise the enforcement unit. Any surplus or deficit will be transferred to the Parking Reserve and can only be used for specific purposes such as supporting transportation services, parking and highway services in accordance with Section 55 of the Road Traffic Regulations Act 1984.

27. The trading position for 2014/15 showed a surplus of £3.874 million which consisted of income of £7.817 million and expenditure of £3.943 million. This represents a significant increase compared to the level of surplus achieved in 2013/14. The increase was largely due to the introduction of the Moving Traffic Offences scheme during the year albeit that income levels in this area were slightly below target.

28. Income figures showed an adverse variance of £481,000 compared to budget. This included lower than anticipated income of £388,000 on car parking fees, £111,000 on penalty charge notices and £9,000 on residents parking permits. Income from the Moving Traffic Offences scheme was also below target by £27,000. These were partly offset by other income of £54,000. Expenditure against budget showed an overall underspend of £293,000. This included vacancy savings and other employee underspends of £419,000, partly offset by additional costs in other areas including £55,000 on support services primarily in relation to ICT and CTS recharges above budget. In addition, premises costs were £23,000 above budget with the balance of the variance due to overspends on supplies and services and capital financing costs. The net effect of these was a deficit of £188,000 against budget.

29. When the trading surplus of £3.874 million is applied to the brought forward figure of £121,000 the balance in the Parking Reserve is increased to £3.995 million. However eligible expenditure totalling £3.926 million was drawn down from the reserve in respect of various items leaving a balance of £69,000 at the 31 March 2015.

Parking Reserve

2013/14		2014/15
£000s		**£000s**
681	Parking Reserve brought forward	121
2,877	Annual trading surplus	3,874
3,558		**3,995**
	Utilisation	
3,050	Contribution to overall provision for transportation	3,926
387	Cardiff East Park & Ride subsidy	0
3,437		3,926
121	**Parking Reserve Balance**	**69**

30. A statement setting out the outturn position on Civil Parking Enforcement is included as Appendix E to this report.

Housing Revenue Account

31. The Housing Revenue Account (HRA) for 2014/15 shows a surplus of £314,000; an increase of £114,000 compared to the position reported at month nine. The overall position as set out in Appendix F reflects a range of variances. This includes an underspend of £643,000 on employee costs reflecting vacancies and other savings against staffing budgets during the year. There was also a significant saving of £643,000 against supplies and services budgets, including insurance costs of £202,000, tenant's removal expenses of £102,000 and a range of other budget headings including IT costs, mobile working costs, court fees and bank charges. Other savings include an underspend of £835,000 in the level of HRA subsidy payable to the Welsh Government and an underspend on capital financing costs of £347,000. In addition, there was an underspend of £312,000 against the budgeted increase to the Bad Debt Provision. This budget provided for the potential impact on rent arrears of the new under occupancy rules. However, the year end position based on service area statistics of debt movements indicated a significantly lower impact than anticipated. The variance also included a saving of £252,000 on support staffing due to reduced staff recharges.

32. These variances were partly offset by a net overspend of £3,152,000 on premises costs. This position includes a deficit of £3,970,000 on the Housing Repairs Account, reflecting a combination of additional work together with the settlement of a significant number of external contractor invoices previously in dispute. This overspend also includes an unbudgeted £200,000 provision for future settlement of outstanding external contractor invoices still in dispute in relation to variations. The overspend on the Housing Repairs Account is partly offset by savings of £818,000 on other premises budgets. This includes savings of £300,000 in relation to the budget set up for additional street cleansing and litter services and an underspend of £200,000 on site clearance costs for the Housing Partnership Project. Other premises underspends including facilities management and utility costs account for the balance of the variance. In addition, there were savings of £70,000 on transport costs and £15,000 within third party payments.

33. Income budgets showed an overall over recovery of £349,000. A reduction in void allowances partly offset by rental and service charge income below target accounted for £216,000 of this variance. In addition, an increase in Supporting People grant for the two hostels within the Housing Revenue Account accounted for £42,000 of the variance. A £40,000 deficit in recharges mainly relates to lower than anticipated staff recharges to capital schemes. The balance of the variance was due to income above budget in relation to a number of miscellaneous income targets. It is proposed that the overall surplus of £314,000 on the HRA be transferred to HRA Balances and used to fund future initiatives and spend in the HRA Capital Programme including the Housing Partnership Project.

Activities Inherited from Cardiff Bay Development Corporation including Harbour Authority

Cardiff Harbour Authority

34. A new three year budget was agreed with the Welsh Government covering the period 2014/15 to 2016/17. The revised budget for 2014/15 was set at £6.397 million which represented a reduction of almost £1.2 million. This has increased the level of financial risk to the Council as any unforeseen costs have to be absorbed within the agreed fixed cost budget unless there are qualifications within the agreement. The funding reduction is to be achieved through a combination of staffing reductions, efficiency savings and increased income generation.

35. An additional claim for £12,000 was made during the year to cover costs associated with employee voluntary severance costs. This increased the budget allocation to £6.409 million.

36. The financial outturn at 31st March 2015 indicates an annual draw down of Welsh Government funding of £6.369 million, resulting in an overall variance of £40,000.

Budget Category	Budget £000	Out-turn £000	Variance £000
Expenditure	6,765	6,931	166
Income	(700)	(886)	(186)
Fixed Costs	**6,065**	**6,045**	**(20)**
Asset Renewal	332	324	(8)
Additional Claims	12	0	(12)
TOTAL	**6,409**	**6,369**	**(40)**

37. As no significant unforeseen circumstances arose during 2014-15 the contingency budgets to cover the associated risks were not required. This generated savings against the Environment and Groundwater monitoring budgets in addition to lower Barrage maintenance expenditure. Furthermore a significant increase in income was achieved mainly through additional car parking fees although higher levels were also achieved from harbour dues, water activities and various other sources.

38. Following an internal audit it became apparent that there was an over valuation of stock on the Balance Sheet. The majority of this related to items of equipment that should have been classified as assets rather than stock. To correct this it was necessary to write-down the value of stock which has partly offset the generated savings.

39. The underspend of £8,000 against the Asset Renewal budget reflected lower than anticipated costs against several schemes.

40. An additional claim was approved to part fund employee voluntary severance costs. However due to the more favourable outturn position this

was not required and will be returned to the Welsh Government in 2015-16.

41.   The balance in the Project and Contingency Fund at 1st April 2014 was £734,968. In year contributions of £165,122 were made reflecting two capital receipts from the disposal of land and the transfer of the share of the 2013/14 underspend against the Fixed Cost budget. The cost of the high ropes facility at Cardiff International White Water was £203,387 and this has been fully financed by the Fund. This leaves a balance at the 31st March 2015 of £696,703 which will be retained for further improvement work and as a contingency against any unscheduled maintenance which may exceed the Fixed Cost budget.

Capital

42.   The Council spent £82.5 million on capital expenditure across a range of services with £19.7 million of this in relation to Public Housing. Capital expenditure was funded from a number of sources including external grants and contributions, sale of surplus assets and also by borrowing money which will need to be repaid over time. Whilst £8.3 million of this borrowing is supported by WG, the additional unsupported borrowing of £28.3 million is required to be repaid by the Council from existing budgets or future land sales.

43.   Slippage involves either external funding or the Council's own resources being carried forward into future years, or brought forward into the current year in order to meet changed profiles of expenditure compared with those originally envisaged when the Capital Programme was set. Slippage can also arise as a result of alternative sources of funding being made available in year. In 2014/15 slippage of £60.256 million into 2015/16 is recorded across the General Fund and Public Housing. Slippage was identified early on key schemes, however the levels of slippage at Outturn is higher than predicted at Month 9 across Directorates.

44.   The delivery of capital projects is complex, may span a number of years and is influenced by a number of external and internal factors such as the weather and statutory and non statutory approval processes. Directorates are regularly reminded of the need to set achievable expenditure profiles and to identify slippage at an early stage.

45.   The paragraphs below summarise the Outturn position of the Capital Programme for both the General Fund and Public Housing, with further detail provided at Appendix G and H. It should be noted that this Outturn position together with the funding of the Capital Programme is subject to audit.

General Fund

46.   The Outturn for the year is £62.849 million, a variance of £62.842 million. This is represented by a net underspend of £3.035 million together with slippage of £59.807 million.

47. The net underspend of £3.035 million, includes a net underspend of £2 million for Transport Grants and £3.528 million for the Urban Broadband scheme. This was reduced by an overspend of just over £3 million on the Schools Organisation Planning Programme. Further detail in respect of the Capital Programme including these overspends is included in Appendix G.

48. The net slippage carried forward figure of £59.807 million includes £28.549 million for the Schools Organisation Planning Programme, £7.155 million for the Cardiff Enterprise Zone and £5.147 million for completion of highways schemes. Further details are included in Appendix H. This figure is higher than the slippage figure at Month 9 which was reported as £52.280 million.

49. A summarised General Fund Capital Outturn position against Directorates is shown in the table below. Further scheme detail is shown in Appendix G.

| Capital Programme 2014/15 | Budget | Outturn | Variance | Variance represented by: | |
				(Under)/ Over spend	Slippage
	£000	£000	£000	£000	£000
Communities, Housing & Customer Services					
Neighbourhood Regeneration	2,159	1,688	(471)	(19)	(452)
Citizen Hubs	2,857	1,645	(1,212)	0	(1,212)
Libraries	93	5	(88)	(12)	(76)
Housing	4,294	4,245	(49)	(49)	0
Economic Development					
Economic Development	8,595	4,287	(4,308)	(3,528)	(780)
City Development & Major Projects	8,808	1,653	(7,155)	0	(7,155)
Property and Asset Management	124	41	(83)	0	(83)
Education & Lifelong Learning					
Schools General	8,029	7,546	(483)	(10)	(473)
Schools Organisation Planning	42,588	17,219	(25,369)	3,180	(28,549)
Environment					
Waste Management & Recycling	1,960	380	(1,580)	83	(1,663)
Energy Projects & Carbon	5,682	1,113	(4,569)	0	(4,569)

Management					
Health & Social Care					
Adult Social Care	1,498	1,498	0	0	0
Resources					
Technology	3,251	757	(2,494)	0	(2,494)
Facilities Management	1,217	775	(442)	0	(442)
Central Transport Services	250	273	23	0	23
Corporate	750	0	(750)	(680)	(70)
Sport, Leisure & Culture					
Parks & Green Spaces	2,452	1,205	(1,247)	0	(1,247)
Leisure	5,288	1,094	(4,194)	0	(4,194)
Venues & Cultural Facilities	182	102	(80)	0	(80)
Bereavement & Registration Services	850	850	0	0	0
Harbour Authority	527	527	0	0	0
Strategic Planning, Highways, Traffic & Transportation					
Strategic Planning	262	38	(224)	0	(224)
Highway Maintenance	15,805	10,658	(5,147)	0	(5,147)
Traffic & Transportation	8,170	5,250	(2,920)	(2,000)	(920)
Total	**125,691**	**62,849**	**(62,842)**	**(3,035)**	**(59,807)**

Funding

50. The Council funded the General Fund Capital Programme from a number of sources including external grants, borrowing, revenue sources, capital grants and external contributions. A summary showing the funding sources for capital expenditure in 2014/15 is shown below:

General Fund - Funding Source for 2014/15 Capital Programme	Amount £M	% of Funding
WG supported borrowing	8.3	13.2
WG General Capital Grant	5.1	8.1
WG and other external grants	17.2	27.4
Additional unsupported borrowing	6.7	10.6
Invest to Save unsupported borrowing	20.4	32.5
Revenue & Reserves	1.8	2.9
Capital receipts	1.5	2.4
External contributions	1.8	2.9
Total	**62.8**	**100**

51. The Council received from WG general capital grant and support within the settlement to meet the revenue financing costs of a specified level of borrowing. These sources of funding totalled £13.4 million. In addition the Council can enter into unsupported borrowing which has to be fully

met through the revenue budget in future years. In 2014/15 the Council used unsupported borrowing of £27.1 million to support General Fund capital expenditure which equates to 43.1% of total funding. Of this £20.4 million was for 'Invest to Save' borrowing, repayable from revenue budgets with the remaining £6.7 million borrowing required to balance the budget.

Section 106 schemes

52. The table below shows the Section 106 and other contributions at Outturn compared to original projections at the time of setting the budget. It also shows the balance of contributions held at 31 March 2015 to be spent in later years. Where there has been continued slippage over years, it is essential that Directorates put in place plans and resources to ensure sums held are spent to provide improvements to services.

	Original Projection	Outturn	Variance		Balance as at 31.3.2015
	£000	£000	£000		£000
Traffic & Transportation	986	242	(744)		2,009
Parks & Sport	1,359	614	(745)		3,197
Neighbourhood Regeneration	129	92	(37)		284
Planning	112	46	(66)		568
Hubs	313	23	(290)		313
Libraries	0	0	0		12
Business Development	12	12	0		0
Economic Development	370	56	(314)		972
Housing	0	0	0		2,274
Schools	0	0	0		270
Total	**3,281**	**1,085**	**(2,196)**		**9,899**

53. The Parks Directorate slippage is due primarily to continued staff capacity issues within the landscape design service and the diversion of resources to accommodate work connected with the development of the Local Development Plan and the increase in planning related work.

54. The Traffic & Transportation Section 106 budget of £986,000 is made up of over 70 individual contributions, ranging in value from £1,000 to £122,000. Monies are used for schemes including: public transport improvements; telematics; bus shelters and bus boarders. The Directorate concentrated resources during 2014/15 on schemes which were externally funded, in order to avoid missing grant deadlines. The actual Outturn is £242,000 with schemes now profiled for implementation in future years.

55. The Hubs budget of £313,000 includes £109,000 for the new STAR Hub and £204,000 for phase one improvements at St Mellons Hub. Both these schemes are due to start on site in 2015/16.

56. A contribution held under Economic Development was received towards dilapidations costs at Llanrumney Hall. This is dependant on plans for alternative use of the site and is now expected to be utilised in 2015/16.

Capital Receipts

57. The Capital Programme approved by Council in February 2014 included an estimate of £1 million for non earmarked general fund capital receipts from development sites and the sale of non-operational property. The budget report of February 2015 also highlighted the need to accelerate a reduction in the Council's asset base to support the affordability of the Capital Programme. A total of £1.5 million was received in 2014/15 including £500,000 from the sale of industrial units at Ipswich Road Industrial Estate, and £547,000 for land at Oxford Street and Caxton Place.

58. Former operational sites including 150 Thornhill Road, Meteor Street home, Scientific Laboratory at Croft Street and Ely Library were appropriated to the Housing Revenue Account from the General Fund. The total value of the appropriation from the General Fund to the Housing Revenue Account during 2014/15 was £1.1 million. The latter two sites have been included in the second phase of the Partnering scheme being developed to increase the level of affordable housing in the city.

Public Housing

59. The Outturn for the Public Housing Capital Programme is £19.665 million compared with the budget of £20.114 million, with a variance of £449,000 which is recorded as slippage.

60. The table below summarises the funding sources for the 2014/15 Public Housing Capital Programme:

Public Housing - Funding Source for 2014/15 Capital Programme	Amount £M	% of Funding
Major Repairs Allowance (WG grant)	9.6	48.7
Additional unsupported borrowing	1.2	6.1
Revenue & Reserves	3.8	19.3
Other WG grants and contributions	1.9	9.6
Capital receipts	3.2	16.3
Total	**19.7**	**100**

61. The Outturn included £3.968 million spent on estate regeneration. The key schemes delivered within this in 2014/15 include: Trowbridge Mawr estate regeneration scheme (£1.066 million) which has progressed ahead of target. The scheme has delivered much needed improvements including new boundary walls, railings, gully and courtyard enhancements. A similar scheme is being delivered in Hodges Square and both schemes will continue into 2015/16.

62.   Other city wide external and internal improvements to buildings include kitchen and bathroom replacements (£913,000), communal flooring to flats (£1.125 million), windows and door replacements (£1.044 million), fencing upgrades (£927,000) and disabled adaptations (£1.948 million). The Directorate has replaced 1,353 inefficient boilers at a cost of £2.719 million with 'A' rated systems making a real impact against the issue of fuel poverty.

63.   Included in energy schemes is an allocation of £428,000 towards a solar scheme in Trowbridge Mawr which provided photo voltaic panels to 100 households, as part of the Council's commitment to the WG Outcome Agreement Grant. Additional grant funding was provided by WG in 2014/15 under the ARBED Grant. Of this £1.471 million has been spent on external wall installation which is line with the aims of this grant to reduce climate change and help eradicate fuel poverty.

64.   The Major Repairs Allowance (MRA) grant was fully utilised this year, the Directorate should continue to ensure that procurement and contracts are in place to ensure full use of MRA grant in 2015/16.

65.   Work has continued to clear Housing Partnership Programme sites of existing buildings ready for development. This includes the demolition of Ty Newydd, Llanrumney Housing Office and Depot. Relocation costs and works to start the demolition of Braunton Crescent accounts for a large proportion of the £958,000 expenditure.

Public Housing Capital Receipts

66.   Capital Receipts of £1.7 million were generated from the sale of Council dwellings under the Right to Buy scheme. A further £2.4 million has been generated from the sale of various freeholds and retained equity held. Receipts have been either set aside to repay debt in accordance with statutory requirements or used to pay for expenditure on the Capital Programme in 2014/15.

Treasury Management

67.   The Council continued to adopt a pragmatic approach to its treasury management activities in 2014/15. This was in accordance with the strategy approved at Council in February 2014.

68.   During the year periodic reports on Treasury Management were submitted and reviewed by the Council's Audit Committee as well as at Cabinet and Council meetings.

Investments

69.   At 31 March 2015, investments arising from temporary cash balances stood at £54.9 million. The balance of investments is taken at a point in time and will fluctuate depending on the timing of income and expenditure e.g. payments to suppliers, receipt of grants and capital receipts.

70.   The overall level of interest receivable from treasury investments totalled £504,000 including interest on the £1 million Local Authority Mortgage Scheme indemnity. The average rate of interest on investments achieved for 2014/15 was 0.61% which compared favourably against the 7 day LIBID rate of 0.35% and the 3 Month LIBID rate of 0.43%. Whilst performance compared to industry benchmarks is positive, the historically low rate of return can be attributed to the Bank of England base rate which has remained at 0.5% during 2014/15.

71.   The counterparties (organisations) with whom the Council invests were closely monitored in accordance with the criteria set out in the Council's Investment Strategy for 2014/15. Where possible the Council sought to diversify investments across organisations.

Borrowing

72.   At the 31 March 2015 the Council's total external borrowing was £470.5 million. This was predominantly made up of fixed interest rate borrowing from the Public Works Loan Board (PWLB) payable on maturity.

31 March 2014			31 March 2015	
£m	**Rate (%)**		**£m**	**Rate (%)**
420.7		Public Works Loan Board (PWLB)	418.1	
52.0		Market	52.0	
0.6		Other	0.4	
473.3	**5.22**	**Total External Debt**	**470.5**	**5.19**

73.   The average rate on the Council's borrowing reduced from 5.22% at 31March 2014 to 5.19% at the 31 March 2015. Total interest paid on external debt was £24.678 million, of which £4.806 million was charged to the Housing Revenue Account.

74.   The maturity profile of borrowing at 31 March 2015 is shown in the chart below.

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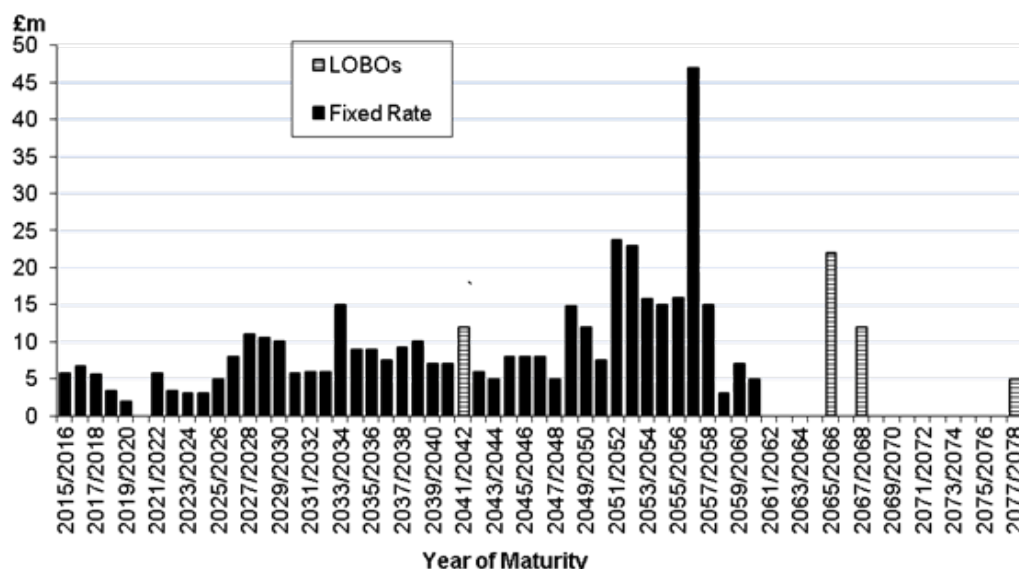
75. During 2014/15 the Council repaid £7.818 million of maturing loans. Whilst borrowing rates have remained higher than investment rates for most of 2014/15, the Council has undertaken internal borrowing which involves using temporary cash balances in the short term rather than undertaking external borrowing. In addition to the short term financial benefits, it also reduces exposure to credit risk. The risk attached to internal borrowing is that the Council may have to borrow at higher rates in the future when borrowing becomes a necessity. The level of internal borrowing at 31 March 2015, subject to audit is £26 million.

76. In recognition of these risks, £5 million of the Council's long term borrowing requirement was undertaken to partially mitigate against the risk of rising longer term interest rates. This was taken at a rate of 3.52% and with a maturity of 24 years. The decision took into account advisor's trigger rates for new borrowing as well as Audit Committee comments about exposure to significant levels of internal borrowing.

77. Whilst not reflected in the position as at 31 March 2015. in line with previous reports to Council and Cabinet, the Council undertook £187 million of PWLB loans in April 2015 to make a settlement payment or 'Buy-out' from the Housing Revenue Account Subsidy System. Further details of the payment and Treasury Management implications of the settlement payment will be reported as part of the first Budget Monitoring report of 2015/16.

Reasons for Recommendations

78. The report is for information and serves to complete the financial monitoring processes for 2014/15.

Legal Implications

79. It is a Council responsibility to set the budget and policy framework and to approve any changes thereto or departures there from (save for the provisions of the Constitution that provide for the Cabinet to approve such changes or departures in urgent circumstances). It is a Cabinet responsibility to receive financial forecasts including the medium term financial strategy and for the monitoring of financial information.

Financial Implications

80. Overall, a comparison of revenue spend against budget shows a surplus of £1.741 million of which £595,000 is already committed to supporting the 2015/16 Budget.

81. Directorate budgets showed an overspend of £7.650 million at the year end with overspends of £5.368 million in Health & Social Care, £2.312 million in Children's Services, £1.008 million in Education & Lifelong Learning and £687,000 in Sport, Leisure & Culture. These were offset by underspends in other directorates and by savings in areas such as Council Tax collection and NDR refunds on Council properties.

82.   A shortfall of £6.906 million was reported against the £43.833 million budget savings targets for 2014/15. This is a concern particularly given the level of savings targets approved as part of the 2015/16 Budget. It is essential that directorates continue to progress any outstanding savings from 2014/15 so that these are fully achieved in the current financial year.

83.   Overall, severance costs of £7.672 million were required to be funded by the Council's General Fund. This was an exceptional level of cost reflecting the impact of the workforce reductions necessary to meet the budget reduction requirement. The costs were funded from available base budgets together with borrowing from earmarked reserves in line with the financing strategy set out in the 2015/16 Budget Report.

84.   The Council Fund Balance at 31 March 2015 is £13.154 million of which £595,000 is already committed to supporting the 2015/16 Budget. The Section 151 Officer has reviewed this reserve and considers the balance prudent given the unbudgeted risks that the Council faces albeit that the position will be further reviewed as part of budget preparation for 2016/17. These financial risks were set out in the 2015/16 Budget Report.

85.   Overall, schools increased their individual reserves by £953,000 (net) in 2014/15 however this does not include the impact of £1.9 million of severance / redundancy costs which will be charged to schools over a five year period commencing in 2015/16. When this is taken into account the overall position on reserves reduced by £947,000.

86.   The Capital Programme Outturn for the General Fund and Public Housing for 2014/15 is £82.514 million resulting in a total variance of £63.291 million of which £60.256 million is in relation to slippage. The level of slippage has been high throughout the year and as highlighted in previous monitoring reports directorates are reminded of the need to allocate sufficient resources to support the delivery of capital schemes and to report slippage as early as possible

87.   The table below shows the movements in projected General Fund slippage from Month 4 through to Outturn. Slippage of over £51 million has been identified since month 6 which indicated that slippage in reporting at an early stage within the financial year however regardless of this the overall quantum of slippage is too high. In addition there was an increase in slippage between month 9 and outturn of £7.721 million.

88.   In respect of General Fund schemes, excluding SOP, the increase from Month 9 to Outturn of £6.637 million principally relates to increases in Highways Maintenance £3.448 million, Technology £583,000 and Cardiff Enterprise Zone £539,000. For SOP schemes the increase in the level of slippage between month 9 and Outturn was £1.084 million. The overall SOP slippage is in the main linked to resetting the SOP Programme following a resubmission of the overall strategic business case to Welsh Government and the Cabinet approval of the reconfigured scheme in March 2015.

General Fund Slippage	Month 4 reported slippage	Month 6 reported slippage	Month 9 reported slippage	Outturn slippage
	£M	£M	£M	£M
General Fund (excluding SOP)	20,247	23,961	24,815	31,258
SOP schemes	20,546	27,159	27,465	28,549
Total	**40,793**	**51,120**	**52,280**	**59,807**

89. In respect of General Fund schemes, excluding SOP, the increase from Month 9 to Outturn of £6.637 million mainly relates to increases in Highways Maintenance £3.448 million, Technology £583,000 and Cardiff Enterprise Zone £539,000.

90. As detailed above directorates have a responsibility to plan and project capital expenditure within a capital programme effectively. To do otherwise can impact on the effective allocation of resources and can also have an associated impact on projecting the level of capital charges within the revenue budget.

91. Directors have previously been reminded of the importance of minimising and reporting slippage. This position will be emphasised again and a lessons learned document will be produced for 2014/15 focusing on the main areas of slippage so that the main reasons can be documented against standardised categories to allow consideration at a council wide level of reasons for this occurrence.

RECOMMENDATIONS

The Cabinet is recommended to note:

(1)   the report and the actions taken in respect of the Council's accounts for 2014/15
(2)   that this report will form an Appendix to the Financial Statements report to be considered at the Council meeting in September 2015

CHRISTINE SALTER
Corporate Director Resources
26 June 2015

The following Appendices are attached:

Appendix A   -   Revenue 2014/15
Appendix B   -   Directorate Variances
Appendix C   -   Budget Savings 2014/15
Appendix D   -   Earmarked Reserves
Appendix E   -   Civil Parking Enforcement 2014/15
Appendix F   -   Housing Revenue Account 2014/15
Appendix G   -   Capital Scheme Updates
Appendix H   -   Capital Programme 2014/15

REVENUE 2014/2015	CASH LIMIT BUDGETS			OUTTURN			VARIANCES				VARIANCES		
	Gross Controllable Budget £000's	Income £000's	Net Expenditure £000's	Gross Controllable Spend £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's	Contribs to new reserves £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
Service Area													
Childrens Services	51,412	(5,331)	46,081	53,735	(5,342)	48,393	2,323	(11)	2,312	0	2,323	(11)	2,312
Communities, Housing & Customer Services	250,728	(207,624)	43,104	249,492	(207,245)	42,247	(1,236)	379	(857)	0	(1,236)	379	(857)
Corporate Management	26,907	(311)	26,596	26,754	(300)	26,454	(153)	11	(142)	0	(153)	11	(142)
County Clerk & Monitoring Officer	4,136	(264)	3,872	5,029	(1,175)	3,854	893	(911)	(18)	0	893	(911)	(18)
Economic Development	9,721	(9,107)	614	11,522	(10,913)	609	1,801	(1,806)	(5)	0	1,801	(1,806)	(5)
Education & Lifelong Learning	309,147	(79,363)	229,784	309,671	(78,879)	230,792	524	484	1,008	0	524	484	1,008
Environment	46,203	(19,616)	26,587	46,538	(20,121)	26,417	335	(505)	(170)	63	398	(505)	(107)
Health & Social Care	110,944	(15,812)	95,132	116,558	(16,184)	100,374	5,614	(372)	5,242	126	5,740	(372)	5,368
Resources	29,232	(10,692)	18,540	28,606	(10,658)	17,948	(626)	34	(592)	0	(626)	34	(592)
Sports, Leisure & Culture	49,541	(34,220)	15,321	51,372	(35,364)	16,008	1,831	(1,144)	687	0	1,831	(1,144)	687
Strategic Planning, Highways and Traffic & Transport	49,250	(22,358)	26,892	49,128	(22,240)	26,888	(122)	118	(4)	0	(122)	118	(4)
Capital Financing etc	39,477	(3,517)	35,960	38,835	(3,113)	35,722	(642)	404	(238)	0	(642)	404	(238)
General Contingency	4,000	0	4,000	0	0	0	(4,000)	0	(4,000)	0	(4,000)	0	(4,000)
Summary Revenue Account	12,555	0	12,555	12,798	(1,130)	11,668	243	(1,130)	(887)	335	578	(1,130)	(552)
Discretionery Rate Relief	250	0	250	233	0	233	(17)	0	(17)	0	(17)	0	(17)
Total	993,503	(408,215)	585,288	1,000,271	(412,664)	587,607	6,768	(4,449)	2,319	524	7,292	(4,449)	2,843
NDR refunds on Council properties	0	0	0	0	(1,651)	(1,651)	0	(1,651)	(1,651)	0	0	(1,651)	(1,651)
Council Tax Collection	0	0	0	0	(2,933)	(2,933)	0	(2,933)	(2,933)	0	0	(2,933)	(2,933)
Total	993,503	(408,215)	585,288	1,000,271	(417,248)	583,023	6,768	(9,033)	(2,265)	524	7,292	(9,033)	(1,741)

REVENUE   **APPENDIX B**

The main variances against directorate revenue budgets were as follows:

Capital Financing (£238,000)   **(£500,000) Month 9**

1.   The capital financing budget for the General fund includes items such as external interest payable on borrowing, interest receivable and prudent provision for the repayment of historic capital expenditure funded by borrowing. The surplus for the year was £238,000, with the main variances highlighted below.

2.   The Council continued to utilise internal borrowing where deemed manageable in accordance with its Treasury Management Strategy for 2014/15 and slippage in the Capital programme also deferred the need to undertake external borrowing during the year. Whilst the cost of borrowing is greater than the opportunity cost of interest receivable on investments, deferring borrowing can result in short term savings, however it could also result in increased longer term rates should interest rates for future borrowing rise. Deferral of borrowing compared to when originally planned as well as a higher share of interest payable by the HRA in accordance with required statutory formula, has resulted in a saving of circa £1.25 million during 2014/15. Interest receivable on investments was also £200,000 higher, however these benefits were offset in part by reduced interest receivable from the 21st Century school financial model and other invest to save schemes than originally budgeted. This amounted to £570,000 and reflected slippage in the capital programme. The Council was able to maintain its prudent approach to provision of repayment of debt in line with the policy set at Council in February 2014, including making additional provision for capital expenditure totalling £700,000 incurred in previous years, which will assist in meeting savings targets in future years.

Children's Services +£2,312,000   **+£1,600,000 Month 9**

3.   The outturn position for Children's Services shows an overspend of £2.3 million, an increase of £712,000 compared to the position reported at month nine. The change reflected a number of factors including increased costs in relation to external residential and fostering placements, leaving care, adoption fees and allowances and external legal costs. These were partly offset by savings in other areas including Child Health & Disability and through the utilisation of grant funding to reduce costs in relation to training and youth justice. The financial position reflects the allocation of the £950,000 specific contingency budget which formed part of the Council's 2014/15 budget. The allocation was approved by Cabinet as part of the consideration of the month four report on 18 September. This provided initial funding for the cost of the Managed Social Work Service with the balance of the contingency allocation partly offsetting the additional cost of external placements. The Managed Social Work Service was a one-off additional resource designed to reduce

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backlogs and enable effective alignment of social work resources. The initial cost was estimated at £600,000 however an extension of the service to April 2015 increased the cost by £225,000 in 2014/15 with a further £50,000 to be funded in 2015/16.

4.   Although the directorate received an additional budget realignment of £2.7 million as part of the 2014/15 budget process, on-going pressures on the budgets for external placements, leaving care support costs, adoption fees and allowances, external legal costs and the Managed Social Work Service have all contributed to the overspend. These pressures were alleviated to a certain extent by mitigating actions taken in respect of guardianship allowances which provided a significant offsetting saving during the financial year. Total savings of £2.516 million were achieved against the £2.655 million savings targets set as part of the 2014/15 budget leaving a shortfall of £139,000. This is reflected in the directorate outturn position.

5.   An overspend of £2.424 million was reported in respect of external placements for looked after children with on-going pressures on external residential placements and a significant rise in the number of external fostering placements increasing costs in these areas. The overspend of £1.3 million on the external fostering budget reflected a significant increase in the number of placements with numbers increasing by 37 compared to the equivalent period in 2013/14. Although there was only a small increase in residential placement numbers in 2014/15 there was a noticeable increase in projected costs due to the relative cost mix of individual placements. The overspend of £1.1 million in this area also reflected the impact of significant cost growth in the previous year. With external residential placements typically costing in excess of £150,000 per annum and the average cost of an external fostering placement estimated at £37,000, even a small increase in numbers can have a significant impact on costs.

6.   Other costs of looked after children, including support for those leaving care in the +16 age group also reported a significant overspend of £367,000. The overspend largely reflects the continuing high cost of supported accommodation together with other support and allowances for homeless children aged 16 and over. Costs in this area have increased significantly in recent years and are also affected by the cost of accommodating asylum seeker children. The overspend on leaving care support was partly offset by savings on social work and personal advisor staff budgets. An overspend of £541,000 was also reported in relation to adoption fees and allowances. This follows a significant increase in the numbers placed for adoption both during the previous year and in 2014/15 and in the previous year. Whilst this resulted in higher fees and allowances, the increase in adoptions will have prevented higher expenditure on more expensive forms of care. This is partly offset by savings of £281,000 on internal fostering allowances and staff budgets within the in house Fostering and Adoption Service. Other overspends include £350,000 in relation to external legal advice and court fees with over £1 million spent in this area in 2014/15. The additional cost of £225,000 in relation to the extension of the Managed Social Work Service is also reflected as an overspend within the overall position as is an overspend

of £118,000 on safeguarding budgets mainly as a result of an increase in agency staff.

7.   A saving of £415,000 was reported in relation to guardianship orders with no increase in the level of the residential order allowances taking place during 2014/15.   The saving was partly offset by an increase in the number of allowances which is reflected in the figure above.   A saving of £354,000 was reported in respect of development, admin and training budgets reflecting underspends on staffing and training budgets and maximisation of available grant funding at the year end. Staffing costs in social work teams and family support reported an underspend of £301,000 reflecting a significant reduction in the number of agency social workers employed within the service during the year. This reflected the impact of the active recruitment initiatives and the realignment of resources within the social work teams. A saving of £320,000 was also achieved in relation to Child Health & Disability Commissioning budgets mainly in respect of domiciliary and respite care. This follows a significant reduction in spend in this area in the last two years based on a new process of reviews. A saving of £118,000 was also reported in the Youth Offending Service mainly as a result of staffing savings.

Communities, Housing & Customer Services
(£857,000)   (£612,000) Month 9

8.   The outturn position for the directorate shows a saving of £857,000, an increase of £245,000 compared to the position reported at month nine. The increase was mainly due to a further saving against the budget provision for the Council Tax Reduction Scheme, additional income in Customer Services and further savings within Partnerships and Community Engagement. Total savings of £2.405 million were achieved against the £2.886 million savings targets set as part of the 2014/15 budget leaving a shortfall of £481,000 in the financial year. This is reflected in the directorate outturn position. The shortfall was mainly in relation to the Central Library and the Community Buildings review. However, this was more than offset by the savings against the budget provision for the Council Tax Reduction Scheme and by other savings within the directorate.

9.   Housing and Neighbourhood Renewal functions reported an overall saving of £918,000. This included a saving of £1.060 million on the Council Tax Reduction Scheme representing 3.6% of the revenue budget for the scheme. This reflected claimant numbers during the year and was £100,000 higher than previous projections at month nine. There was also a saving of £78,000 on the Disabled Facility Service mainly as a result of staff vacancies. These were partly offset by overspends in other areas including £131,000 in relation to gypsy sites reflecting unforeseen highways and repair works at the Rover Way site. An overspend of £89,000 was also reported in relation to housing and benefit functions with underspends on face to face customer services, service development and improvement, student support and homelessness budgets offset by overspends in other areas including systems and subsidy and assessment and support budgets.

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10. A saving of £201,000 was reported in respect of Partnerships and Communities. This included the impact of in-year vacancies, additional income and underspends on neighbourhood grants and projects and the Neighbourhood Management Fund. Other areas of savings within the directorate included £87,000 in Customer Services reflecting additional income and savings against the Community Alarm functions, £57,000 as a result of vacancy savings in Into Work Services, £45,000 on Supporting People reflecting vacancies in the administrative team, £34,000 within Service Management and Support and £2,000 in Adult and Community Learning. The savings were partly offset by an overspend of £485,000 in the Library Service. This included a shortfall of £297,000 against the savings targets for the Community Buildings Review which reflected the timetable for the related restructurings and completion of property moves. A shortfall of £146,000 was also incurred in relation to the budget savings target for the Central Library mainly due to the timing of the restructure process. The balance of the overspend on the Library Service was mainly due to income shortfalls partly offset by vacancy savings. An overspend of £2,000 was also reported in relation to Neighbourhood Regeneration.

Corporate Management (£142,000)   **On target - Month 9**

11. The outturn position for Corporate Management shows a saving of £142,000 as compared to the balanced position previously reported at month nine. The improvement was mainly due to a significant reduction in costs within Media & Communications together with savings against senior management budgets and Policy & Cabinet Support. Total savings of £2.059 million were achieved against the £2.129 million savings targets set as part of the 2014/15 budget leaving a shortfall of £70,000 in the financial year. This is reflected within the outturn position. The shortfall relates to budget savings targets in Media & Communications.

12. The overall position includes a saving of £96,000 on general expenses and other costs. Significant variances in this area include savings of £44,000 arising from the Council's new banking arrangements and £64,000 from a reduction in external audit fees. There were also savings on Oracle licence costs, payments to the Mid Glamorgan Superannuation Fund and transition grants. These were partly offset by additional costs in relation to office restructuring. The overall position within Corporate Management also included savings of £47,000 against senior management budgets, £19,000 in relation to staff savings in Policy & Cabinet Support and £10,000 against the Corporate Initiatives budget. These were partly offset by an overspend of £25,000 on the Coroners budget reflecting a late notification of the charge for 2014/15 and £6,000 of various income shortfalls and other costs.

13. The outturn position for Media & Communications showed a balanced position. This includes an overspend of £70,000 in Media of which £60,000 related to income shortfalls linked to the budget savings targets for 2014/15. There was also an overspend of £86,000 against Capital Times reflecting a

shortfall in advertising income compared to previous years. These were offset by a saving of £156,000 in Communications of which £122,000 reflects underspends on Communication project budgets.

County Clerk & Monitoring Officer (£18,000)   (£29,000) Month 9

14.   The outturn position shows a saving of £18,000 a reduction of £11,000 compared to the position reported at month nine. Total savings of £458,000 were achieved against the £494,000 savings targets set as part of the 2014/15 budget leaving a shortfall of £36,000 in the financial year. This is reflected in the directorate outturn position and was mainly due to one of the two scrutiny research income generating projects for Welsh Government not progressing.

15.   The overall position included savings of £23,000 in Democratic Services, £22,000 in Bilingual Cardiff and £19,000 in Protocol Services all largely due to underspends on employee budgets. These were partly offset by an overspend of £35,000 in Scrutiny Services mainly due to shortfalls against income targets as indicated above and by an overspend of £13,000 in Member Services reflecting overspends on supplies and services budgets, including translation costs.

Economic Development (£5,000)   + £97,000 Month 9

16.   The directorate outturn position shows a saving of £5,000, an improvement of £102,000 compared to the position reported at month nine. The change included reduced overspends within Major Projects and Property, further savings on budgets in Tourism and a surplus on Construction and Design. Total savings of £1.205 million were achieved against the £1.509 million savings targets set as part of the 2014/15 budget leaving a shortfall of £304,000 in the financial year, however this was offset by savings elsewhere within the Directorate. This is reflected in the directorate outturn position.

17.   An overspend of £66,000 was reported in relation to Major Projects mainly due to a shortfall in income for the sponsorship of the naming rights in connection with the Doctor Who Experience. The issue of the naming rights arose during 2013/14 and continued to be a problem in 2014/15. There was also a shortfall in the recovery of staff costs from capital schemes in Regeneration. The overspends were partly offset by savings in other areas within Major Projects including the Cardiff International Pool subsidy and an underspend on ISV maintenance budgets. An overspend of £75,000 was reported in relation to property budgets. This includes a shortfall of £130,000 in rental income from non operational properties within Land and Buildings with the £197,000 budget savings target from rent reviews only partially achieved. An overspend of £59,000 was also reported in relation to the Cardiff Market mainly due to shortfalls in income. These were partly offset by employee savings and additional recharge income elsewhere within Property Services.

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18. A saving of £76,000 was reported in respect of Business & Investment. This included a surplus of £95,000 against the workshops estate and a saving of £93,000 on economic development initiatives. These were partly offset by a net deficit of £24,000 on the Cardiff Film Unit and by other costs including the contribution made to Cardiff Business Council in relation to the Cardiff Convention and match funding for the EU funded AT Brand Project. Other savings within the directorate included a £42,000 surplus on Construction and Design work and £30,000 in Tourism reflecting a combination of employee savings and additional income.

Education & Lifelong Learning +£1,008,000   +£1,410,000 Month 9

19. The outturn position for Education & Lifelong Learning shows an overspend of £1.008 million, a reduction of £402,000 compared to the position reported at month nine. The change reflected a number of factors, the most significant being a lower than anticipated level of commitments in respect of out of county placements for children with special educational needs (SEN). Cost reductions were also identified in relation to Service Improvement, Management and Support, Early Years and Childcare and Wellbeing and Compliance. These were partly offset by additional commitments within Centrally Funded Education. Total savings of £6.010 million were achieved against the £6.512 million savings targets set as part of the 2014/15 budget leaving a shortfall of £502,000 in the financial year. This is reflected in the directorate outturn position.

20. An overspend of £517,000 was reported in relation to Education Grant Expenditure. This was mainly due to external factors and in particular the notification by the Welsh Government in October of in-year grant reductions in respect of the Minority Ethnic Achievement Grant (MEAG) and School Effectiveness Grant (SEG). This was identified as a significant monitoring issue earlier in the year and discussions took place with the Welsh Government to try to find a resolution. This proved unsuccessful, however efforts have been made to minimise the impact on the Council's Revenue Account both in 2014/15 and on-going in 2015/16. An overspend of £511,000 was also reported in respect of Centrally Funded Education. This was mainly in respect of previously agreed costs for tribunals, exit costs for school staff and interventions to improve school standards. It also included an overspend of £49,000 on the Music Service and £13,000 on Storey Arms both of which were due to lower than anticipated income levels.

21. An overspend of £289,000 was reported in relation to School Improvement, Management and Support Services mainly as a result of predicted shortfalls against savings targets. This included £177,000 on education management and £200,000 on business support both of which were delayed due to the timing of the Estyn monitoring visit. An overspend of £80,000 was also reported in relation to Early Years and Childcare. This included a shortfall of £120,000 in respect of the NOVUS Grant which was reduced following issues highlighted by the Wales European Funding Office in relation to the Council's

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match funding arrangements. An overspend of £60,000 was also incurred in relation to the County Hall Nursery reflecting the timing of the closure and a shortfall against budget savings targets. These were partly offset by savings on staffing budgets within the overall Childcare Service.

22. A significant improvement was identified in respect of Inter-Authority Recoupment and Special Educational Needs budgets at the year end with the overall position showing a saving of £43,000. The improvement was mainly due to a lower than anticipated level of commitments in relation to out of county placements although this still showed an overspend of £50,000 at the year end. There were also overspends of £22,000 against services of a specialised nature and £13,000 against the Pupil Referral Unit however these were more than offset by a saving of £128,000 on home and hospital tuition.

23. An underspend of £132,000 was reported in relation to Wellbeing and Compliance reflecting savings on building security and health and safety training. Other savings within the directorate included £106,000 in Catering, £87,000 in Cleaning and £27,000 in Lifelong Learning. The position in Lifelong Learning included a saving of £235,000 against the Youth Service although this was partly offset by additional costs arising from the occupation of the Friary and the Parade.

Environment (£170,000)   **+£350,000 Month 9**

24. The directorate outturn position shows an overall saving of £170,000, a reduction of £520,000 compared to the position reported at month nine. This represents a significant improvement, particularly compared to the £1.239 million overspend which was projected earlier in the year at month four. In addition to meeting the in year pressures the Directorate has also achieved a further £2.956 million in savings and adsorbed a savings shortfall of £344,000 to outturn with a positive overall net savings position of £170,000. The improvements reflect a range of operating efficiency measures, rigorous application of attendance policies, a deep and continuous analysis of waste flows and costs alongside improved commercialisation in all areas. This resulted in reduced agency costs and contractual spend, a reduced spend on supplies and residual and organic waste disposal contracts coupled with increased licensing, commercial collections and treatment/ disposal income. These were partly offset by in year pressures in relation to the post sorting of waste in order to achieve recycling targets and a reduced saving on external contractor processing costs due to increased recycling tonnages in the last quarter of the year.

25. Total savings of £2.956 million were achieved against the £3.300 million savings targets set as part of the 2014/15 budget leaving a shortfall of £344,000 which is reflected in the directorate outturn position. The final position also includes the allocation of the £350,000 contingency budget to meet shortfalls in income at the Material Recycling Facility and a further £242,000 to reflect the ongoing pressures arising from the reductions in Sustainable Waste Management (SWM) Grant which has been reduced by

circa £500,000 since 2012/13. These allocations were approved by Cabinet as part of the consideration of the month four report on 18th September.

26. An overspend of £837,000 was reported in relation to Recycling Processing. This included an overspend of £437,000 on the Material Recycling Facility (MRF) caused by increased external processing of end of line materials that no longer had a market and a shortfall in savings due to a delay in implementing a new shift pattern. In addition there was an income shortfall from sales due to volatility in the materials market and changes to higher quality standards of end products. After adjusting the budget for the contingency allocation income still showed a shortfall of £252,000. The revised shift patterns are now in place and efficiency changes made to process more recycling in house. An overspend of £231,000 was reported against other processing costs mainly in relation to the processing of recycling materials captured at the Household Waste Recycling Centres (HWRCs). Most of this would have previously been charged to SWM Grant but reduced grant funding meant this was no longer possible. An overspend of £169,000 in relation to post sorting of waste was necessary in order to continue to support diversion activities from landfill and to mitigate the high financial risk of recycling fines.

27. Landfill and Aftercare reported a surplus of £588,000 which included a number of significant variances. This included an underspend of £892,000 against external processing of residual waste reflecting reduced tonnages as a result of the waste diversion into recycling processing activities undertaken. This significant reduction was the result of more detailed analysis of waste flows, recycling processing being cheaper and also reflected a saving on external transportation and bulking costs due to the extended life of the Lamby Way site. A saving of £322,000 was also achieved in relation to landfill tax also reflecting reduced tonnages and recycling diversion activities. These were partly offset by an overspend of £360,000 in relation to landfill diversion reflecting the cost of recycling processing two years of road sweepings to an external operator diverting away from landfill or energy from waste. The budget for landfill and aftercare also reported an overspend of £266,000 which reflected a shortfall against some savings targets and the additional costs of keeping the Lamby Way landfill site operational for the entire year offset by increased income for inert materials and from gas generation.

28. An underspend of £271,000 was reported in relation to Collection Services with a saving of £369,000 on household waste collections partly offset by overspends of £113,000 on bulky waste collections and £15,000 on commercial waste collections. The commercial waste position has improved significantly since the previous year due to the increased external income contracts and controls on expenditure. The saving on household waste collections reflected a number of factors with savings of £518,000 on employee costs and £89,000 on supplies and services budgets partly offset by additional vehicle costs of £238,000. The overspend on bulky waste collections was mainly due to the cost of operatives involved in the collection of white goods which is an area affected by the reduction in SWM grant

funding. There was also a shortfall in income due to more residents applying for a free service than originally profiled.

29. Cleaner Cardiff reported an underspend of £222,000 with savings on employee costs partly offset by additional vehicle costs.

30. An overspend of £22,000 on Waste Strategy, Education and Enforcement reflected increased costs on the depots partly offset by savings on project support costs and waste recycling and education. Management & Support shows an overspend of £41,000 primarily in relation to various overhead costs.

31. An underspend of £25,000 was reported in respect of Energy & Sustainability. This was mainly due to savings on employee budgets and a more favourable recovery of staff costs against grants. This was partly offset by a shortfall of £62,000 against the savings targets for 'Invest to Save' and 'Invest to Earn' energy schemes.

32. Regulatory Services reported an overspend of £99,000, a significant improvement compared to previous projections caused by a combination of lower expenditure and higher income. The final position included an overspend of £106,000 in Licensing due to a combination of income shortfalls, a one-off cost in relation to a new database system and an overspend on employee costs. An overspend of £146,000 was also incurred at the Analyst Laboratory reflecting a shortfall against the savings target for 2014/15 together with additional costs of maintaining the service whilst new contract arrangements were implemented. In addition there was a shortfall of £40,000 relating to unallocated savings. These pressures were partly offset by savings elsewhere within the service including £95,000 in Public Protection, £43,000 in Consumer Protection and £25,000 in Regulatory Management & Support. A saving of £74,000 was also reported in relation to Housing Enforcement however £63,000 of licensing income was subsequently transferred to a new earmarked reserve in order to meet future costs over the five year period of the licence.

Health & Social Care +£5,242,000   +£5,595,000 Month 9

33. The outturn position for Health & Social Care shows an overspend of £5.242 million, a reduction of £353,000 compared to the position reported at month nine. The change reflected a number of factors including a lower than anticipated level of commitments in respect of continuing health care (CHC) and deprivation of liberty (Dols). It also reflected a fall in the number of domiciliary care hours delivered in recent months and reduced costs as a result of maximising available grant funding at the year end. Total savings of £3.229 million were achieved against the £6.213 million savings targets set as part of the 2014/15 budget leaving a shortfall of £2.984 million in the financial year. This is reflected in the directorate outturn position.

34.   The overall position reflected a combination of increased demographic pressures and subsequent demand for services, cost increases and the shortfall of £2.984 million against the budget savings referred to above. The overspend was despite a budget realignment of £5.1 million which was allocated as part of the 2014/15 budget process in order to meet known pressures at that time together with a further £1.3 million in order to meet new demographic pressures in 2014/15. The overspend included £5.1 million on externally commissioned services with significant overspends in relation to services for older people, people with learning disabilities, people with physical disabilities and mental health services. An overspend of £849,000 was also reported in relation to direct services, mainly due to a shortfall against the budget savings targets including the reconfiguration of the Hafod contract. These were partly offset by savings in other areas within the directorate including Assessment and Care Management.

35.   The overspend within externally commissioned services included £2.364 million in respect of older people, £1.421 million in relation to people with learning disabilities, £647,000 in mental health services and £644,000 in relation to people with physical disabilities. The overspend in relation to older people reflected a range of factors. Although the rate of growth in the provision of domiciliary care has been relatively stable and was lower than in previous years, there was still a combined growth of 1.8% in the level of domiciliary care and direct payments compared to 2013/14. This implied cost growth of £260,000 with additional costs also arising due to a partial shift from framework providers to more expensive spot contracts. Increased expenditure of £1.1 million was also incurred in nursing care. This largely reflects increases in the commissioned cost of a nursing placement. The overspend on commissioning services for older people also included an element of shortfall against the 2014/15 budget savings targets.

36.   The overspend of £1.421 million in Learning Disabilities included increased expenditure of £1.0 million on residential services. This reflected an increase of 13 new college placements during the year together with the impact of placements which commenced in the latter part of 2013/14, some of which had been Continuing Health Care (CHC) and previously funded by Health. The overspend also included some increases in direct payments together with a shortfall in the savings targets for the Closer to Home Project and increased supported living costs. The overspend of £647,000 in Mental Health reflected a range of factors including increased costs of additional supported living packages which commenced in the latter part of the previous year. There were also increased residential care and nursing costs some of which related to former CHC placements and which had previously been funded by Health. There was also a £200,000 shortfall against the budgeted savings for the Mental Health Closer to Home Project. The overspend of £644,000 in relation to people with a physical disability was mainly due to additional costs of direct payments and domiciliary care together with some shortfalls against budget savings targets.

37.   The outturn position in Direct Services included an overspend of £778,000 on residential care budgets for older people. This was mainly due to the shortfall

of £750,000 against the budget saving relating to the reconfiguration of the contract arrangements with Hafod Care and reflected the difficulties that have occurred in finalising the potential transfer or closure of the Cathedral View Home. An overspend of £398,000 was also reported in relation to the Council's internal supported living service again mainly due to a shortfall against budget savings targets. These overspends were partly offset by savings of £140,000 in Home Care, a surplus of £126,000 on the Joint Equipment Store and net savings of £61,000 in other areas within Direct Services. The surplus on the Joint Equipment Store has been transferred to a new earmarked reserve to reflect the pooled budget arrangement as set out in the Section 33 Agreement.

38. A saving of £669,000 was reported in relation to assessment and care management and occupational therapy budgets. This reflected the number of staff vacancies during the year but also included the impact of management actions to reduce the number of agency social workers employed within the service. A saving of £18,000 was also reported in relation to management and support budgets also mainly as a result of savings on staffing budgets.

Resources (£592,000)   (£326,000) Month 9

39. The directorate outturn position shows a saving of £592,000, an increase of £266,000 compared to the position reported at month nine. This reflects reduced costs and increased income in a number of areas including Fleet Management, Facilities Management, Human Resources and Finance. These were partly offset by increased costs in Business Administration. Total savings of £4.998 million were achieved against the £5.593 million savings targets set as part of the 2014/15 budget leaving a shortfall of £595,000 in the financial year. This is reflected in the directorate outturn position.

40. Significant cost reductions were achieved across the directorate largely through managed savings on employee budgets or as a result of additional income. This included savings of £282,000 in Finance, £141,000 in Organisational Development, £123,000 in Enterprise Architecture, £76,000 in Legal Services, £61,000 in Commissioning & Procurement and £11,000 in Improvement & Information. A saving of £164,000 was also reported in relation to Human Resources with savings against employee budgets and the Cardiff Academy partly offset by a shortfall of £189,000 against the budgeted surplus on Cardiff Works. A saving of £56,000 was also reported in relation to Fleet Management with an underspend in the workshops offsetting overspends on management and support and the Fabrication Unit. An overspend of £90,000 was reported in relation to ICT services including a shortfall of £60,000 against savings targets for the Customer Relationship Management Project however this was offset by a saving of £91,000 against the ICT Holding Account due to a reduction in hardware and software purchases.

41. These were partly offset by overspends in Facilities Management, Business Administration and Health & Safety. Facilities Management reported an

overspend of £175,000 with overspends on repairs and maintenance, cleaning and building support partly offset by savings in other areas including a £182,000 surplus on the Building Services Trading Account. An overspend of £103,000 on Business Administration was mainly due to a reduction in the level of recharge income whilst in the case of Health & Safety the overspend of £47,000 reflected a shortfall against the savings target relating to the proposal to work jointly with other councils.

Sport, Leisure & Culture +£687,000   **+£712,000 Month 9**

42.   The directorate outturn position shows an overspend of £687,000, a reduction of £25,000 compared to the position reported at month nine. The overspend was mainly due to a shortfall of £902,000 against the £5.289 million budget savings targets for 2014/15. In addition to this target, the Harbour savings requirement of £1.2 million which was fully achieved resulted in the Directorates overall savings target for the year being £6.489 million. A range of additional service pressures were also identified during the year although these were offset by savings elsewhere within the directorate with increased income and reduced subsidies achieved in relation to a number of services compared to the previous financial year.

43.   An overspend of £382,000 was reported in relation to Culture, Venues and Events. This included an overspend of £80,000 at St. David's Hall and the New Theatre including a shortfall of £300,000 due to the issues and timescales involved in securing a new management operator. This was partly offset by increased retained income and savings on employee and operational costs. Challenging income targets resulted in shortfalls of £262,000 in Catering and £115,000 at the Mansion House. The Events budget also reported an overspend £70,000 with reductions in commercial income only partly offset by cost reductions on Council sponsored events. Other overspends included £22,000 in respect of the Arts Management Unit and £11,000 on the Cardiff Story Museum. These were partly offset by surpluses of £79,000 for the Castle and £63,000 in relation to functions at City Hall. Other areas were broadly in line with budget or reported small surpluses. Overall, record surpluses were achieved in respect of the Castle, St. David's Hall, New Theatre and Commercial Catering.

44.   Leisure Services reported an overspend of £425,000. This included £311,000 in relation to leisure and sports facilities, with a shortfall of £240,000 due to delays in achieving the budget saving for the temporary closure of Eastern Leisure Centre as a result of the project having to be re-tendered and design amended. A shortfall of £71,000 was also identified against savings targets based on increased income and reduced subsidies. An overspend of £121,000 was reported against community halls mainly due to delays to the community asset transfers at Maes-y-coed Road and Plasnewydd. These were partly offset by surpluses on other halls. As previously agreed the costs relating to Pontprennau were offset by corporate funding in 2014/15. Other overspends within Leisure Services included £49,000 on Leisure Support and £29,000 on Leisure Management both arising from unachieved savings.

These were partly offset by savings in other areas including £75,000 on specialist facilities. This saving was mainly in relation to the Cardiff Riding School which showed a reduction against subsidy of £55,000 resulting in an overall trading surplus of £22,000. Other savings on specialist facilities include increased income of £14,000 at the motorcycle initiative and reduced operating costs at Insole Court. The Cardiff International White Water Facility reported a saving after subsidy of £8,000 with a surplus of £3,000 also reported in relation to the Sailing Centre.

45.   An overall saving of £166,000 was reported in Parks and Sport largely due to a managed underspend on employee costs across the division. This was partly offset by overspends in other areas of the budget including £125,000 in relation to the disposal of waste generated through litter clearance, bin emptying and fly tipping. This reflected both an increase in the amount of waste collected and the disposal costs. An overspend of £40,000 was also incurred in relation to the planned introduction of car parking charges at Pontcanna and Llandaff Fields due to the time required in ensuring the relevant traffic regulation orders were in place. A saving of £24,000 was achieved against the Flatholm budget largely due to a reduction in staff costs.

46.   Play Services reported an overspend of £12,000 reflecting a shortfall against the £320,000 savings target which formed part of the 2014/15 budget. The savings achieved reflected the impact of restructuring the service together with additional in-year savings from the retention of vacant posts and careful management of agency and operating budgets. Other overspends within the directorate included £33,000 in Management & Support relating to unachieved savings and £1,000 in the Registration Service. In line with expectations the £222,000 trading surplus in Bereavement Services was transferred to reserves in order to fund future investment in the service.

Strategic Planning, Highways and Traffic & Transport
(£4,000)   **On target - Month 9**

47.   The Directorate outturn position shows a saving of £4,000 as compared to the balanced position previously reported at month nine. This included a shortfall of £549,000 against the £7.253 million savings targets set as part of the 2014/15 budget however this was offset by savings in other areas in order to achieve a balanced position. The overall position included an overspend of £199,000 arising from delays to management restructurings and other service support costs. There was also a small overspend in the Highways Service however these were offset by savings in Traffic & Transportation and Strategic Planning & Building Control.

48.   An overspend of £2,000 was reported in relation to the Highways Service. This included an overspend of £142,000 in Highway Operations of which £123,000 was due to a shortfall against the budget savings target for the highways maintenance redesign restructure. The balance of the variance was mainly due to an under-recovery of income. An overspend of £92,000 was also reported in relation to Drainage Works with additional spend on drainage

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repairs and lower than anticipated income levels. These were partly offset by savings in other areas including £110,000 in Highway Maintenance Management resulting from savings against vacant posts, supplies and services budgets and income above target. Other savings included £51,000 in Asset Management where a shortfall against the budget savings target for street works was more than offset by increased recharges to capital and grant funded schemes and by savings on expenditure in relation to bridges. Savings of £32,000 on Street Lighting and £39,000 arising from vacancy savings and other underspends within the Operational Manager budget were also reported.

49.   An underspend of £149,000 was reported in relation to Traffic and Transportation. This included a saving of £126,000 in Public Transport reflecting reduced staff costs as a result of vacancies and recharging for bus shelter staff, additional income from concessionary fares relating to the number of passes in circulation and other operational savings. These were partly offset by departure income below target and premises cost overspends at the Central Bus Station. A saving of £65,000 was also identified in relation to the school crossing patrol budget as a result of staff vacancies at low risk sites. Other savings included £28,000 in the Infrastructure Design Service primarily due to a managed saving on maintenance at the Riverwalk site, £19,000 in the Road Safety Education Team, £10,000 in Transport Strategy reflecting recharge income in excess of target for the Metro Project and £7,000 against Traffic Surveys. These were partly offset by an overspend of £59,000 within Transport Projects reflecting a shortfall against the savings proposal for increased income from Traffic Regulation Orders and chargeable road closures. This was partly offset by additional recharge income. An overspend of £47,000 was also reported in relation to Telematics reflecting shortfalls in budget savings partly offset by managed underspends within the Butetown Tunnel maintenance budget. A balanced position was reported in relation to School Transport with contributions from the Education Trust and the School Organisation Plan Reserve supporting funding pressures in this area.

50.   In line with the budget a drawdown of £3.926 million was made from the Parking Reserve and is reflected in the overall position on Traffic and Transportation. The outturn and accounting arrangements in relation to the Civil Parking Enforcement Account are set out in the main report and as an appendix to the report.

51.   The Planning and Building Control Service reported a saving of £56,000. This included a surplus of £70,000 in relation to the Building Control non fee earning service reflecting staff vacancies and additional income from fire risk assessment works undertaken by the unit. A saving of £26,000 was also reported in relation to the Strategic Planning Service with shortfalls against budget savings targets offset by underspends on supplies and services budgets, income above target and staff vacancies. These were partly offset by an overspend of £39,000 within the Development & Control Division. This included a shortfall of £14,000 against the increased target for planning receipts of £1.887 million together with overspends on employee budgets.

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These were partly offset by an over-recovery of £14,000 in respect of Section 106 income.

52.   The Building Control Fee Earning Account achieved a year end surplus of £236,000 due to a combination of staffing underspends and income above target. This is a ring-fenced account and does not form part of the directorate outturn position. In line with previous practice the surplus will transfer to an earmarked reserve and be re-invested into the service in future years.

DIRECTORATE SAVINGS 2014/15

OUTTURN

+

Directorate	Number	DIRECTORATE SAVINGS 2014/15	Total Saving (£'000)	Savings achieved (£'000)	Savings not achieved in 2014/15 (£'000)	Comments
Children's Services	7	**150 Thornhill Road** - The home has been closed for 18 months. The design of the home is not fit for purpose and it is unlikely to be able to offer the type of residential experience the Council would want for looked after children locally. Other projects such as the Social Impact Bond (SIB) and the Children's Services Accommodation Strategy are seeking to improve services for looked after children and achieve better outcomes. The proposal ensures the establishment at Crosslands Children's Home is fit for purpose.	772	755	17	Home closed and staff savings realised via VS and vacancy deletion. Some residual property costs prevented realisation of full saving.
Children's Services	8	**Out of Area Residential - Social Impact Bond (SIB) Project** - The outcome of the SIB Feasibility study provides a robust business case that provides opportunities for significant savings to be achieved. Potential providers and investors have been identified as part of the study. The approaches that have been considered for the project have an evidence-base and have demonstrated success in other areas. The saving could be achieved alongside improving outcomes for this cohort of looked after children. The implementation of the project is subject to a procurement with the current proposal reflecting a part year saving.	122	0	122	Procurement process for a Payments by Results contract completed in final quarter of 2014/15. Step down of Children from expensive out of county placements into enhanced fostering placements will not now commence until 2015/16.
Children's Services	9	**Review of external children's placements -** The service is currently identifying children whose needs would be better met in placements in Cardiff with a view to planning for their return to the area. Any such moves would be subject to close consultation with each child, their birth family and partner agencies to ensure that prospective moves offer a better option for each child. Initial reviews of a relevant cohort suggests that there are children for whom this is already thought to be preferable and whose return could be moved on more effectively. This proposal would cover the period up until the introduction of a Social Impact Bond (SIB).	365	365	0	Step downs from expensive out of county placements were achieved.
Children's Services	10	**Barnardo's Family Support Community Team -** This is an externally commissioned service which forms part of Cardiff's range of family support services. The service was introduced more recently to provide a specific long term support service for parents who have been identified as having a mild to moderate learning difficulty. The purpose of the service is to improve the children's experience by being brought up in a supportive home over the longer term. Realising this saving would mean reverting to the level of service that existed previously for parents with additional needs in keeping with statutory obligations.	201	201	0	Saving achieved contract ended 31/3/2014.
Children's Services	11	**Removal of Referral Order Case Manager Post -** The Referral Order Case Manager carries out a range of tasks and works as part of a service which includes 4.5 posts; the rest of the service will absorb the shortfall. The post is currently vacant.	25	25	0	Loss of manager post via VS.
Children's Services	12	**Removal of Case Management post -** This OM1 post was intended to support the management and delivery of services for vulnerable children and their families. The post is vacant. A structural realignment is in progress and these duties have been reassigned within the restructure.	71	71	0	Post deleted.

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Children's Services	13	**Removal of post of CareFirst Project Manager** - This grade 8 post is responsible for maintaining the CareFirst budget, contract relationship management, CareFirst training programme, co-ordination of work across directorates, process maps, flexible and mobile working initiatives (not yet implemented), system integration developments (not yet implemented), Electronic Document Management System (not yet implemented). The duties can be absorbed within existing resources.	45	45	0	Post deleted
Children's Services	14	**Youth Offending Service (YOS) Business Support Budgets** - Reduction to budgets including travel costs, printing and stationery, telephony, subsistence, postages and software budgets.	24	24	0	Relevant budgets adjusted and saving achieved.
Children's Services	15	**Reduction in Business Support Staff -** In total this proposal equates to a reduction of 3.4 FTE staff. 0.4 FTE, Grade 4 post currently provides support to the Business Planning process, Annual Council Reporting Framework (ACRF) and maintains Children's Services Corporate Intranet Service. The hours are currently vacant due to flexible retirement. The proposal also comprises deletion of 1 x Grade 4 and 1 x Grade 3 post which currently provide business support to 150 Thornhill Road. A further Grade 4 post was a job share - one partner has retired and the other is seconded elsewhere in the Council.	75	75	0	Relevant savings achieved via deletion of vacant posts and VS.
Children's Services	16	**Reduction in Local Safeguarding Children Board (LSCB) Budget** - the budget was established to fund two LSCB posts. The Executive Board of the LSCB has agreed a new funding formula for these posts involving agreed contributions from all partner agencies. This is an efficiency resulting from collaboration.	61	61	0	New funding formula agreed by LSCB board. Contributions from constituent board members provided funding to cover costs releasing the saving.
Children's Services	17	**Removal of Placement Team Manager post -** The functions of this post are already covered by interim arrangements. The deletion of this post will be made achievable by making these arrangements permanent however there may be a short term skills and knowledge gap in this area.	48	48	0	Post deleted.
Children's Services	18	**Withdrawal of part funding for young carer's service -** a family support service for young carers with high level needs who meet eligibility criteria is currently commissioned from Action for Children at cost of £79k. It is proposed that the service is not re-commissioned when the contract expires at the end of March 2014. Instead it is proposed that part of the funding is used to create a dedicated post that sits within Family Support to undertake assessments on Young Carers. It is proposed that a saving be made of £39k.	39	39	0	Commissioned service ended 31/3/2014
Children's Services	19	**Removal of Volunteer Co-ordinator post** - the proposal relates to the withdrawal of the volunteer co-ordinator post. The post holder currently manages a volunteer support worker who has responsibility for recruiting, training and supporting a group of befriender volunteers. The post holder is also responsible for the recruitment, training and support of a small group of mentors who work with care leavers.	38	38	0	Post deleted.
Children's Services	20	**Reduction in Staff Training and Development Posts** - three x Grade 8 posts from the Social Care Staff Training and Development Centre. The proposal relates to the deletion of 1 x Children's Services Training Officer, 1 x Back Care Advisor and 1 x Practice Learning Opportunity Officer (social worker student placements). All three post holders have requested VS and wish to be released before April 2014. There is currently capacity within the team and the duties can be absorbed.	127	127	0	Various post deletions in Training and Development due to VS. Also some realignment with SCDWP grant.

Children's Services	21	**Family Group Conference Project -** the Family Group Conference Service is commissioned externally from Tros Gynnal and it facilitates family group meetings (FGM) and the preparatory work required for these to take place. FGM is a method of engaging with families to support them to find a solution to addressing high level challenges they face. The project currently pays for up to 25 FGMs per year and the contract is in place until July 2014. If the saving is taken we would need to give early notice on the current contract. Children's Services will as now, continue to facilitate meetings between family members in order to explore best options although there may be some delays in terms of meeting-time availability.	40	40	0	Contract ended 31/3/2014
Children's Services	22	**Barnado's Family Support to Black & Minority Ethnic (BME) Families** - Barnardo's provide a bespoke family support project for BME families of children in need/ children in need of protection. Current provision enables families to have an element of choice regarding whether they receive the services directly from Children's Services or from Barnardos, in future the provision will only be met internally.	50	50	0	Contract ended 31/3/2014
Children's Services	23	**Reduction in investment in Independent Advocacy Service** - currently Tros Gynnal provides the advocacy service which includes independent and confidential information, advice, advocacy, representation and support. Children's Services have a statutory duty to provide advocacy services for LAC (including care leavers) and children in need who wish to make a complaint. The current contract expires in July 2014. The saving will come from recommissioning the service in a more efficient way, without detriment to individual advocacy support to young people. There is a residual risk that we will not be able to support participation at the existing level.	25	25	0	New contract arrangements in place.
Children's Services	24	**Withdrawal of After Adoption Commissioned Service -** the After Adoption Contract provides a range of post adoption support service. If we did not provide these services we would fail in relation to our statutory responsibilities to adoption. In reality Cardiff has struggled to find sufficient adopters to attend SafeBase programmes and therefore its impact locally has been limited. Cardiff is currently collaborating with 3 other local authorities to develop a regional adoption service that will seek to improve many of the outcomes identified above. The regional work will include the development of a detailed model of service delivery and within this work there will be an opportunity to explore how adoption support can be more effectively and efficiently delivered in the future. However, there is likely to be a gap between the withdrawal of this service if the saving is accepted and the implementation of the new model for a regional adoption service. However, this can be managed by reconfiguring in house resources.	46	46	0	Contract ended 31/3/2014. In house adoption support service implemented.
Children's Services	25	**Reduction in Operational Manager Support -** The level and organisation of OM support will be subject to review with a view to rationalising and reducing capacity to support OMs and delivering the saving.	30	30	0	Relevant posts identified for deletion.
Children's Services	26	**Removal of Family Assessment budget** - the family assessment budget is used to fund children and their parents in residential assessment units. This is not a route favoured by the Court although assessments may be required if directed. There is a significant underspend in the current financial year.	205	205	0	There was a significant underspend on the family assessment budget in 2013/14 as court directives for family assessment significantly declined. No expenditure in 2014/15.
Children's Services	27	**Funding of Paediatric social workers** - these are fully funded by charitable organisations with no requirement for the current budget of £17k.	17	17	0	No requirement for budget in 2014/15.
Children's Services	28	**Youth Offending Service Realignment** - there are currently four teams and the proposal is to realign to three teams, reducing the number of managers from four to three.	51	51	0	Saving achieved through restructuring.
Children's Services	29	**Reduction in Carefirst expenditure -** The CareFirst budget is showing a significant underspend in the current financial year.	100	100	0	Saving achieved.

Children's Services	30	**Reduction in Family Support posts -** Withdrawal of 3 posts from one of the two family Support Community Teams that provide family support to families with longstanding and complex needs that meet the Children's Services eligibility criteria. Typically these are families where children are at risk of becoming Looked After (LAC) or are Looked After with a return home plan, children on the Child Protection Register (CPR) and families in the Public Law Outline (PLO).	78	78	0	Posts identified for deletion.
Children's Services		**Total Children's Services**	**2,655**	**2,516**	**139**	
Communities, Housing & Customer Services	36	**Communities, Housing & Customer Services Directorate Restructure** - Full restructure within the directorate. Savings will equate to approximately £317k.	317	317	0	This is a combination of VS and realignment of recharges to the HRA in line with the new senior management structure.
Communities, Housing & Customer Services	37	**Council Grant Reductions** 10% Reduction - Partnerships & Citizen Focus Grants (43k), Cardiff Gypsy & Traveller Project (£5k) Grants to Cease - Equality Development (£5k), Community Development Grant Scheme (7k) **Split with Community Development, Co-operatives & Social Enterprise.**	5	5	0	Spend reduced in line with proposal.
Communities, Housing & Customer Services	37	**Council Grant Reductions** 10% Reduction - Partnerships & Citizen Focus Grants (43k), Cardiff Gypsy & Traveller Project (£5k) Grants to Cease - Equality Development (£5k), Community Development Grant Scheme (7k) **Split with Health, Housing & Wellbeing.**	55	55	0	Budgets were cut and spend reduced accordingly.
Communities, Housing & Customer Services	38	**Deletion of Senior Business Officer** - Post has been vacant for twelve months and duties are being covered by team. £21k of post relates to HRA.	13	13	0	Post deleted and savings achieved.
Communities, Housing & Customer Services	39	**Transfer of Funding for Planner Post** - It is proposed that one Planner Post (Grade 7) is funded from the Direct Revenue Funding element of the Neighbourhood Renewal Schemes Annual Capital Sum.	40	40	0	Budget realigned in line with the proposal and savings achieved.
Communities, Housing & Customer Services	40	**Deletion of Development Assistant Post** - it is proposed to delete the Development Assistant post within Housing Development (HD). The proposal is to pool the administration resource between HD & Disabled Facilities Service and to use the vacant HRA post to increase the Housing Revenue Account (HRA) recharge across the admin team to the equivalent of a grade 5. The pooling of administration resources will enable review of the level of administration posts within the team moving forward.	33	33	0	Post deleted, recharge to HRA adjusted and savings achieved.
Communities, Housing & Customer Services	41	**Review Business Support within Housing Development and Assisted Living -** Review business support within newly formed team. Potential to delete one FTE (50% General Fund).	13	13	0	Post deleted and savings achieved.
Communities, Housing & Customer Services	42	**Removal of Improvement Officer Posts (Customer Services)** - Deletion of a vacant Improvement officer post (Grade 3) and one occupied Improvement Officer Post which will be made possible through redeployment. The vacant post has been vacant for a number of months and any essential work relating to the post has been covered without significant impact.	49	49	0	Post deleted and savings achieved.

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Communities, Housing & Customer Services	43	**Reduction in C2C Opening Hours - 8.30am - 5pm (Mon - Fri)** - C2C currently opens 8am-6pm Mon-Fri. Services include payment of council tax bills, parking enforcement calls, waste management and benefit enquiries, and repair reporting calls. It is proposed that these hours be reduced to 8.30am - 5pm in order to be able to release 2.5FTE and achieve further savings. C2C reduced hours in April 2013 (previously opened until 7pm and on Saturday mornings). Whilst this made call handling more challenging, C2C have not received a complaint in relation to the reduction in hours. Whilst reducing opening times will allow a reduction in FTE, it is not anticipated that this will lead to a reduction in call volumes. This will increase the difficulty of achieving service levels and is likely to mean increased wait times for customers. The impact of out of hours call handling services (e.g. for repair reporting calls) would also need to be considered.	58	58	0 Post deleted and savings achieved.
Communities, Housing & Customer Services	44	**Deletion of Resource Supervisor (Complaints) - General Fund element (35%)** - Deletion of Resource Supervisor post. As the post is 65% Housing Revenue Account (HRA) funded, only 35% of the total budget will form part of the savings proposals. Two posts cover House and Neighbourhood Renewals (HANR) complaints but one is sufficient to manage the workload.	8	8	0 Post deleted and savings achieved.
Communities, Housing & Customer Services	45	**Increase external income - Community Alarm Services (CAS) -** Increase external income through new contracts, increased service promotion and new products (Romad, Vega etc). A Marketing Officer is due to commence work shortly, to assist in increasing commercial activity with a view to increasing income streams. The service is currently submitting a tender for a telecare contract with a Housing Association valued at approximately £200k per annum. The saving proposal is less than this to enable some income to be retained for staff costs and to support expansion. CAS are also in discussions with a number of other Housing Associations and external agencies regarding handling of telecare / out of hours calls. Finally, CAS are looking to promote a new lone working product/system - Romad; targeted at clients suffering from dementia.	100	100	0 Saving achieved.
Communities, Housing & Customer Services	46	**Community Building Review -** The administrations commitment to join up local services within Community Hubs will continue to be rolled out with a focus on meeting local needs, making services more accessible and convenient and reducing the number of operational buildings. The aim is to provide Community Hubs in areas of identified need by reviewing the services and buildings currently in operational use and to join up face to face services in one, accessible location linked to more mobile provision in a wider range of community venues. This builds on the success of the pilot hubs and initiatives such as the Neighbourhood Librarian service taking library services out into schools and other venues to encourage literacy and reading. The experience of developing the hub concept so far has confirmed that the new method of delivery is popular and delivers savings. This saving is predicated on previous experience of general fund revenue savings associated with the Hub strategy with a focus on service retention and building reduction. As proposals come forward consideration will be given, where appropriate, to alternative uses or building transfer. Specific	535	238	297 There was a part year impact due to the timescales for related restructurings and completion of property moves and closures etc. 2014/15 final savings were £238,000, resulting in a shortfall of £297,000. This included the East and South West (Ely) Hub developments.
Communities, Housing & Customer Services	47	**Restructure of Policy, Partnerships and Citizen Focus service** - A proposed restructure of the Policy, Partnership and Citizen Focus service has been developed which includes a saving of £466k. The new structure retains capacity for the statutory responsibilities which the Council has in relation to partnership working, production of the Single Integrated Plan, community safety and delivery of the Strategic Equality Plan but will require wider ownership of partnership working responsibilities by the rest of the organisation and responsible directorates to ensure we meet our statutory partnership and equality duties Through the restructure it is proposed that the existing service will be split into a number of teams to enable a stronger focus on the policy development of the organisation and ensure that the Council is able to effectively co-ordinate the policy capacity of the Council to help inform decision making; enable a team focussing on partnership working and collaboration and allow the alignment of the equalities function within the wider decision making process.	466	428	38 There was a part year impact of this target due to the timescale for consultation, interviews etc linked to the restructure. Some savings were realised due to the voluntary severance of several postholders effective end of 2013/14. Final savings amounted to £428,000 with the full target to be achieved in 2015/16.

Communities, Housing & Customer Services	48	**Funding of Restorative Approaches Delivery Officer** - Full funding for this post can be achieved from Families First Funding, releasing budgetary provision and providing a saving.	24	24		0	Funding realigned and savings achieved.
Communities, Housing & Customer Services	49	**Reduction in Policy, Partnerships and Citizen Focus Project Budgets (Partnership initiatives) -** Reduction in project budget.	5	5		0	Savings achieved.
Communities, Housing & Customer Services	50	**Removal of Benefit Officers/Support Officers Vacant Hours** - There are a number of benefits and support officer posts within the benefit service where the member of staff has reduced their hours and the remaining hours have not been filled for some time. It is proposed to delete these additional hours.	54	54		0	Achieved through deletion of hours for a number of part time postholders previously with full time funding, offset by the loss of related Admin Subsidy grant. Achieved in full.
Communities, Housing & Customer Services	51	**Removal of Benefit Team Manager Posts** - There are six team manager posts within the Benefit Service. This proposal would reduce the number to four. The service has been operating with five teams for some time with no issues and the level of experienced staff within the teams will allow for an increase in the size of the remaining four teams.	84	84		0	Posts deleted in line with the proposal and savings achieved in full.
Communities, Housing & Customer Services	52	**Review of number of senior staff within the Benefit Teams** - Replace Grade 5/6 benefit posts with lower graded temporary posts. Posts are either vacant or will be released through voluntary severance. Savings will be offset by the creation of four temporary grade 4 posts within the structure.	64	64		0	Posts deleted and temp posts created in line with the proposal. Net savings achieved in full.
Communities, Housing & Customer Services	53	**Review of Support Team** - 1) Delete Development Co-ordinator Post through Voluntary Severance - £37k 2) extend mentor role to include support and monitoring of housing staff and recharge 30% to the Housing Revenue Account, saving £50k.	87	87		0	Post deleted and realignment of recharge to HRA in line with the proposal. Saving achieved.
Communities, Housing & Customer Services	54	**Removal of anti-social behaviour budget from Community Safety** - Following the realignment of Community Safety within the directorate and the transfer of substance misuse to Health. This budget was initially retained but has not been required for 2013/14, and it is therefore proposed to delete.	87	87		0	No spend against this budget in 2013/14 and budget now cut in line with the proposal. Achieved.
Communities, Housing & Customer Services	55	**Housing Strategy, Support and Lettings Spend to Save Budget** - The spend to save budget was created for projects within Homelessness. However, this budget can be released as an earmarked reserve is available to assist with initiatives to manage the Council's homelessness duty.	87	87		0	Budget reduced and saving achieved.
Communities, Housing & Customer Services	56	**Customer Management Programme Review -** Generate savings as a result of the Customer Management Programme.	50	50		0	This saving has been realised as part of the overall CHC restructure.
Communities, Housing & Customer Services	57	**Removal of Housing and Neighbourhood Renewal (HANR) Outreach Worker post** - Deletion of vacant post.	35	35		0	Posts deleted in line with the proposal and savings achieved in full.
Communities, Housing & Customer Services	58	**Removal of Higher HUB Clerical Assistant post** - Deletion of vacant post.	17	17		0	Posts deleted in line with the proposal and savings achieved in full.

Communities, Housing & Customer Services	59	**Central Library - Changes to Service Delivery** 1) Closure of Local Studies Dept within Library - Stock and material transferred to the Glamorgan Archives. Deletion of 3 posts. 2) Merge 2 Departments:- Leisure & Community Languages. Deletion of 1 post. 3) Closure of Reception Introduction of a concierge service – Currently up to 3 members of staff on reception at present. Plan to change to 1 with other Library staff providing cover where necessary. 4) Central Library - Re-modelling of Reader's Requests. Service-Integration of Readers Requests into specialist Departments rather than being dealt with by a dedicated post. 5) Central Library -Introduction of fixed Timetabling & closure of secondary help desks. Deletion of 4 posts relating to secondary help desks. Planned to maintain assistance through 1 main help desk on each floor. 6) Closure of Library 1 day per week, closure of additional floor and lease of 2 floors to generate income.	500	354	146	Part year impact due to the timing of staff and union consultation, ringfencing, interviews and appeals processes. The target will be fully achieved in 2015/16.
Communities, Housing & Customer Services	60	**Council Tax Reduction Scheme -** a budget allocation exists in respect of the Council Tax Reduction Scheme which is in relation to the fixed funding provided by Welsh Government. This funding was supplemented by an additional amount in 2013/14 in recognition of caseload risk. The amount released recognises that current caseload remains at a lower level than anticipated. This position will continue to be carefully monitored.	100	100	0	This target has been achieved and reflects claimant numbers and service area expenditure data.
Communities, Housing & Customer Services		**Total Communities, Housing & Customer Services**	**2,886**	**2,405**	**481**	
Corporate Management	1	**Communications and Media Teams** – Restructure of the Communications and Media Team.	320	310	10	Savings achieved as a result of the staff restructure with £10k shortfall in 2014/15 due to in-year redeployment costs.
Corporate Management	2	**Realign communications and media priorities** - Realign priorities against an agreed strategy to reduce the communications and media budget	79	79	0	Budgets were reduced and the saving achieved.
Corporate Management	3	**Increase communications and media income targets** - The directorate already generates income from these activities. This saving seeks to generate additional amounts from these areas.	60	0	60	This saving was not achieved although it was offset by other savings made in the service area.
Corporate Management	5	**Capital Times -** Capital Times reduce from 12 to 6 editions distributed each year. It would still continue to be published monthly online.	54	54	0	The number of editions was cut from 12 to 6 and the saving achieved.
Corporate Management	6	**Deletion of Head of Cabinet Office**	108	108	0	This post was deleted and the saving achieved.
Corporate Management	61	**Contribution to the Glamorgan Archives Joint Committee** - This proposal is to reduce Cardiff Council's contribution to the running costs of the Glamorgan Archives service. Cardiff currently contributes £245k which represents 32% of the total budget. The 2014/15 Glamorgan Archives budget which incorporates this saving has been recommended by the Joint Committee and the contributing authorities have been notified. This budget will be approved unless there are any objections from the contributing authorities by mid-March.	25	25	0	The Glamorgan Archives Service reduced its budget by 10%, in line with this savings proposal and therfore this saving was achieved.Whilst the service did have an overspend, these are not passed on to the Council and was therefore funded by a drawdown from their reserves.
Corporate Management	62	**Subscriptions to Local Authority Associations** - This proposal is to reduce the budget held for subscriptions to Local Authority Associations in line with the projected underspend for the 2013-14 financial year. Not all subscription rates are known for 2014-15 yet, however the Welsh Local Government Association (WLGA) have indicated a 5% reduction.	20	20	0	This budget was reduced in 2014/15 and the saving achieved in full.
Corporate Management	63	**Removal of Programme Support Officer post -** The postholder has been seconded to the Business Change Programme for a number of years.	38	38	0	This post was deleted and the post holder has taken VS, therefore, this saving is achieved.
Corporate Management	64	**Corporate Initiatives** - This proposal would see a reduction to the budget held for Corporate Initiatives. The result would be that the Council would have a reduced ability to react to opportunities during 2014-15.	804	804	0	The Corporate Initiatives budget was reduced in line with this proposal. The budget was carefully managed and the saving was achieved in full.

Service	No.	Proposal	Original	Achieved	Shortfall	Comment
Corporate Management	65	**Removal of Chief Operating Officer Post** - Deletion of vacant post and secretarial support post	208	208	0	This post was deleted and the saving achieved.
Corporate Management	67	**Council Grants Reduction** Grants to Cease - Barnado's Young Fathers Project	13	13	0	This budget was reduced and the grant recipient advised of the cessation of the grant.
Corporate Management	68	**Realignment of Caseload demographic budget for Council Tax Reduction Scheme**	400	400	0	This saving was achieved in full
Corporate Management		**Total Corporate Management**	**2,129**	**2,059**	**70**	
County Clerk & Monitoring Officer	31	**Democratic Services (including Elections and Protocol office) . R**estructure to delete vacant posts, accept voluntary severance (VS) applications and restructure management responsibilities, clerking fewer meetings and more efficient use of ICT.	183	183	0	Vacant posts have been deleted. Saving achieved.
County Clerk & Monitoring Officer	32	**Scrutiny Services deletion of vacant posts -** 2 x Principal Scrutiny Officer, 1 x Principal scrutiny support officer & 1 x Research engagement officer.	180	180	0	Vacant posts have been deleted. Saving achieved.
County Clerk & Monitoring Officer	33	**Additional Income Scrutiny - 1)** Welsh Government has invited Scrutiny to bid for four bids to a currently unallocated Scrutiny Development Fund totalling £60k. 2) Charge the Centre for Public Scrutiny for rental of their premises in County Hall.	66	44	22	Only £50k income received instead of the expected £60k from WG. Scrutiny incurred £6k costs as a result of securing the £50k. Income of £6k from CFPS was also not achieved.
County Clerk & Monitoring Officer	34	**Removal of Committee general expenditure budgets within Democratic Services and Scrutiny**	16	9	7	Scrutiny continued to receive costs for translation & other services throughout the year. £7k shortfall at year end.
County Clerk & Monitoring Officer	35	**Removal of Members refreshments and Yearbook budgets -** This proposal includes the deletion of Members refreshments budgets and the budget for Yearbooks.	9	2	7	The budget for the yearbook has been cut and saving of £2k achieved. The £7k budget for refreshments was also cut but continued spend against this heading has occurred.
County Clerk & Monitoring Officer	66	**Welsh Language Unit recharge to non-general fund areas The** Welsh Language Unit provides a service for non-general fund areas and this saving reflects the full recovery of these amounts.	40	40	0	Saving achieved.
County Clerk & Monitoring Officer		**Total County Clerk & Monitoring Officer**	**494**	**458**	**36**	
Economic Development	69	**Project design & development change in post funding mechanism** - Capitalisation of a post within the projects, design and development service area.	68	68	0	This saving was achieved and the PDD section were able to report a surplus overall.
Economic Development	70	**Removal of Project Management Fees within Major Projects** - Removal of the project management budget associated with the delivery of the International Sports Village as it is no longer required.	130	130	0	This saving was achieved in full.
Economic Development	71	**Reduction in Major Projects staffing budget -** Reduction in employee expenditure budget not currently allocated against a specific post.	30	30	0	This saving was fully achieved, as an overall underspend against employees was achieved.
Economic Development	72	**Reduction of Regeneration Initiatives project budget** - A reduction of £100k from the Regeneration Initiatives project budget.	100	100	0	An underspend was reported against the residual initiatives budget and, therefore, this saving was achieved.
Economic Development	73	**Reduction of Small Medium Enterprises (SME) project budget -** A £30k reduction in the budget allocated for SME project development.	30	30	0	An underspend was achieved against the residual budget and, therefore, this saving was achieved.

Economic Development	74	**Funding of agency staffing costs through Super Connected Cities programme.**	35	35	0	This post was fully funded from a capital grant.
Economic Development	75	**Vacancy provision -** Increase vacancy provision in Economic Development. **Split with Corporate Services & Performance.**	4	4	0	Sufficient vacancies occurred across the directorate which meant that this saving was achieved.
Economic Development	75	**Vacancy provision -** Increase vacancy provision in Economic Development. **Split with Economic Development & Partnerships.**	6	6	0	Sufficient vacancies occurred across the directorate which meant that this saving was achieved.
Economic Development	76	**Create OM2 post to remove agency staff - Economic Development -** Creation of a new OM2 post to enable the removal of two agency staff, releasing a saving of £12k.	12	12	0	A Grade 10 post was created instead of an OM2 post and, therefore, this saving was achieved.
Economic Development	77	**Removal of Property Surveyor Post -** Retirement of existing post-holder and deletion of post within Strategic Estates.	21	21	0	The officer retired during 2013/14 and this saving was achieved.
Economic Development	78	**Staff Rationalisation in Strategic Estates -** Deletion of two posts, a Porter and a Surveyor and reduction of 0.2 FTE of Management Support Officer post.	58	41	17	A service redesign involving two Asbestos Surveyors was completed at the end of May. Whilst the vacant porter's post was deleted, cover continued to be required to comply with Health & Safety requirements and this element was not achieved although this shortfall was offset by savings within the Directorate overall. A staffing reorganisation has been undertaken within the market which will remove the need for agency costs and should ensure this saving becomes achievable going forward.
Economic Development	79	**Miscellaneous savings within Strategic Estates -** Tightened and more focussed monitoring on all operational budget headings to secure a range of minor efficiency savings.	6	6	0	This saving was achieved
Economic Development	80	**Reduction in Property Surveys Budget within Strategic Estates -** To be achieved by reducing the frequency of property condition surveys from a three year to a four year cycle for appropriate buildings.	52	52	0	A revised programme of surveys was implemented in 2014-15 and this saving was achieved.
Economic Development	81	**Vacancy Provision -** Increase the vacancy provision within Strategic Estates.	9	9	0	This saving was achieved due to non - filling of vacant posts.
Economic Development	82	**Reduction in Strategic Estates Meter Reading Budget -** Most of the Council's estate now benefits from automated meter reading with automated meters also being installed in the remaining sites.	23	23	0	This saving was achieved in full.
Economic Development	83	**Funding of Major Project's project management costs through capital.**	128	80	48	The £80k reduction to the Project Management budget has been achieved. However, it has not proved possible to identify the £48k required to be recharged to capital schemes.
Economic Development	84	**Increase in income -** in respect of workshops / Cardiff Business Technology Centre (CBTC) and Business in Focus. Workshop income £30k, CBTC £40k Business in Focus £35k.	105	85	20	The Workshops and CBTC2 income targets were achieved, although the Business in Focus income received was £20k short of the target. However, there was excess Workshops income which more than offset the shortfall in BIF income.
Economic Development	85	**Remove Credit Union Contribution -** discontinue this contribution to Credit Union Marketing activities.	12	12	0	The budget was adjusted and the Credit Union were notified accordingly.
Economic Development	86	**Removal of Business Development Assistant post -** Deletion of post in Economic Development to be achieved by Voluntary Severance.	22	22	0	The post holder took VS in 2013/14 and the post was deleted.
Economic Development	87	**Re-negotiate management fees with Cardiff Business Technology Centre -** renegotiate fees to cover the full costs of the manager.	11	11	0	Revised fees were agreed with CBTC2 and the saving achieved.
Economic Development	88	**Elements of SME support to be delivered through the Cardiff Business Council**	14	14	0	The residual budget was fully spent, meaning this saving was achieved.

Economic Development	89	**Strategic Estates additional income - 1)** realisation of additional revenue income from rent reviews due on non operational property estates (£145k). 2) Additional minor sales of land below £10k = £20k. 3) Additional fee income arising from increasing fee charges on re-letting and rent reviews = £32k (Professional Charges)	197	67	130	This saving was only partially achieved in 2014/15.
Economic Development	90	**Miscellaneous savings in Economic Development** - reduction in various budget headings associated with supplies and services, tightening and more focussed monitoring on all operational budget headings to secure a range of minor efficiency savings.	26	26	0	Reduced expenditure levels were achieved, which means that this saving was achieved.
Economic Development	91	**Charges to capital for Strategic Estates in relation to land disposals -** Regulations allow the costs of disposal to be charged up to a value of 4% of the capital receipt.	75	75	0	This saving was achieved in full.
Economic Development	92	**Reduction in staff costs in City Centre Management** - Reduction in the number of staff employed to manage the city centre with more emphasis to be placed on the private sector taking on a bigger role through a public private partnership approach.	125	60	65	Although a new structure was implemented from mid October 2014, delays to the process and consequent redeployment costs meant that this saving was unable to be fully achieved in 2014/15.
Economic Development	93	**Reduction in Night Time Economy Budget** - This will involve a reduction to the Taxi Marshalling service.	50	33	17	Delays to the restructure of the core City Centre team meant that it was not possible to fully achieve this saving in 2014/15.
Economic Development	94	**Reduction in staff costs in Tourism** - Reduction in staff costs associated with the operation of the Tourist Information Centre	80	80	0	A new structure was established and posts were deleted.
Economic Development	95	**Operation of Hayes Big Screen - Proposal to commercialise the Hayes Big Screen on St David's Hall.**	55	55	0	The budget was removed and the saving achieved. From July, the responsibility for the screen transferred over to Digital Cardiff.
Economic Development	96	**City Centre Buggies - reduced hours of operation -** The proposal is to reduce the provision of mobility buggies to a core provision of 4 hours per day, reflecting the periods of highest demand.	25	18	7	Delays to the restructure of the core City Centre team meant that it was not possible to review the delivery model for this service resulting in a shortfall against the savings target 2014/15.
Economic Development		**Total Economic Development**	1,509	1,205	304	
Education	98	**Education other than at School (EOTAS)** - The Education Service currently holds a budget to provide educational provision to pupils who have to be tutored outside of the school setting. In order to achieve this saving the directorate will work with schools and the admissions team to ensure excluded pupils are allocated an alternative school place promptly, thereby reducing the need for long term tuition and reducing the cost of tutors to the service. The directorate have introduced termly recoupment with schools and re-charging the actual cost of tuition. A robust mechanism of challenge has been introduced by the service area during the Fair Access Panel process which allocates tutors to pupils needing to use the tuition service. These initiatives will increase the income generated for the tuition provided. Tutors are employed on a temporary basis dependent on demand. The directorate will also work with Corporate Procurement to ensure more robust procurement arrangements for alternative education provision which will also contribute to achieving this saving target.	100	100	0	This saving has been achieved.

Education	99	**Procurement framework for School Based Counselling -** The Education service is currently undertaking a procurement process for a combined contract for face to face school based counselling service and on-line counselling services available to all pupils in maintained schools from the ages of eleven to nineteen. The combined contract value is £395k per annum plus central management costs of £45k. The implementation of the new contract with effect from 1/4/14 will result in a saving to the directorate. This is an externally contracted service therefore there will be no impact on staffing.	50	50	0 This saving has been fully achieved
Education	100	**Re-organisation of Casework Team** - The role of the Casework Team is to manage the Council's statutory responsibilities in connection with pupils with Special Educational Needs (SEN). Casework Officers and Assistants are frontline staff responsible for explaining professional decisions to parents and managing the conflict and disagreement that can arise around this area of work. The team therefore has a critical role to play in the service aims to build capacity of schools and to promote early intervention. Delegation of resources to schools in 2012 has raised the threshold at which statements are needed. This is already leading to a slight fall in requests for statutory assessment, a decrease in the number of requests that result in statutory assessments , and an increase in the number of statutory assessments that do not result in a statement. As a result of these changes the team will be re-structured which will result in a saving on employee costs with effect from 1 April 2014 and the team reducing by two posts.	36	12	24 The number of posts was not reduced as proposed but a saving of £12,000 was identified
Education	101	**Youth Service and Community Building Review** - The £250k saving for 2014/15 will be achieved through the following actions: - Retention of open access provision but on the basis of one reduced evening of open access provision across Cardiff. - Application of formula funding of part time staff against each provision. - Removal of Assistant Community Education Officer grade. - Self financing Duke of Edinburgh with Free School Meals subsidy for young people. - 40 Voluntary severance applications taken into consideration. - Closure of Pentwyn Dome. - Reallocation of provision from Trowbridge. - Increase revenue income from building hire and use, agreed standardised pricing structure through directorate. - Shared building costs E.G. Hub use / Communities First use. - Increase revenue for additional service with actual cost reflected in service delivery. The authority will move immediatley, working with all relevant partners across the sector, to identify an alternative delivery model for the future of the service. (This is an amended proposal. The previous proposal was for £1m savings and has subsequently been replaced by this reduced proposal).	250	250	0 This saving has been fully achieved
Education	102	**Education Welfare Services** - The significant increase in the level of additional resources delegated to secondary schools and the rationalisation of the central Education Welfare Service has contributed to the significant improvement in overall attendance in schools in the past two years with a 2.5% improvement at secondary school and 1.2% at primary secured since 2011. This saving will be achieved through a further rationalisation of the central team with the reduction of 1.5 FTE posts.	53	40	13 1.00 fte has taken Voluntary severance however a further reduction of 0.5fte has yet to be actioned. In mitigation, an additional amount of income from MEAG (Minority Ethnic Achievement Grant) was identified.
Education	103	**Admissions Team -** Service capability and efficiency will be maintained at lower cost through a transfer of budget responsibility from the directorate's base budget to the SOP financial model and the Minority Ethnic Achievement Grant. The team will also continue to explore enhancement of the online admissions process and consideration being given to how this particular service could be aligned with the customer-facing activities of the Hubs.	65	65	0 This saving has been achieved
Education	104	**Safeguarding Team** -The alignment of safeguarding with Children Services alongside a whole Council approach to children's safeguarding will lead to a reduction in the number of posts within the safeguarding team from three to two. Non specialist tasks will be delivered through the business support team.	40	0	40 This is unachieved for 2014/15

Education	105	**Clerking Services to School Governing bodies** - the current charge made to school Governing Bodies for the provision of clerking services does not meet the actual charge incurred by the Service. This level of saving will be achieved through the charging of actual costs to schools for the provision of this service. Schools through their delegated budget can choose not to purchase this service from the Local Authority. At the moment 65 of the 130 schools in Cardiff purchase the service from the Local Authority.	90	90	0 This saving has been fully achieved
Education	106	**Additional recharge in respect of education officer support for Schools Information Communication Technology -** the team includes two members who provide advice, support and guidance to schools and deliver training in the area of ICT for Education. This training service is commissioned by the Central South Consortium and the Cardiff Education Service is reimbursed for the work undertaken. As a result of this there is increased income generated to support the team as a whole and sustain the level of staffing. Additional advice is provided to specific Schools Organisational Plan (SOP) projects regarding ICT needs which have in the past been commissioned from external consultants. A recharge will be made to the SOP budget for this service.	30	30	0 This saving has been fully achieved
Education	107	**Business Support Teams -** County Hall, Mynachdy, Howardian - The work of the business support teams has been reviewed and increased use of technology has enabled efficiencies to be made. Members of the team have expressed an interest in Voluntary Severance enabling a reduction in staffing to correspond with this review.	93	93	0 This saving has been fully achieved.
Education	108	**County Hall Nursery** - The provision of a staff nursery at County Hall has been subsidised for the last four financial years. A combination of greater flexible working arrangements for staff, childcare vouchers and alternative providers has resulted in a significant decrease in the number of staff using this facility. This has meant that the subsidy being met by the Council has increased significantly. Taking this saving will mean that there will be no direct Council subsidy of the Nursery from the start of the 2014/15 financial year. The recent consultation regarding the proposal to close this facility, from the end of August 2014 identified a number of potential additional users, which combined with a potential reduction in staff numbers and an increase in fees could enable the nursery to run without a subsidy. This may mean a significant increase in the fee charged for users. Officers, therefore, have been asked to re-examine the business case for the Nursery facility and report back to Cabinet in June 2014 on the feasibility and sustainability of providing the nursery without subsidy. A final decision will be made on whether or not the nursery will have to be closed from 31 August 2014. If the nursery were to close, there is available childcare provision within the vicinity of County Hall and the childcare voucher scheme can be used with any registered childcare provider of choice. This option is already used by around 300 staff compared with the 21 staff who use the nursery. The Family Information Service would help	56	14	42 Although the nursery has closed, the timing meant that only a part year saving was achieved in 2014/15.
Education	109	**Childcare Strategy** - rationalisation of business support and workforce development teams. The Childcare Development Team and Flying Start project are co-located in premises on the Eastmoors industrial estate. The Flying Start project, which is WG funded, is expanding significantly and will provide an opportunity for a greater contribution from the grant towards premises costs and towards the staff involved in workforce development activities. Included within the budget strategy for 13/14 was the rationalisation of the business support activity for childcare settings. Prior to this financial year the Council had contracted out this function to a number of different providers. Savings were achieved in 13/14 by centralising the function with the Childcare Development Team. It has been identified that further savings can be achieved and that this function can be reduced by 1 fte posts without a negative impact on the level of Service.	145	145	0 This saving has been fully achieved
Education	110	**NOVUS Project Manager** - The NOVUS Project Manager is currently funded from revenue. However similar childcare posts in other local authorities in Wales are 100% funded by European Social Fund (ESF). Officers have discussed with Welsh European Funding Office (WEFO) to request the transfer of funding for this post to ESF and align with other local authorities. WEFO have agreed to this request.	42	42	0 This saving has been fully achieved
Education	111	**Childcare Strategy** - Deletion of Business Assistant post. This post currently provides support to Cardiff Childcare Strategy Unit. The work can be reallocated and absorbed into the workload of the Business Manager, Family Information Service and Cardiff Childcare Service Administration post.	22	16	6 This post has been deleted as of 30 June 2014. Therefore, a level of saving was not achieved in respect of 2014/15
Education	112	**Health and Safety** - The service area will only deliver mandatory Health and Safety Training to schools to enable a reduction on this budget line.	50	50	0 This saving has been fully achieved

Education	113	**Delegation of Contract Cleaning** -Schools are responsible for the cleaning of premises through their delegated budgets. Many schools have chosen either not to purchase the cleaning facility from the Council's Direct Service Unit or employ their own cleaners. This central budget subsidises the cost of cleaning over and above the income received by schools and other units and this proposal would move the budget into the schools' delegated budget.	450	450	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014 15 Efficiency savings.
Education	114	**Delegation of Primary School Meals Recharge** - The Education service currently contributes £471k to schools from revenue funding for the following tasks: administrative services £163k; electricity £6.5k; gas £177k; NNDR £44k; water supplies £51.5k; refuse collection £24K and telephones £5k. This proposal will expect schools to meet the cost of these functions without any subsidy from the directorate. This would enable the directorate to make a saving.	471	471	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014 15 Efficiency savings.
Education	115	**Delegation of Early Years Team** - The Early Years Special Education Need (SEN) Team provides support and advice to schools dealing with children of Nursery age who are likely to have SEN. Through the facilitation of an SEN Early Years panel pupils are assisted with additional support and schools receive training and advice from the Team. This proposal would move the resources for the team into the schools' delegated budget.	132	132	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014 15 Efficiency savings.
Education	116	**Delegation of Equalities and Partnership Team** - This team of five Partnership Inclusion Officers provide advice, support and challenge to schools on their Special Educational Need (SEN) practice. They also play a lead role in the cluster approach to managing SEN. Following on from the delegation of the SEN teams in 2013/2014 this team should also form part of the delegated schools responsibilities.	270	270	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014 15 Efficiency savings.
Education	117	**Delegation of Integrated Childrens Centre (ICC) Management Team** - The Ely and Caerau Children Centre provides wrap around education and childcare to the West of the City. This integrated approach combines statutory Nursery provision and centrally and grant funded childcare facilities. The delegated functions are subject to the governance of a Governing Body but the other funded activities are not. This proposal would bring all the functions under the governance of the governing body.	221	221	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014 15 Efficiency savings.
Education	118	**Education Management** - During the 2013/14 financial year the Education services across Wales will see further changes to the range of functions provided through the regional consortia arrangements. From April 2014 Welsh Government (WG) will expect further Education services to be included in the consortium arrangements. Alongside this WG are expecting all local authorities to increase the levels of resources that are delegated directly to schools. Both of these will impact on the role and capacity needed to be retained by a local Education Service. Staff will be consulted on savings planned to be achieved through a rationalisation of Centrally Employed staff and including those staff employed through the business support function (See EDU 23).	424	247	177	The saving reflects the restructure that took place during the year however delays in the implementation of the restructure as a result of the timing of the Estyn Monitoring Visit meant that this saving was unable to be fully achieved in 2014/15.
Education	119	**Out of County SEN Placements** - This significant budget is used to secure educational provision for pupils with statements of SEN who are educated outside of the City. This saving will be achieved through more robust procurement arrangements for new placements or placements under review.	400	400	0	This saving has been fully achieved
Education	120	**Business Support -** One Service - See Line 118	300	100	200	The saving reflects the restructure that took place during the year however the business support restructure could not start until the management restructure had been completed which in itself was delayed due to the timing of the Estyn Monitoring visit.
Education	121	**Delegation of Breakfast Initiative -** Currently budgets are held centrally to facilitate the Welsh Government Breakfast Scheme initiative in Primary Schools. This proposal would move the responsibility of the scheme into the schools delegated budget.	863	863	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014 15 Efficiency savings.
Education	122	**Re-alignment of contribution to School Organisation financial Model** - the capital charges requirements associated with the delivery of the existing proposals contained within the Schools Organisational Plan have been reviewed and the outcome is that this additional sum can be released as part of the savings proposals.	1,700	1700	0	Achieved and is therefore a reduction in the amount transferred to the SOP Reserve.
Education	123	**Council Grants Reduction** Grants to Cease - Mother Tongue Language Grants (8k), Cardiff and Vale School Sports Federation (9k), Youth & Community Grants (£44k), Festival Grants (£3k).	64	64	0	This saving has been achieved.

Education	124	**Delegation of Education Solicitor and Energy Officer to Schools** - The Council currently pays for an Education Solicitor and Energy Officer post, both of which are engaged for the use of schools. Under the proposal these amounts would be delegated to schools who may choose to employ directly or buy back the services delivered.	95	95	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014 15 Efficiency savings.
Education		**Total Education**	6,512	6,010	502	
Environment	125	**Full Year Effect (FYE) of 2013/14 budget savings implementation -** (1) Hayes public convieniences - FYE of closure - Convieniences closed on 30th June 2013 (£47k) (2) Cardiff Outdoors 1 - FYE of efficiencies achieved in 13/14 in Street Cleansing comprising the off hiring of 4 small mechs.(£50k) (3) Cardiff Outdoors FYE of efficiencies achieved in 13/14 in Street Cleansing including acceptance of VS's, deletion of vacant posts, restructure of the grafitti teams, green waste collections and street washing efficiencies.(£154k)(4) Waste Collections/Street Cleansing Management Restructure - FYE of restructure implemented in 2013/14. (£20k); (5) Bulky Collections - FYE of charging - charging implemented on 1st October 2013 (full year outcome dependent on uptake by the public) (£38k);(6) Waste transfer income - FYE - charging due to be implemented in January 2014. Full year outcome dependent on uptake by SME's. (£60k) .	369	233	136	This was partly achieved as a result of actions taken in 2013-14. The balance of the saving was to be generated from increased income but there was a shortfall of £52k in Bulky Waste due to the number of customers who are entitled to a 'free' service and a further shortfall of £84k in Bessemer Close SME income as the service needs time to grow the business through marketing.
Environment	126	**Further review street cleansing operations to streamline service provision which will include** - 1) Redesign City Centre Cleansing (£70K), reviewing resources deployment to achieve efficiencies by prioritising according to footfall & demand. 2) Redesign the City Wide Cleansing Operation (£585k), it is intended to undertake a detailed review of current operations and type and number of resources used to implement revised schedules with a greater focus upon cleansing need including a review of weekend overtime operations and bank holiday catch up working. 3) Reduce the under utilised budget for out of hours fly-tipping service on the adopted highway (£50k). (This proposal has been amended. The proposal previously totalled £805k but has now been reduced to allow for the removal of savings related to events cleansing, cleansing of high speed routes and leaf cleansing operations).	705	734	-29	This saving was over-achieved by £29k. The use of agency staff ceased in 2013-14 enabling a reduction of £522k. Other savings included £62k from deletion of 3 vacant posts, £50k from reduced out of hours flytipping, £48k from the redesign of City Centre cleansing wef 1 June 2014 and £52k from 2 posts deleted after postholders took VS.
Environment	127	**Refuse Collection - Stop Black Bag Provision** - Black Bags are currently provided to households in bag areas on an annual basis. Only a limited number of bags are provided and if residents require additional they have to purchase their own. Black bags are not currently provided to bin areas where residents already purchase their own bags. The proposal is that black bags are no longer provided to any resident, therefore the public buy their own. This would release £42,000 revenue. We will continue to provide green recycling bags and food waste liners for your recycling and food waste.	42	42	0	Saving achieved.
Environment	128	**Trade Waste - Commercial residual collections efficiency** - removal of round and associated resources (£72k) It has been identified that a residual commercial route has very low productivity and should be removed as the calls can be relocated to other existing rounds. Where vacancies exist redeployment will be offered within Waste Collection Services at the appropriate grade.	72	69	3	Commercial operatives reduced by one team (3 FTE's). Shortfall of £3k mitigated by additional saving in ENV5.
Environment	129	**Trade Waste - commercial recycling collections efficiency** - Removal of round and associated resources (£79k.) It has been identified that a recycling commercial route has very low productivity and should be removed as the calls can be relocated to other existing rounds. Where vacancies exist redeployment will be offered within Waste Collection services at the appropriate grade .	79	82	-3	3 posts have been deleted following the postholders transfer to other vacant post, therefore, this saving is achieved. Over achievement of saving used to offset shortfall in ENV4.
Environment	130	**Recycling Waste Collection Services - Rebalancing collection routes** - To optimise efficiency by changing round sizes and number of loaders in line with national standards and health and safety executive recommendations regarding single sided collections. These changes will not affect customer days of collection. Staff numbers affected are likely to be accommodated through Agency reductions. Should further savings be required then Voluntary Severance requests will be considered.	300	294	6	The rebalancing of the routes has enabled a reduction of 11 agency staff for each day leaving a small shortfall.
Environment	131	**Household Waste Recycling Centres (HWRC) Recharging/Service Level Agreements (SLA)** - discussions with partner authorities are ongoing to establish SLA's in respect of non-Cardiff residents using the service. Data has been gathered from various sites where non Cardiff residents are frequent customers. Requires further data to be collected and then recharging mechanism to be agreed. The saving is related to the 7% of HWRC users that are from outside Cardiff. This could equate to over 2000t of waste from outside of Cardiff.	46	0	46	A WRAP survey was undertaken in May to evaluate the level of cross usage between authorities however after reviewing the position it became clear that no direct charge to another LA could be achieved. A budget realignment was made as part of the 2015/16 budget process to reflect this.

Environment	132	**HWRC Service Redesign** - This proposal is for a site redesign - moving to 2 large sites. In doing so the operating method will change to allow for three staff on site at all times and opening hours will be changed to match customer demand, this remodel will focus heavily on customer interaction on site to educate, control and enforce higher recycling, reduced landfill tax and post sorting costs.	135	135	0	The saving has been fully achieved through the deletion of 3 posts following VS, savings on an increased diversion of residual waste to recylcing skips and further savings following the closure of the Waungron Rd Depot on 27th April 2014.
Environment	133	**Reductions in Landfill expenditure** - 1) Transfer station - repairs & maintenance budget underspent in 2012/13 and projected in 2013/14. (£44k) 2) operational savings - remove surplus budgets in landfill directives and transfer station(£60k). 3) Waste Disposal - staff restructure (£150k)	254	185	69	The saving was partly achieved through a partial staff restructure leading up to the closure of the landfill site. Further reductions were made against the Lamby Way Transfer Station and Landfill Directive budgets. The shortfall of £69k in the saving is due to the remaining staff restructure not taking place
Environment	134	**Recycling Processing Redesign** -(1) - Operational Savings (£152k) Savings made up of: 1) Cessation of residual waste disposal at £94 per tonne, to be replaced with Energy from Waste treatment option of < £94 per tonne. Procurement commenced. 2) Waste skip movements through the roll on off service reduced from 4 bins to 1. 3) Materials Sales: 3a) Grade 1 - Paper was sold as loose now baled. Net effect is additional £20 per tonne to year end. 3b) Grade 2 - Paper sent for post sorting, decreased contamination levels have resulted in additional £5 per tonne income to year end. 4) Existing mobile plant on hire to be replaced by new procurement, result will be less damage costs being recharged by hire company. Reduction of 1 forklift.	152	131	21	This saving was largely achieved following the introduction of a new shift pattern but as there was a short delay in implementation the saving was not fully realised.
Environment	135	**Enforcement redesign** - Proposed refocus and redesign of the enforcement team with a reduction in the numbers. Those remaining will focus on direct enforcement activity with a view to maximising recovery of costs of enforcement and supporting the ward based cleansing teams to improve . Enhancement of the use of the authorised and trained Civil Enforcement Officers and key service delivery teams to issue fixed penalty notices.	200	209	-9	This saving was fully achieved through the reduction of 17 posts although only 6 of these were revenue funded (others funded by the SWM Grant). Three of the postholders had taken VS during 2013-14, 1 transferred into the redeployment pool and 2 others were vacant.
Environment	136	**Regulatory Services Voluntary Severances** - Mitigated risk score takes account of the measures put into place by restructuring and improving technology built into each business case	126	126	0	This saving is fully achieved through the deletion of five posts through VS and the end of the previous financial year.
Environment	137	**Pest Control Restructure** - Deletion of a pest control technician post and change in duties of pest control manager post to include both managerial and operational role. Part of the savings attributed to the deletion of the post may be offset by regrade of current scale 4 post to take up additional support duties currently undertaken by pest control manager.	30	30	0	A vacant post has been deleted, therefore, this saving is achieved.
Environment	138	**Additional Pest control income generation** - Pest Control has over-recovered on its income target in the previous 2 years. Income projections indicate this is likely to occur again this year and is sustainable.	25	49	-24	New income target has been set but the outturn exceeded this by £24k.
Environment	139	**Reduction of Operational Manager post.**	50	50	0	This was achieved through the VS of an Operational Manager in Trading Standard in January 2014.
Environment	140	**Interventions Cardiff Outdoors** - a review of administration / customer contacts in Environment , Bulky/Fly tipping, Regulatory , Pest control and cleansing (£100k).	100	66	34	This saving was partially achieved through the deletion of two posts - I vacant and 1 following VS. A delay to the implementation of some initiatives resulted in a shortfall against the target.
Environment	141	**Invest to Save Energy - Radyr Weir and Solar Panels at Lamby Way** Radyr Weir and Solar Panels at Lamby Way are invest to save schemes already included in the existing Capital Programme. Radyr Weir - full year gross revenue is budgeted at £352k. Estimated date of operation end of November 2014. Gross in year saving £95k for 2014/15 of which £30k will be available after in year debt repayment. Solar panels on buildings at Lamby Way Gross in year saving 2014/15 £30k of which £10k will be available after in year debt repayment.	40	0	40	Delays resulted in an extended implementation date beyond this financial year so no income was generated in the current year.
Environment	142	**Invest to save energy initiatives** - Saving reliant on a capital bid for 2014/15 of £790k. In year gross Saving 14/15 £98k of which £22k will be available after in year debt repayment in respect of capital costs. Full year gross saving 15/16 is projected at £294k.	22	0	22	Delays resulted in an extended implementation date beyond this financial year so no income was generated in the current year.
Environment	143	**Review of City Analyst Laboratory** - The City Analyst Laboratory is currently a subsidised service. The proposal is to explore revised operating models options to eradicate this subsidy. This review will include consideration of the development of a business model to operate the Laboratory on a more commercial basis without public subsidy where it will be required to cover its operational costs from the generation of income from external and internal clients.	106	0	106	Delays resulted in an extended implementation date and as a consequence none of the planned savings were acheived this year. Contracts have now been awarded to external providers and all staff have left their position on VS

Directorate	No.	Proposal				Comments
Environment	145	**Restructuring Regulatory Services -** Reduction in number of grade 9 and 8 officers across the Regulatory Services. This will impact mostly on the Food Safety Team which has the highest number of highly graded officers. This option protects the delivery of current services as the only other option is to delete significant number of posts. Posts affected are in the Food safety Team, the Health and safety Team, the Pollution Team In addition a post will be deleted from the Communicable Disease Team .	147	157	-10	This saving has exceeded its target through the deletion of posts on VS and a restructuring of the Food & Health and Safety and Pollution Control sections.
Environment	146	**Enforcement Efficiencies -** this proposal would result in increased litter enforcement activity and will generate increased income levels.	40	103	-63	Additional income was received in relation to trolley abandonment to exceed the savings target.
Environment	147	**Waste Management Strategy, and Support post deletion** - this is the deletion of a vacant post.	21	21	0	The funding for this vacant post has been removed.
Environment	148	**Reduction of overtime across the directorate -** the proposal will target the reduction of overtime across the Environment Directorate. The reductions will be in respect of areas of non-contractual overtime. The overall Directorate budget for overtime is £1.4M and the proposal is considered achievable.	208	208	0	A plan was produced providing details of how this target would be met and relevant budgets were reduced.
Environment	149	**Consumer Advice Services -** Service employs 6 grade 7 FTE's - approximately costing £200k . The service is non-statutory but is a busy front line service with 2000 service requests per quarter. The proposal is to reduce by one FTE and redistribute the work load and work more efficiently. They provide assistance to consumers to help them resolve disputes and losses through legal assistance and advice. They deal with enquiries and complaints from consumers and help them obtain refunds, replacements and repairs and also work with business to help them improve their trading practices.	31	32	-1	The saving is fully achieved as the post had been deleted following the VS of the postholder.
Environment		**Total Environment**	3,300	2,956	344	
Health & Social Care	150	**Review of Mental Health Out of County Placements in residential care and re-commission -** 7 service users have been consulted about moving from residential care to supported living within Cardiff. Care support would be provided to meet their needs in a model of accommodation with support in 2014/15. A support provider is being separately commissioned.	200	0	200	Delayed implementation of floating support contract designed to facilitate step-down meant that no savings were achieved in 2014/15.Contract was implemented at the end of 2014/15 so savings should start to accrue in 2015/16.
Health & Social Care	151	**Review Community Alcohol and Drug Team (CADT) Management structure -** reduction of 1 management post	45	45	0	VS and Post Deletion
Health & Social Care	152	**Review all externally commissioned day care packages -** for all service user groups. All care packages for individuals are regularly reviewed in line with our duty under the NHS & Community Care Act and any changes will be agreed to existing packages of day care where appropriate and to meet existing need. People will at the same time be offered Direct Payments to source different kinds of support, if this is right for them, to secure services which may not have been available when the day care package was originally sourced.	100	100	0	Specific targeted reductions in payments to learning disability related day care providers.
Health & Social Care	153	**Deliver Business Process Review in Assessment & Care Management (ACM) -** In February 2014, we are commencing a review of how we deliver ACM services alongside health colleagues, in line with streamlined approaches to Unified Assessment as required by Welsh Government. This will ensure that we have one lead professional who has contact with customers and will improve service . Structure change will be necessary as we roll out unified assessment.	150	150	0	18 VS applications were approved in 2014/15 to assist in the achievement of the saving.
Health & Social Care	154	**Review management staffing structure within Health & Social Care including commissioning, planning and business support -** Savings will be achieved from a restructure which will also take account of applications for Voluntary Severance / Voluntary Early Retirement.	496	496	0	Relevant posts identified for deletion. (Vacancies and VS)
Health & Social Care	155	**Review & Transfer the Internal Supported Living Services to external providers -** The proposal is to consult upon and review the Internal Supported Living Service and consider transfer to the existing external providers (within the existing contracts) on a locality basis across Cardiff. Service Users will not have to move from their homes unless their care needs can no longer be met in a supported living environment. Any change for service users would only be if their needs could no longer me met within the existing service.	750	390	360	Savings to value of £390k were achieved via a review of existing staff arrangements. There was however a shortfall relating to savings linked to a rationalisation of schemes.
Health & Social Care	156	**Hafod reconfiguration of contract -** Full year effect of the termination of the contract with Hafod Care in relation to provision of residential care homes. Contract anticipated to end during 2013/14.	1,500	750	750	Full year efffect of 2013/14 home closures realised £750k of savings. However, the proposed transfer in 2014/15 of the one remaining home did not proceed as anticipated causing a significant shortfall against the 2014/15 savings target.

Health & Social Care	157	**Review of commissioned services including residential and nursing care contracts -** In conjunction with Commissioning & Procurement, a procurement exercise will be undertaken to seek block contracting conditions with current providers, providing longer term financial risk assurance for the Homes in exchange for their providing savings for the Council on the cost of beds.	500	200	300	Right sizing' and review of care placements produced savings of £200k mainly in LD/MH. A new dynamic purchasing system for residential and nursing care (Proactis) was also introduced in 2014/15. Although an improvement in process was evident, the ongoing growth in prices for nursing beds restricted the achievement of savings in 2014/15
Health & Social Care	158	**Council Grants Reduction** 10% Reduction - Carer's Grant (£1k). Grants to Cease - Various Health & Social Care Grants (£71k).	72	93	-21	Grant reductions identified in excess of initial target..
Health & Social Care	159	**Review contractual arrangements for Direct Payments Support Provider -** Recommissioning and reviewing options are being considered to review the existing contractual arrangements in place for Direct Payments provider.	100		100	Review being undertaken into revised arrangements for the management of direct payments however no saving was achieved in 2014/15.
Health & Social Care	160	**Closer to Home Project - Learning Disabilities (LD) -** Closer to Home is a project to support people to move from out of county residential accommodation, where appropriate to their needs, by finding housing solutions within Cardiff. In year one, we will work closely with service users, parents and carers to identify service users who could be accommodated appropriately in adapted supported accommodation. The project in years 2 and 3 will seek partnership options to develop purpose built core and cluster accommodation to meet the needs of service users with learning disabilities, challenging behaviours and complex needs. In order to deliver the project, we will work in partnership with Cardiff Housing Strategy and all housing partners. To achieve the identified savings the number of service users will be in the region of 14 individuals to return to Cardiff.	350	50	300	Proposals being developed and some specific step downs in care identified. However, only a limited impact in 2014/15 with potential for achievement of the saving in subsequent years.
Health & Social Care	161	**Review of spot contracting for domiciliary care -** through work with Commissioning & Procurement to develop business opportunity to expand the current block framework provision for the next 12 months in order to reduce current usage of more expensive Spot contracts. There are currently 682 people with 713 spot contracts worth £7.8 million.	400	0	400	A new dynamic purchasing system implemented for domiciliary care in Nov 2014. No significant price reduction evident in initial first four months of the contract and hence no identifiable saving to date. Work ongoing to encourage increase in number of providers bidding for contracts.
Health & Social Care	162	**Subsidised Meals Service -** there is a subsidy to both Meals on Wheels and the Meals served at Day Centres - the proposal is to increase the charge to individuals by £70p from £2.80 per 2-course meal to £3.50p, reducing the subsidy to existing service users in both services. The meals are still being subsidised as the overall cost is approximately £5.20 per meal. The Council does not have a statutory duty to subsidise meals.	50	50	0	MOW price increase implemented, however overall reduction in number of service users receiving meals has impacted on income levels.
Health & Social Care	163	**Increase to maximum charge for non-residential domiciliary care services -** Welsh Government regulations determine the maximum charge a service user may be charged for domiciliary care. This has been set for £50 a week since April 2011. Welsh Government have confirmed that the maximum charge will increase in April 2014 to £55 per week and this will net additional income	120	175	-55	Higher than anticipated additional income from increase in weekly domiciliary care charge.
Health & Social Care	164	**Review the provision of rehabilitation services for Community Alcohol and Drug Team (see HSC2) -** Any future rehabilitation packages, following discharge from hospital will be funded by the NHS. Bench-marking with other local authorities will inform the policy and commissioning change.	200	150	50	Saving based on proposed reduction in rehabilitation services. Some legacy costs in first quarter prevented achievement of full saving.
Health & Social Care	165	**Review and Re-commission Day Service for Older People -** Llanedeyrn Day Centre closed in December 13, as part of the Maelfa Regeneration Scheme, but service continued to be provided to those people in need. Savings were realised for 13/14 with a full year effect of savings in 14/15. New models of service delivery will be developed during 14/15 and we will explore the integration of day services with the Council's Community Hub developments. People who need day opportunity services will continue to be supported.	200	200	0	Llanedeyrn day centre closed and savings realised.
Health & Social Care	166	**Right-sizing domiciliary care package and review of lower level provision -** A review team has been established to review packages of care for older people and those with physical disabilities that will ensure that services are appropriately provided in accordance with need. Often people need a package when they come to the service for support which diminishes over time and this process ensures we are not over-specifying service. People who need the same or even larger care packages will continue to have their needs provided for appropriately.	800	220	580	Some savings were identified as a result of reviews undertaken during the year however a significant shortfall remains. The review work is ongoing.

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Health & Social Care	167	**Mobility Allowance Review** - an exercise will take place to identify service users in receipt of Disability Living Allowance (mobility) and whether they are in the position to use this to fund their own transport in relation to social care provision.	20	0	20	Despite a review of all cases no saving was achieved in 2014/15.
Health & Social Care	168	**Reduction in stationery budgets** - A reduction based on historic spend profiles.	10	10	0	Stationery budgets reduced.
Health & Social Care	169	**Review of Internal Day Services for people with Learning Disabilities -** 132 service users currently use internal learning disability day services. We will continue to modernise the service based on an outcome-focussed model of "Services without walls" utilising opportunities within communities where attendance at a centre is not necessary for support to continue to be provided. Reviews of individual day service packages will be carried out under our duty to review services to meet needs and any changes to services proposed will be in line with current social policy and good practice	150	150	0	Posts identified for deletion sufficient to realise budgeted saving.
Health & Social Care		**Total Health & Social Care**	**6,213**	**3,229**	**2,984**	
Resources	170	**Enterprise Architecture reduction in SAP Delivery External Spend** - The £102k was earmarked to support the SAP delivery projects as a flexible budget for those deliverables that could not be capitalised. In line with the Council's policy on reducing external spend this budget can be offered up on the assumption that the sorts of specialist support that is required can be rolled into the capital projects delivering the SAP solutions.	102	102	0	Saving achieved.
Resources	171	**Removal of Business Change Manager post in Enterprise Architecture** - Deletion of vacant post.	45	45	0	Saving achieved.
Resources	172	**Removal of posts in Commissioning and Procurement -** the Business as usual & Projects team was temporary for a period of 2 years. This proposal will include the deletion of an OM post through voluntary severance and deletion of a vacant Assistant Procurement Officer post. The proposal will also include the removal of a Grade 5 Cataloguing Officer post together with a Senior Category Manager.	188	168	20	The majority of savings have been achieved. However, a small element is unachieved due to redeployment costs.
Resources	173	**Reduction to the Category Team Supplies and Services Budget within Commissioning & Procurement** - This will remove flexibility to bring in category specialists to support teams.	30	10	20	The budgets were reduced but the full saving not achieved.
Resources	174	**Savings within Business Change Management** - Ceasing spend on external advice and by undertaking a restructure to reduce both staff numbers and associated overheads. This will equate to approximately 12 FTEs. Currently the workforce is on secondments and fixed term contracts ending on the 31st March 2014. In addition this proposal includes the removal of funding for 2 FTE Business Change Support Accountant posts. As a result of this reduction in staff, there will be a significant impact on the amount of Project activity that can now be supported.	780	780	0	Saving achieved.
Resources	175	**ICT. Termination of existing support or service contracts** - This saving has been identified as achievable following a detailed analysis of existing contracts.	59	59	0	Saving achieved.
Resources	176	**Reduction to the ICT Training budget** - A £10k reduction in the training budget linked to the reduction in posts.	10	10	0	Saving achieved.
Resources	177	**ICT. Reduction of SAP Support contract budget** - The existing SAP Support contract budget can be reduced following a review of the capabilities maintained in-house.	50	50	0	Saving achieved.
Resources	178	**Removal of posts within ICT -** Deletion of 11 FTE posts within ICT. This will be achieved through a combination of voluntary severance , flexible retirement , deletion of vacant posts and a mini restructure . This will have service implications and this is reflected in the attached risk ratings.	460	460	0	Saving achieved.
Resources	179	**Further opportunities for capitalisation of ICT Hardware / software expenditure** - Links to Capital Programme bid.	341	341	0	Saving achieved.

Resources	180	**Exploitation of existing ICT development** - Schools target setting system support & maintenance - opportunity to charge support, maintenance and hosting charge for schools target setting database to Joint Education Service (JES). The system had been developed by Cardiff for internal use.	6	6	0	Saving achieved.
Resources	181	**ICT reduction in software licence costs** - This savings proposal is based on reductions in external licence spend as a result of reductions in employee numbers (for example the Microsoft Enterprise agreement, Citrix licences etc).	65	0	65	Employees were still in post when the licences had to be renewed and therefore the saving was not achieved this year.
Resources	182	**Realignment of Business Support Posts in Business Administration -** Two members of staff within the Business Support team have expressed an interest in Voluntary Severance. This has given the opportunity to review duties. A total of 4 posts can be deleted. In addition another member of staff has requested flexible retirement which has led to a further saving. The functions within these posts can be undertaken by existing staff.	100	87	13	3 posts have been deleted and the saving achieved. However, the full saving on the Grade 5 post is not achieved.
Resources	183	**Income generation opportunities in respect of Central Transport Services (CTS)** - Seek to maximise the external income potential from the Transport Operations Depot in Coleridge Road while continuing to maintain the Council's fleet of 850+ vehicles. The Council does not have the power to allow the depot to enter into competitive commercial activities and therefore the Council has approved the preparation of the business case to identify trading opportunities. Potential for an alternative model of service delivery.	120	0	120	Although no saving was achieved against this proposal in 2014/15 measures are being considered to identify future savings alongside work in connection with the alternative service delivery model.
Resources	184	**Facilities Management / Energy Management Plan** - In conjunction with the Energy Management Team, Facilities Management is proposing an eight point action plan which aims to improve energy efficiency and reduce carbon emissions in the short, mid and long terms. It should be noted that some investment will be needed in order to maximise the long term financial benefits. Recommendations will be made at a later date as to whether the prioritised options should be funded on an Invest to save basis or through Salix loans. The loans will be repaid within a specified payback period.	15	15	0	Energy budgets within FM were reduced and the saving achieved.
Resources	185	**Facilities Management / CTS deletion of post -** Deletion of vacant OM post within FM/CTS.	80	80	0	Post vacant since 2013/14. Post now deleted and saving achieved.
Resources	186	**Facilities Management / CTS Systems Management** - Review of the efficiency of processes across Facility management (FM) and Central Transport Service (CTS) using lean management techniques. The business process redesign will impact on the level of resources required.	100	100	0	Leaner operations and resource reductions have been achieved within CTS and FM.
Resources	187	**Finance. Exchequer and Development Staff Savings** - Staff savings within the Exchequer and Development section: Insurance: Grade 6 - Part Time - Voluntary severance (Also staff re-grade 4 to 5) £21k - £4k=£17k Administration - Grade 4 - Delete Vacant Post - (Also staff re-grade 6 -7 & 4-5) £25k - £9k= £16k Payments - Delete Vacant Post - (Remaining staff re-grade 5 to 6) £22k - £5K= £17k Payments - Reduce hours to term time (Already actioned) £5k. Deletion of additional post £19k.	74	74	0	Employee budgets were reduced accordingly and the saving has been achieved.
Resources	188	**Finance - Payroll Staff Savings** - Removal of a grade 10 post in the Pay Centre through Voluntary Severance. This will involve some realignment of duties and the risk rating reflects the nature of this essential service.	44	44	0	Budget was reduced - employee left on VS. Full saving was £50,000. Balance retained to fund realignment of duties
Resources	189	**Finance Accountancy Services to c**arry out additional duties and charge to Pension Fund - Additional Recharge from Project and Technical Accountancy to the Pensions Section. A detailed review of the work undertaken has taken place and identified business process efficiencies, allowing these activities to be carried out by existing members of Finance and recharged to the Pension Fund. This has allowed the Council to support the application for Voluntary Severance of the Pensions Accountant who is charged directly to the Pension Fund.	45	45	0	Recharge income budget increased - additional duties carried out and recharged at year end.
Resources	190	**Finance. Internal Audit - Staff Savings - A**ccept Voluntary Severance of a Grade 6 Investigator Post. Also accept the Voluntary Severance application from the Grade 10 Group Auditor and delete a vacant Grade 7 Senior Auditor post. In addition, the deletion of a Grade 9 post in the Quality & Review team.	169	169	0	Budgets reduced accordingly - 2 Vs and 2 vacant posts - Savings achieved.

Resources	191	**Finance. Service Accountancy Staffing** - Reduction of three posts through a combination of Voluntary Severance and deletion of vacant posts currently covered on a temporary basis together with a realignment to reflect adjustments to part time hours and additional grant funding. Also deletion of a vacant CIPFA Trainee post.	153	153	0	Budgets reduced accordingly - 2 Vs and 2 vacant posts - Savings achieved. Also income budget increased re additional grant funding to reflect increased support.
Resources	192	**Finance Restructure -** post savings arising from a management restructure within Finance.	139	139	0	Posts have remained vacant in order to achieve this saving in 2014-15.
Resources	193	**Finance. Revenues staffing savings** -Deletion of a vacant Local Taxation Assistant post and part time vacant Cashiers post. -Deletion of an internal Bailiff post following approval of a Voluntary Severance application in July 2013. -Deletion of a vacant Council Tax Processor post -Deletion of Council Tax Apprentice post when vacant in September 2014 as a result of technology driven savings that will eliminate duplication of data capture. -Acceptance of a Voluntary Severance application from the Senior Inspector who has managed the team responsible for all property related inspections for Council Tax and Business Rates. - Acceptance of a Voluntary Severance application from a part time inspector.	157	157	0	Budgets reduced accordingly - relates to vacant posts and Vs- Savings achieved
Resources	194	**Additional income within Revenues -** This additional income will be achieved from three sources 1) Increase the internal charge made in respect of rating appeal work £33k. 2) Anticipated increase in Non-Domestic Rates grant of £20k. 3) Additional bailiff income as a result of a new fee structure to be introduced by the Ministry of Justice - implementation date expected to be 1 April 2014. It is expected that this will result in a £75 compliance fee and £235 enforcement fee.	82	82	0	Income budgets increased and saving achieved.
Resources	195	**Finance Revenues - Support application for Voluntary Severance (VS) from Senior Local Taxation Officer** - As work progresses with automating procedures it should be possible to make further staffing savings out of the revenues budget. The timing of these will depend on the availability of ICT to progress with automating our on line forms and also the success of the initial Direct Debit form which is currently in development.	25	25	0	Budget reduced accordingly - Employee left on VS - saving achieved
Resources	196	**Finance - Revenues staff savings as a result of technology efficiencies** - Following introduction of a cheque scanning system the cashiering function is no longer necessary. This has made the processing of payments received through the post more efficient and enabled a reduction in FTE as a consequence.	28	28	0	Vacant post in council tax team deleted to achieve this.
Resources	197	**Finance - Revenues - Reduction in hours VAT Accountant -** Reduction in hours of full time post to 4 days per week.	10	10	0	Budget reduced and 30 hours now worked.
Resources	198	**Finance - Revenues -** Reduction in Council Tax employee budget that is used to fund planned overtime to cover peaks of work. It is proposed to delete this budget.	21	21	0	Budget deleted and saving achieved.
Resources	199	**Local Financial Management (LFM) to generate additional income from Schools -** a review of the LFM service has been undertaken to ensure that there is full cost recovery of the service to Schools.	85	85	0	This saving reflects an increased charge to schools to recover full cost of LFM and is achieved in 2014-15
Resources	200	**HR People Services potential collaboration with the Vale Council -** There are options in place to potentially collaborate with the Vale of Glamorgan Council on a number of HR activities which includes Occupational Health and other areas such as Learning & Development and HR Policy. In relation to Occupational Health we would need to increase the Occupational Health resources in Cardiff, and the Vale would buy in the services via a Service Level Agreement which would offset the additional costs and would create additional income.	20	0	20	No agreement reached during the year however work will continue to progress this during 2015/16

Resources	201	**HR People Services to increase external income in respect of Cardiff Works / Cardiff Supply** - Cardiff Works would look to expand in order to generate additional business which it is estimated would generate a surplus of around £119,000. We would look to provide administration and clerical support to the Vale Council, and the Fire Service. Other local public sector organisations may join in the future. We would offer services such as administration and clerical support, supply teachers and psychometric testing.	119	87	32 Saving partially achieved in 2014/15. HR will continue to progress income generation opportunities.
Resources	202	**HR People Services. Combining Payroll teams with HRPS -** there is an opportunity to combine the payroll teams with HRPS to achieve efficiencies in service provision. This streamlining would achieve the proposed saving by reducing the communication requirement between teams .Further savings should be possible in future years with process review and technological service enhancement.	10	0	10 Staff transferred in February 2015, Saving will be achieved in 2015/16.
Resources	203	**HR People Services. Share with the Fire Service an Occupational Health Physician post and an Admin post enabling a Voluntary Severance (VS) to be accepted -** The Council currently provides Occupational Health Physician advice to Council staff. The Occupational Health unit is already shared with the Fire Service. Further options are available to share the Occupational Health physician post which will provide reduced sessional costs with savings of £40,000, by the purchase of full-time physician to be shared with the fire service in terms of costs and access. Additionally sharing administrative support will enable a VS to be accepted and save half of the post.	53	20	33 Saving due to part time rather than full time physician being appointed however balance of savings have yet to be achieved.
Resources	204	**HR People Services. Voluntary severance -** the proposal would be to accept the applications for Voluntary Severance from one service delivery advisor Recruit grade 4, Service Delivery Advisor Manage Grade 7 , Senior Service Delivery Lead Attendance - Grade 7 and People Services Coach - Grade 6 - 2x Grade 4 Advisers FPOC, 1x Grade 5 recruitment consultant and 1x Grade 8 Senior Equality Specialist.	253	253	0 All actioned & saving achieved.
Resources	205	**HR People Services. Mini restructure for Organisational Development (OD) / Learning & Development (L&D) function** - As part of a mini restructure within the OD/L&D function, the proposal would result in the deletion of a grade 9 post. The current split of management function between the service delivery and L&D specialists needs to be addressed. Proposals already underway to integrate management of both areas into a single role. This will provide more joined up approach to the management of the L&D function which includes strategic responsibility for new lead role.	45	34	11 The majority of savings have been achieved. However, a small element is unachieved due to redeployment costs.
Resources	206	**HR People Services.** From within Manage, Recruit and Develop teams - Delete a vacant Grade 4 post, a Grade 10 and a Grade 7 post . This proposal also includes one flexible retirement at Grade 7 - 50% reduction in hours**.**	127	114	13 The majority of savings have been achieved. However, a small element is unachieved due to redeployment costs.
Resources	207	**HR People Services. General savings** - The proposed savings of £24k relate to the reduction in budget of a number of HR budget heads which includes Occupational Health & HR subscriptions, advertising, training, furniture, office equipment and refreshments.	24	24	0 Budgets have been reduced and the saving achieved.
Resources	208	**HR People Services.** Realignment of reporting lines Job Evaluation / Reward team and reduction in Employee Relations team- Delete grade 9 manager post and realign management under the grade 10 . Additional Schools Organisational Plan HR support would remain in Employee Relations team. The four Grade 7 employee relations specialists will be reduced by one.	87	74	13 The majority of savings have been achieved. However, a small element is unachieved due to redeployment costs.
Resources	209	**HR People Services. Additional funding from Schools to cover cost of current HR service** - the current funding for the HR service from schools is £384k. An analysis has been carried out of the actual FTEs supporting schools within the HR service and this represents 22.48 FTEs at a cost of £750k. The gap in funding from schools is £366k. This would be supported by a new SLA for schools which clearly sets out expected service levels and response times. Further detailed work is being progressed on both current and future provision.	366	366	0 Agreed and saving achieved
Resources	210	**HR People Services. Realignment of reporting lines for Contact team -** Option is to delete Grade 9 as a result of a Voluntary Severance application and to delete a grade 6 coach post and align under one of the People Partner OM2s. This would be a deletion of both posts	82	82	0 Actioned & saving achieved.
Resources	211	**HR People Services - support for alternative delivery mechanism.** Additional funding in order to support high level HR advice in relation to alternative delivery mechanisms.	58	58	0 Fixed term funding secured to meet budget saving.

Directorate	Ref	Description				Comments
Resources	212	**HR People Services. Realignment of reporting lines for Recruit & Cardiff Works** - Delete one grade 9 and merge the current teams of Recruit and Cardiff Works. This proposal would also delete the grade 7 recruit team leader post.	88	88	0	Saving achieved - deleted both posts
Resources	213	**Health and Safety potential joint working with Vale of Glamorgan Council** - There is a proposal to explore the potential of some form of joint working on health and safety with the Vale. This would need to be subject of exploratory discussions with colleagues from the Vale and be congruent with the agreed priorities of both Councils	137	60	77	Employee budgets reduced by £60k as related to vacant posts. Further saving of £77k relates to savings in respect of joint venture, which is still to be confirmed.
Resources	214	**Legal. Miscellaneous Budget-d**eletion of a miscellaneous budget within the Legal Property team	3	3	0	Misc budget cut. Saving achieved.
Resources	215	**Legal Services Staffing Savings -** 2 Grade 10 posts have been vacated within the Procurement team. Further savings will be achieved by the deletion of a vacant Grade 5 post and a Grade 10 post within the Legal Communities team.	181	181	0	Posts were vacated and deleted in 2013/14. Saving achieved.
Resources	216	**Legal. Deletion of vacant post and Voluntary Severance (VS) in the administration team -** delete Practice Manager post in the Administration team - Grade 9 and Voluntary Severance in the Administration team - Grade 5	71	71	0	Posts were vacated and deleted in 2013/14. Saving achieved.
Resources	217	**Re-alignment of Legal Services budgets -a**dditional recharge to enable full cost recovery of current staff costs.	18	18	0	Income realignment actioned to match corresponding expenditure budgets. Saving achieved.
Resources	218	**Customer Relationship Management** - a business case is being prepared to move forward the business process changes required to implement a Customer Relationship Management approach across the Council. It is envisaged that this change will bring in a part year effect in 2014/15 with further significant savings materialising in 2015/16. The saving identified relates to a decommissioning of IT which will be replaced with the new arrangements.	100	40	60	Linked to the progression of the CRM work which was delayed pending project resources and the technology solution.
Resources	219	**Cardiff Academy** - a reduction in the budget which delivers the Cardiff Academy Programme.	18	18	0	Achieved
Resources	4	**Reduction in Staffing of the Records Centre, County Hall - Deletion of one FTE post.**	15	15	0	Post cut. Saving achieved.
Resources	144	**Savings on a reduction on Council wide energy bills -** this saving will be achieved through on going validation of utility bills. It is currently considered that a 1.5% saving on energy bills could be achieved.	135	47	88	A proportion of the saving was identified and agreed with Western Power through lowering the capacity on meters on a range of properties. Work is continuing to identify further savings in 2015/16.
Resources		**Total Resources**	5,593	4,998	595	
Sport, Leisure & Culture	220	**Reduction of major classical concerts in the Welsh proms** - Cutting the three major orchestral concerts in the Welsh Proms; leaving a last night of the Proms concert only. If any additional concerts are presented they will be on a zero cost basis to St David's Hall thus reducing the net financial support for the Proms by £30k to zero.	30	30	0	The budget to support the classical concerts was reduced and was therefore fully achieved.
Sport, Leisure & Culture	221	**Increase in St David's Hall income** - Increase overall performance profitability of box office, which will include up to a 3% increase (£9.7k) in commercial hire fees.	40	40	0	Retained income was £84k above revised target so saving fully achieved.
Sport, Leisure & Culture	222	**Cessation of St David's Hall in house exhibition program** - Replacement of the current exhibition programme in St David's Hall with longer term exhibitions, with occasional update/refresh, thereby reducing the staff resource required to hang and monitor the exhibitions. St David's Hall is not an ideal exhibition space and emphasis will be in developing Cardiff Contemporary, with city wide exhibitions.	50	50	0	The exhibitions budget has been removed so is therefore fully realised.
Sport, Leisure & Culture	223	**Emergency Management Operations Income Generation** - To generate additional income via charging for advice and guidance in relation to Control of Major Accidents & Hazards (COMAH) planning, business continuity, and other key areas of resilience.	25	25	0	This was fully achieved.

Sport, Leisure & Culture	224	**Increase admission price for Cardiff Castle** - The aim is to increase income through a £1 rise on the entrance fees at Cardiff Castle.	150	150	0	Prices were increased and revised income target set. Actual income figures were signficantly higher then the revised target.
Sport, Leisure & Culture	225	**Community Asset transfer of Maes-y-coed Community centre** - The facility is open only on weekdays and attracts 30,579 attendances annually (85 users per day). The directorate has been approached by a local community group about a Community Asset Transfer. The community group has stated that it would aim to provide similar sessions to those currently delivered.	80	21	59	This saving has been partially achieved through the deletion of a post following VS, however the asset transfer did not take place until 1st April 2015 and therefore operating costs were maintained throughout 2014-15.
Sport, Leisure & Culture	226	**Community Building Review. Splott Community Hub** - At 30 years old Splott Pool is one of the oldest facilities in the Leisure stock and attracts fewer that 70,000 users per year (less than 200 users per day). It requires an annual subsidy of approx £325k (£4.63 per user). By comparison, Maindy has the lowest subsidy per user at £1.19 The building and associated plant is rapidly approaching the end of its useful life. The last property condition report completed in 2008 estimated that an investment of £80k was needed to key areas including the renewal of the boiler and heating distribution pipework. This is expected to have increased significantly since this date. A business case has been developed for Splott Community Hub and considered by Cabinet.	150	150	0	The Pool closed on 31st March and budgets removed.
Sport, Leisure & Culture	227	**Reprogramming of space across all leisure centres and Community Halls** - Complete a full programme review at all leisure centres and Community Halls to identify opportunities to maximise income generation. This will be achieved through the re-programming of high-income generating activities such as group fitness classes and through increased sales of active cards.	209	209	0	Revised income targets were allocated to the various centres and the saving achieved
Sport, Leisure & Culture	228	**Reprogramming of swimming provision** - Cardiff currently provides significantly more free swimming than required through the funding agreement with Welsh Government. Reducing free swim by 50% and converting this pool time to paid lessons by 75 classes per week (servicing existing waiting list) with improved financial position will still provide substantially more free swim than the level required by Welsh Government. Additionally this proposal involves aligning the swim club charges to standard lesson rates, and increased external hire charges to match competitors.	320	320	0	Revised income targets were allocated to the various centres and the saving achieved
Sport, Leisure & Culture	229	**Impact of new Student Card offer** - Maindy Centre is situated in the central ward of the city and this saving will initially concentrate on income generation from this centre, as it attracts 80% of the total student attendances for leisure services. There are more than 6,000 student accommodation places within walking distance of Maindy centre and the aim is to introduce a student Direct Debit (DD) card that allows Cardiff Council to compete with the ever expanding number of budget gyms in the area. We currently have a student discount card but this is now not competitive when compared to other local facilities offering a similar service. We will introduce a 9 month contracted DD or the option of a one-off annual payment, whilst still retaining the current pay as you go student card.	80	80	0	Revised income targets were allocated to the various centres and the saving achieved
Sport, Leisure & Culture	230	**Penylan Leisure Centre – revise pricing to reflect all other facilities** - Penylan Library and community centre re-opened on the 7th May 2009 following a refurbishment of Roath community centre. A differential pricing structure for the gym and group fitness was implemented as a pilot to assess the differential pricing between community centres and leisure centres. Penylan as a refurbished facility is much larger than other community centres, and programmes provided are comparable to all other facilities, therefore equal pricing should apply.	25	63	-38	This saving over achieved the target.
Sport, Leisure & Culture	231	**Catering remodelling in Llanishen Leisure Centre & Pentwyn Leisure Centre** - the aim of this proposal is to eliminate the catering deficit at Pentwyn and Llanishen leisure centres by closing the under-used bar facilities and providing the service through the existing cafeteria facilities. This will increase the available space for physical activity within the centres and enable the maximisation of income generating potential.	160	160	0	A proportion of this saving was achieved following the deletion of posts through VS. The remaining amount is considered achieved as it is reflected in the overall net subsidy for all leisure centres.

Service	No.	Proposal	Target	Achieved	Variance	Comments
Sport, Leisure & Culture	232	**In year saving from Eastern Leisure Centre being closed for refurbishment; on re-opening of Eastern Leisure Centre, rationalise overall leisure provision** - Plans for the refurbishment of the building have been developed with a view to commencing work in 2014. Whilst closed for refurbishment a saving will accrue to the service. A Leisure Facilities Strategy is being prepared to establish the overall size of the leisure offer required in the future, paving the way for future service rationalisation. Following completion of the refurbishment, the Council would need to identify base savings at the same level.	240	0	240	No saving was achieved against this proposal as the closure for redevelopment did not take place until the end of the financial year.
Sport, Leisure & Culture	233	**Reduce leisure subsidy to reflect income levels** - The implementation of the Leisure income strategy in 2010, has led to a continued growth in income for the service area. This continued growth in income has now removed the deficit making it possible to reduce the subsidy.	250	179	71	The revised income targets were allocated to the various centres with an overall shortfall of £71k identified and linked to this proposal.
Sport, Leisure & Culture	234	**Outdoor activities team closure** - The Cardiff Outdoor Activities Team (COAT) (which is an adventure activities act licensed provider) develops and provides opportunities for children and young people to take part in adventure activities. The ability for children to experience an outdoor adventure activity before the age of 12 will be reduced by the closure of this service. The COAT team are currently in receipt of a £50k, 4-year Families First grant for the provision of a Schools and NEET project.	120	120	0	The issues around rationalising the Play Service were delayed for further consideration. No specific savings were realised but in year reductions on employee costs through the retention of vacant posts and other operational reductions have enabled this saving target to be mitigated in full this year.
Sport, Leisure & Culture	235	**Reduction in Management/Support Costs** - A review of management and support roles across the directorate has identified opportunities to delete three posts, two of the post holders have applied for voluntary severance. **Split with Environment.**	68	69	-1	This saving was fully achieved following the deletion of two posts through VS.
Sport, Leisure & Culture	235	**Reduction in Management/Support Costs** - A review of management and support roles across the directorate has identified opportunities to delete three posts, two of the post holders have applied for voluntary severance. **Split with Community Development, Co-operatives & Social Enterprise.**	40	40	0	This saving was fully achieved following the deletion of a Parks Contracts Manager's post following VS.
Sport, Leisure & Culture	236	**Restructure Museum Budget** - Delete vacant posts of Audience Engagement Officer and Research Officer at the Cardiff Story Museum	40	40	0	This saving was fully achieved through the deletion of a post following VS.
Sport, Leisure & Culture	237	**Secure concession to operate Lamby Way Catering** - This operation is the least cost effective of the Council's catering operations and lends itself to being run independently of the Council as a concession, thereby removing the trading deficit and generating a concession income for the Council.	28	10	18	No interest was shown following the invitation to tender. Responsibility for the canteen was transferred to the Environment directorate on 1st January 2015. The trading loss for the first 9 months was £18k resulting in a notional saving of £10k against the former budget.
Sport, Leisure & Culture	238	**Roath Park Conservatory** -There is an opportunity to develop a new operating model for Roath Park Conservatory which generates in the region of 33,000 individual visits per year. Opportunities for third sector partnering along with the introduction / development of income streams are being explored in order to reduce expenditure and increase income. It is likely that there would be an impact on service users through the re-modelling of opening hours.	15	12	3	Income exceeded its target through increased sales activity however, the full saving was not achieved due to on going agency costs.
Sport, Leisure & Culture	239	**Introduction of charges for car parking at Llandaff Fields and Pontcanna Fields** - Introduction of car parking charges at Llandaff Fields and Pontcanna Fields Car Parks which have historically been free of charge. Car Park users would receive the first three hours free of charge and parking free from 6pm weekdays and on weekends to avoid any impact on clubs, parks users and visitors to the Llandaff cafe (leased by Cardiff Council).	40	0	40	No saving was achieved due to delays in ensuring the TRO's were in place.
Sport, Leisure & Culture	240	**End Staff Catering Subsidy** - This saving will eliminate the staff catering subsidy in County & City Hall Canteens. This reduction has been anticipated in the Venues & Catering Restructure.	115	21	94	The removal of the subsidy was reflected in the budget. The outturn performance showed an overall shortfall of £262k. £150k of this is reflected in line 254, a further £18k against line 237 with the remainder shown against this target.

Sport, Leisure & Culture	241	**Additional income to parks** - Additional mobile concessions (£20k), delete florist post from nursery (£20k.) Income from Heath Park Car Park (£40k.)	80	61	19	This saving was partially achieved through the deletion of a vacant post and the generation of car park income . Little success was achieved in the generation of income from catering concessions.
Sport, Leisure & Culture	242	**Parks Locking** - The Council has, historically operated a park locking regime on a city wide basis and there are currently 18 Parks that form part of the regime:- Roath Park (including Pleasure Gardens), Parc Cefn Onn, Bute Park, Victoria Park, Thompsons Park, Fairwater Recreation Ground, Insole Court, Bishops Palace, Llandaff Fields Barrier, Plasturton Gardens, Grange Gardens, Trelai Park, Helen Street, Shelley Gardens, Waterloo Gardens, Mill Gardens, Roath Brook Gardens and Llywnfedw Gardens. Under this proposal the Council would reduce the number of parks falling under a locking regime to five:- Bute Park, Victoria Park, Parc Cefn Onn, Roath Park (including Pleasure Gardens) and Thompsons Park. A pilot scheme of trialling the non-locking of parks was implemented on 1/4/2013 affecting parks on a city wide basis and whereby eight parks were taken out of the locking regime. There has been no resultant adverse impact to date.	18	20	-2	This saving was achieved through the deletion of a post following VS.
Sport, Leisure & Culture	243	**Sundry Reductions in Parks & Sport Budgets** - Savings will include reduced expenditure on Royal Horticultural Society Flower Show, Cardiff in Bloom, and minor adjustment to other parks and sports budgets.	30	30	0	Savings achieved in line with the proposal.
Sport, Leisure & Culture	244	**Weed Control Contract** - A change in the standard of weed control on the hard surfaces in all parks sites. The current cost relates to a standard based on performance specification. This proposal would reduce this standard of maintenance as the hard surfaces would only be treated on one occasion during the growing season of 2014/15. This excludes hard sports surfaces and play areas.	20	20	0	Savings were achieved through securing a new contract
Sport, Leisure & Culture	245	**Secure savings from Sport Cardiff & Active Communities through rationalisation and reduction in service** - An opportunity exists to merge these functions, in doing so creating a sport and physical activity service. The saving will be achieved through FTE reductions. There are a number of key benefits that the re-structure of Sport Cardiff, Active Communities and Outdoor Sports Management could achieve that include: 1) cashable savings – the Active Community Officer roles can be absorbed within the six Neighbourhood Management Areas with a cashable saving of approximately £50k + on costs. An interest in voluntary severance has been expressed from the Assistant Outdoor Leisure Manager and two Games Attendants which will provide further savings depending on business case approval. It is envisaged that the new structure should also reduce the current spend on agency staff. Links to SLC43	50	56	-6	This saving was fully achieved through the deletion of a vacant post following VS and reduced operting costs.
Sport, Leisure & Culture	246	**Reduce Bowls Subsidy -** Provide a lifeline for Bowls clubs by giving them time to move to a position in which the Council will not subsidise maintenance of greens, whilst encouraging clubs to share facilities. (This is an amended proposal. Previous proposals for Bowls totalled £65k but have now been replaced by this reduced proposal.)	15	15	0	The budget for bowls provision was reduced.
Sport, Leisure & Culture	247	**Boatstage Concession** - There is an opportunity to invite expressions of interest for the operation of the Boatstage.The concession operating model removes the risk of low income due to poor weather for the Council. There is potential for the concession holder to invest in new boats, activities and infrastructure.	25	13	12	The planned concession did not take place but increased income generation has helped to reduce the shortfall to £12k.
Sport, Leisure & Culture	248	**Income Generation in Venues & Catering** - This will cover City Hall, Cardiff Castle and Commercial Catering. Catering have been able to generate income over and above their 2013/14 budget targets and in addition will continue to generate further income. The service will aim to increase income through targeted sales campaigns and adding new products e.g. high tea and Sunday lunch at the Mansion House. Work is also being done to establish the best opportunities for the future use of the Castle Undercroft to maximise room yield. The service will also revisit menus and re-cost function menus.	210	379	-169	A surplus of £169k was achieved against this proposal in 2014/15.
Sport, Leisure & Culture	249	**Revision of the sailing programme at Cardiff Sailing Centre** - This saving will be achieved by concentrating on higher income generating activities and combining sailing staff with other Cardiff Bay Water Activity Centres to share resources, particularly during the winter period when there is less sailing activities, thus reducing casual staff costs and increasing income.	25	25	0	This saving has partially been achieved following the deletion of a post following VS. The remaining saving was delivered through reduced costs and increased income generation.

Sport, Leisure & Culture	250	**Full year effect of Winter Wonderland and Cardiff Bay Beach** - Full year effect of new operating model for Cardiff's Winter Wonderland ice-rink and Christmas fairground agreed as part of the 2013-14 budget process, plus income from Cardiff Bay Beach.	135	135	0	This saving has been fully achieved in line with the proposal.
Sport, Leisure & Culture	251	**Events Restructure -** Restructuring the Events team to reflect the current Event programme for the city.	100	106	-6	This saving has been fully achieved by the deletion of two posts through VS.
Sport, Leisure & Culture	252	**Re-design of the Parks Development Service** - An opportunity exists to review and re-design the Parks Development service that includes the strategy, policy, planning, design, land management and playground management functions. It is anticipated that savings would be delivered through further technology efficiencies although alternative ways of delivering the service will be explored as part of the review.	50	18	32	This saving was partially achieved following the deletion of a post through VS. The shortfall reflects a part year effect against the savings identified in 2014/.15.
Sport, Leisure & Culture	253	**Council Grant Reductions** 10% Reduction - Artes Mundi Prize (£5k) Grants to Cease - Various Arts Grants (£136k). (This an amended proposal. The previous proposal totalled £221k but has now been replaced by this reduced proposal).	141	141	0	Relevant grant budgets have been reduced.
Sport, Leisure & Culture	254	**Catering - New Operating Model** - it is proposed to invite third parties to run some or all of the Council's commercial and staff catering and commercial catering business. Expressions of interest could be invited either for a single operator to run the entirety of the business, or, recognising the diversity of the business, invite expressions separately for staff catering, individual retail units (Norwegian Church & Castle), and event/function catering. From the experience of third party operation of catering outlets in Parks, it is anticipated that there would be strong market interest, with resulting financial return to the Council in excess of current surpluses generated.	150	0	150	The Catering service has been re-modelled involving some market testing. The level of saving was ambitious hence making full saving challenging. The outturn position showed an overall shortfall of £262k against the revised target. Therefore this saving was not achieved.
Sport, Leisure & Culture	255	**Community Building Review Play Service Rationalisation** - All Play Centres to stay open, with savings being made through introducing shorter operating hours, whilst identifying a new delivery model for Children's Play. Maintain disability play at the current level, but reduce Welsh medium play in line with the overall savings level. Introduce Flying Start at Riverside and Adamsdown Play Centres. As a result grant funding of £90,000 to Menter Caerdydd for Welsh Medium Play will reduce by £6,220 to £83,780 in line with directorate savings levels. (This is an amended proposal. Previous proposals for Play services totalled £900k but these have now been replaced by this reduced proposal.)	200	188	12	The issues around rationalising the Play Service were delayed for further consideration. No specific savings were realised but in year reductions on employee costs through the retention of vacant posts and other operational reductions have enabled this saving target to be largely mitigated this year.
Sport, Leisure & Culture	256	**Cardiff Story Museum - Operating Model** - Secure savings through introduction of a slimmer operating model with skeleton staff and static display, co-staffed with the Tourist Information Centre and through use of volunteers.	180	170	10	Part saving was achieved following the deletion of a post following VS. The remaining saving was achieved through income generation and reduced operating costs although this wasn't fully realised.
Sport, Leisure & Culture	257	**Remodel Sports Development** - the Council's Sports Development programme is largely funded by Sport Wales through a Local Authority Partnership Agreement (LAPA). A small core team is financed through the General Fund, but with the majority of staff employed using Sport Wales funding. This proposal paved the way for the service to move to a commissioning model, with a small core team only employed by the Council to define outcomes to be delivered by other agencies through the LAPA funding, and then monitor delivery of these outcomes. It is anticipated that the service would be commissioned on a Neighbourhood basis.	115	115	0	The transfer to the MET took effect from July and as a consequence the full saving was realised.
Sport, Leisure & Culture	258	**Pontprennau Community Hall** -The use of this building is to be reviewed and the service area budget will be reduced to zero. As mitigation, the Corporate Initiatives budget will fund any costs in 2014/15.	109	109	0	Following a delay to the transfer, in line with the budget proposal this was funded by Corporate Initiatives.

Sport, Leisure & Culture	259	**Savings from Cultural Venues -** Savings would be achieved through: (a) new management operator being secured for either St David`s Hall or New Theatre, or both, (b) introduction of transaction fees payable on ticket prices (c) closing for short, most costly periods where net savings can be made (d) reduction in staffing	530	230	300	A proportion of the saving was achieved through staff reductions and increased income. The shortfall is linked to the planned new operator which was not in place this year.
Sport, Leisure & Culture	260	**Bereavement & Registration - Income budget re-alignment**	150	150	0	A proportion of the saving was achieved following the generation of additional income. The remaining saving was delivered through a staff restructure.
Sport, Leisure & Culture	261	**Vegetation Management** - the introduction of a functional approach to vegetation management would involve adjustment of maintenance regimes which would identify areas to be given minimal maintenance and focus resources on higher profile areas in terms of safety and visual amenity. Final proposals including impact on FTE numbers subject to progress of Cardiff Outdoors project.	100	100	0	The proposals were implemented and achieved in full.
Sport, Leisure & Culture	262	**Heath Park Offices Staff Relocation** - relocate staff currently operating from offices at Heath Park and offer building and associated dedicated parking for lease.	61	46	15	Because of the delay in transferring the Sports Development team to the Cardiff MET the offices remained occupied until 30th June. This resulted in an under achievement of the savings for this year.
Sport, Leisure & Culture	263	**Channel View** - Increased activity and income generation.	50	61	-11	Actual Fees & charges for 2014-15 £184k compared to £123k in 13-14, an increase of £61k (50%) resulting in an over achievement of the target.
Sport, Leisure & Culture	264	**Parks Service Savings -** Increase income from HRA, from fees and charges, and from wider uses of the buildings estate in parks. Cease provision of hanging baskets in city centre and introduce changes to employment of Summer casuals.	265	205	60	A significant proportion of the savings was achieved. The shortfall relates to the non achievement of the parks building estates income.
Sport, Leisure & Culture	265	**Restructure of Management Posts with Sport, Leisure and Culture** - a restructure of management posts within the directorate will be undertaken to achieve savings. **Split with Community Development, Co-operatives & Social Enterprise.**	26	26	0	This saving has been fully achieved following the arrangement to recharge a proportion of the Parks OM to the Cardiff Harbour Authority following the new management arrangements.
Sport, Leisure & Culture	265	**Restructure of Management Posts with Sports Leisure and Culture** - a restructure of management posts within the directorate will be undertaken to achieve savings. **Split with Environment.**	124	124	0	This was achieved including a saving arising from the recharge of management and support costs to the Cardiff Harbour Authority.
Sport, Leisure & Culture	266	**Additional Posts Reductions** - deletion of post at Norwegian Church and job share in events team.	55	55	0	This saving was achieved following the deletion of two vacant posts and a further post redesignated on a lower grade.
Sport, Leisure & Culture		**Total Sport, Leisure & Culture**	**5,289**	**4,387**	**902**	
Strategic Planning, Highways & T&T	267	**Telematics Service Redesign** - Removal of Grade 10 post 3 days a week.	31	31	0	Post deleted and savings achieved in line with proposal.
Strategic Planning, Highways & T&T	268	**Telematics -** deletion of 2 vacant posts.	50	50	0	Posts deleted and savings achieved in line with proposal.
Strategic Planning, Highways & T&T	269	**Telematics - Efficiency savings in tunnel maintenance** - Reviewing the process of tunnel closures for maintenance. Currently every 6 weeks for 2 nights, reduce to every 6 weeks for 1 night	20	20	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	270	**Telematics - Voluntary Severance (VS) - 2 no. Control Room Staff/ 1 no. Engineer** - Integration of Community CCTV team with Transport Control room team to cover 2 posts being put forward for VS. Restructuring costs of CCTV team from Grade 3 to 5. Engineer post proposed for VS, duties will be covered by existing team.	117	117	0	Restructuring and posts deleted in line with proposal and savings achieved.

Strategic Planning, Highways & T&T	271	**Telematics - Reduction in Call Out** - Currently two officers on call every night of the year - reduction to one per night. Current estimated annual cost of call out £25k, budget £31k, reduce call out by half to £12.5k- saving £18k.	18	0	18	Proposal is linked to and will be achieved as part of the overall SPHTT restructure. Delays in the process resulted in a final shortfall but this is fully achievable next year.
Strategic Planning, Highways & T&T	272	**Telematics - Removal of shift allowance for non CCTV staff** - Removal of shift allowance for non CCTV staff. Shift allowance for Control Room Staff only £27,633 required	14	14	0	There is a 12 week notice period involved with this proposal but the £14,000 is still achieved in the year as the part year impact.
Strategic Planning, Highways & T&T	273	**Telematics combined use of plotter with Infrastructure Design** - The shared use of the plotter will result in an overall reduction in cost.	10	10	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	274	**Telematics - reduced Real Time Information (RTI) costs, buses upgraded to 4G** - New bus shelter advertising contract to pay for 4G in buses and bus shelters, removal of existing radio based system including maintenance. RTI screens to be updated via capital / possibility supported by Section 106.	50	0	50	Delays in implementation of the new contract resulted in a £50,000 shortfall.
Strategic Planning, Highways & T&T	275	**Telematics - Overtime realign based on current expenditure** - Forecast overtime for 2013/14 IS £27k, realign budget to reflect this going forward.	16	16	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	276	**Telematics -Drawdown of commuted sums to support existing assets -** 1/20th of commuted sum total taken to support asset maintenance	95	95	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	277	**Additional charge to capital schemes in respect of Telematics design** - Telematics staff to charge fees associated with capital schemes.	38	38	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	278	**Increased income for Traffic Regulation Orders** - An Officer Decision Report is under consideration to increase Emergency Notices from £100.00 to £415.00 per Notice, and from £225.00 to £690.00 for Orders, excluding any advertising costs. Fee increase in line with other authorities.	137	67	70	A final shortfall of £70,000 achieved in relation to income generated from chargeable road closures.
Strategic Planning, Highways & T&T	279	**Telematics - reduce from 5 to 4 vehicles**	3	3	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	280	**School Crossing Patrol - reduce number of sites -** Propose cuts only where alternative provision of 'safety' is in place. Report being prepared to ensure optimum use of school crossing patrol officers.	70	70	0	Budget reduced and savings achieved in line with the proposed reduced establishment due to the historic vacancy levels and the review of service requirements for site prioritisation.
Strategic Planning, Highways & T&T	281	**Public Transport - countyride buses reduction in level of service provision -** Withdraw Sunday and evening services on an number of services - 1/2 (City Centre to Minton Court) , 138 (Central station to Pentrych/Creigiau), 86 (Central station to Lisvane), 136 (City Centre to Pentyrch Creigiau). Combine bus services on 38/26c (City centre to Gwaelod y Garth/Gabalfa Circular).	71	71	0	Savings achieved in line with the proposal due to a reduction in service provision and an increase in the bus grant funding levels.
Strategic Planning, Highways & T&T	282	**Public Transport - reduce frequency of Bay Car evening & early morning -** Reduce frequency of service provision, early morning, evening and Sunday.	30	30	0	Reduction in frequency and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	283	**Public Transport Section 106 funding for bus operators** - Increase Section 106 funding in respect of Bay car services. This funding will run out beginning of 2018/19.	75	75	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	284	**Public Transport - change in bus shelter maintenance contract -** No longer require maintenance budget as cost covered by new advertising contract.	56	56	0	Savings achieved in line with the proposal. New contract awarded March 14.

Strategic Planning, Highways & T&T	285	**Public Transport - Reduce level of timetable changes to 4 per year -** Reduce frequency of changes to bus timetables to 4 per year.	5	5	0 Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	286	**Public Transport - Deletion of vacant post**	27	27	0 Post deleted and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	287	**Training - reduce central transport training** - Reduce Central Training Budget to statutory & essential training only.	10	10	0 Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	288	**Transport - Voluntary Severance (VS) and restructure of team** - Post put forward for VS, the post deals with the procurement of goods and services for Traffic & Transport, and the operation of the time recharging system Profess.	22	22	0 Restructure and deletion of posts in line with the proposal and savings achieved.
Strategic Planning, Highways & T&T	289	**Deletion of Assistant Director Post**	108	108	0 Post deleted as part of the service senior management restructure and savings achieved.
Strategic Planning, Highways & T&T	290	**Road safety - Reduction in education and equipment budget** - Reduction in education and equipment budget, therefore more reliant on grant from South East Wales Transport Alliance.	6	6	0 Budget reduced and savings achieved.
Strategic Planning, Highways & T&T	291	**Road safety - Removal of Central Transport Services costs for Display Vehicle -** disposal of road safety display vehicle - therefore will no longer require maintenance.	6	6	0 Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	292	**Road safety - Voluntary Severance (VS) Safer Routes to school officer** - Safer routes to school officer taking VS - post to be deleted.	16	16	0 Voluntary severance and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	293	**Transport Policy - reduce budget for cycle maps / cycle festival -** Reduce the amount of support to the cycle festival and production of cycle maps.	3	3	0 Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	294	**Transport Policy deletion of post** - Part funded by capital schemes.	21	21	0 Post deleted and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	295	**Transport Strategy additional income - 1) Increase income target for Section 278 -** Realign income recharge in line with level of recharging 2013/14. 2) Increase income target for Section 38 - Assuring future income is received by authority, delay due to adoption. Actively pursuing unpaid Section 38 payments.	120	120	0 Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	296	**Transport Surveys - Voluntary Severance (VS)** - Deletion of surveyor post and restructure of team.	34	34	0 Restructure and deletion of posts in line with the proposal and savings achieved.
Strategic Planning, Highways & T&T	297	**Traffic & Transportation Infrastructure Design- realign budget to be self financing** - Income target increased as budget should be self financing.	18	18	0 Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	298	**Infrastructure Design- reduction of Riverwalk maintenance** - Budget for maintenance of Riverwalk bridge estimated saving £24k over next 3 year. £8k per annum.	8	8	0 Savings achieved in line with the proposal.

Strategic Planning, Highways & T&T	299	**Passenger transport retendering savings** - a reduction in existing costs is expected following re-tendering of the contract which would start in September 2014.	117	268	-151	The retendering in respect of taxis and minibuses has been completed and savings of £151,000 above target are achieved.
Strategic Planning, Highways & T&T	300	**Passenger Transport - Voluntary Severance (VS)** -Grade 4, work covered by amalgamation with public transport, Road Safety teams etc.	22	22	0	Voluntary severance and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	301	**Passenger Transport - merging taxis for SEN, increased training for escorts/drivers** - Optimise provision of transport for SEN, by merging taxis services and providing additional training and support strategies to staff.	50	50	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	302	**Service redesign and integration of Transport and Highways services** - including a full management restructure	250	200	50	Part year impact due to the timing of staff and union consultation, ringfencing, interviews and appeals processes.
Strategic Planning, Highways & T&T	303	**Removal of Administrative posts in Development management** - Deletion of vacant Secretary and Administrative Support posts.	74	44	30	Deletion of 2 vacant posts and VS for one Grade 3 but shortfall of £30,000 against this proposal.
Strategic Planning, Highways & T&T	304	**Planning Assistants x 2 - Development Management** - Delete two vacant posts	53	53	0	Posts deleted in line with the proposal and savings achieved.
Strategic Planning, Highways & T&T	305	**Reduction in Strategic Planning revenue budget** - This budget is used to support scoping reports linked to the Local Development Plan and its deletion will result in a workload review within the section.	47	47	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	306	**Development Management additional Planning Fee income** - Increase the efficiency of planning application processing of major applications and thus increase fee income.	512	342	170	This savings proposal had the following split: Pre planning application advice - £40,000, Street Work additional fees/charging - £160,000 and Development Management additional planning fee income - £312,000. Final figures for 2014/15 show a shortfall of £156,000 against the streetworks fee target and a net shortfall of £14,000 against the planning and pre application planning fees income targets.
Strategic Planning, Highways & T&T	307	**Building Control Budget reduction -** This proposal will be achieved by generating additional fee income in relation to fire risk assessments for schools and a minor restructuring within the service.	82	82	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	308	**Reduction in Planning posts -** posts have been identified across the Planning Service that will be deleted as part of this proposal.	256	188	68	£188,000 achieved through VS but a shortfall of £68,000 against this proposal.
Strategic Planning, Highways & T&T	309	**Highways Maintenance Redesign Phase 2b -** it is proposed to redesign the Highways Maintenance organisation structure to more clearly separate the asset management and operations functions. The restructure will also take into account the predicted reduction of defect repair work arising from the implementation of the new Highway Maintenance Policy. Additionally, following the establishment of the new Strategic Planning, Transportation and Highways Directorate, the restructure will build on synergies that exist between Highways and the Transportation and Planning Service to produce a more focused service delivery through improved strategic planning and asset management. Reduction in frontline operatives from 62 to 43. Reduction in staff vacant posts and Voluntary Severance requests.	693	570	123	In relation to this part of the Highways service redesign, voluntary severance applications have been processed as well as deletion of vacant posts, achieving £570,000 in 2014/15. A shortfall of £123,000 is due to the leaving dates and part year impacts but the target will be fully achieved in 2015/16.
Strategic Planning, Highways & T&T	310	**Dimming of Street Lights** - In February 2013, the Council approved an invest to save scheme for the dimming of street lights in residential areas. The scheme is to be implemented over 3 years with a total of approximately 24,000 street lights being dimmed. It is planned to complete the installation of dimming units on 8,000 street lighting units in 2013/14 with the result that savings will start to be made next year.	100	35	65	A saving of £35,000 was achieved with a shortfall of £65k due to contract implementation delays.

Directorate	Ref	Proposal					Comments
Strategic Planning, Highways & T&T	311	**Further capitalisation of highways works** - A review of works undertaken has identified opportunities to capitalise further works. Currently, all minor works (i.e. non safety defects) and safety defects identified from inspections repairs are repaired either on a temporary or permanent basis depending upon the situation. However, there is a point when the permanent repair will be of a sufficient size for it to be considered a capital improvement and hence should be funded using the capital budget. Linked to Capital Programme bid.	350	350		0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	312	**Reduction of External Spend** - a review of budgets used for external spend has been undertaken and it is believed that some savings can be made against certain budgets as follows: asset management £25k; drainage repairs £25k; purchase of new street furniture £25k; street nameplates £25k, lining £20k, coring £6k, litter clearance £6k, footpath signing £6k, PROW maintenance £10k, gully & grass materials £20k.	168	168		0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	313	**Reduction in Weed Spraying** - Currently, under the Council's Grounds Maintenance Contract, the adopted highways are sprayed for weed control purposes 3 times a year. A saving could be made if the number of sprays was reduced to 2.	48	48		0	Budget reduced and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	314	**Overtime Reductions** -This saving would involve reducing overtime budgets for Highways Operations (Street Lighting, Drainage and Defect Repairs). Overtime would be carefully controlled so that it would only be approved for essential maintenance, income earning or emergencies.	150	150		0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	315	**Business support efficiency savings** - Change of model for business support where the embedded Technical Administration staff are line managed by the Administration Manager's post. In addition some process efficiencies and 'Lean' work to reduce the duplication of effort and the double handling of information will generate savings in work volumes.	150	61		89	Proposal linked to the overall SPHTT restructure with a part year impact of £61,000 due to leaving dates and part year impacts. Full year savings are anticipated for 2015/16.
Strategic Planning, Highways & T&T	316	**Reduction in Winter Maintenance** - salt principal and marginal routes only.	200	200		0	Achieved in line with the proposal.
Strategic Planning, Highways & T&T	317	**Streetlighting efficiencies through re-alignment of budgets** - 1) Electricity on Bridges £30k 2) Lighting Maintenance - reduced demand related to removal of night scouting operation 3) Lighting Accident Repairs.	70	70		0	Achieved in line with the proposal.
Strategic Planning, Highways & T&T	318	**Reduction in Tarmac and Paving repairs budget** - reduction in external spend. The policy change in intervention levels will lead to a reduction in demand along with efficiency improvements through performance management.	250	250		0	Achieved in line with the proposal.
Strategic Planning, Highways & T&T	319	**City Centre and Tree Pits** - improvement works to be undertaken within Capital Programme.	105	105		0	Achieved in line with the proposal.
Strategic Planning, Highways & T&T	320	**Reduction of electrical testing and structural surveys** - re-prioritisation of surveys and testing.	20	20		0	Budget reduced and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	321	**Reduction in permanent repairs** - prioritisation of permanent repairs. The policy change in intervention levels will lead to a reduction in demand along with efficiency improvements through performance management.	150	150		0	Achieved in line with the proposal.
Strategic Planning, Highways & T&T	322	**Reduction in external expenditure on culverts budgets** - realignment of budget.	20	20		0	Budget reduced and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	323	**Retender of Service (Cardiff East P&R)** - Savings as a result of the re-tender of the service (Cardiff East Park & Ride). As a result of the re-tendering, the operation of this service no longer requires a Council subsidy.	550	550		0	Service retendered and Council subsidy considered no longer required.

Strategic Planning, Highways & T&T	324	**Adjust Parking Tariffs:** Adjust Parking charging and tariffs in Cardiff following an assessment of comparator cities.	354	354	0	Tariffs increased in line with the proposal and savings achieved.
Strategic Planning, Highways & T&T	325	**Pay and Display Butetown (Schooner Way)** - generation of additional income through implementation of Pay and display parking on Schooner Way.	50	12	38	Final shortfall of £38,000 against this proposal due to limited take up of parking at this scheme.
Strategic Planning, Highways & T&T	326	**Moving Traffic Offences** - Ensure more efficient use of highway network and reduce congestion by introducing appropriate charging to discourage driving in bus lanes and similar offences.	365	475	-110	The Moving Traffic Offences (MTO) initiative commenced after a delayed start on 1st December. In spite of this, a significant income recovery was achieved which together with other underspends resulted in a net surplus of £110,000. There were, however, other offsetting income shortfalls for Penalty Charge Notices and on street parking
Strategic Planning, Highways & T&T	327	**Operational Manager tier savings -** following a review of work undertaken across the service.	240	210	30	Voluntary severance of two OM posts and funding realignment for a third. Overall shortfall of £30,000. To be achieved as part of the overall SPHTT restructure which achieved a part year impact as identified in line 302.
Strategic Planning, Highways & T&T	328	**Staff savings across Planning Enforcement** - following a review of all work undertaken across the planning service**.**	39	31	8	Voluntary severance of one post but 0.75 FTE so a shortfall of £8,000 against this proposal.
Strategic Planning, Highways & T&T	329	**Passenger Transport** - withdrawal of non statutory school transport (countryride). This saving proposal relates to children who already use the country wide service and pay a fare as they are within walking distance of the school. The proposal seeks to ensure that the amount charged more closely reflects the cost of providing this service.	300	300	0	Detailed programme in place to withdraw non statutory secondary routes and some routes to be commercially operated. This is a part year impact.
Strategic Planning, Highways & T&T	330	**Maintenance Reductions** - Routine bridge maintenance (£25k), tunnel maintenance (£10k) , material spend (£30k) and additional income / staff recharge to external funding sources (£10k).	75	75	0	Budgets reduced and savings achieved.
Strategic Planning, Highways & T&T	97	**Events Park and Ride** - the service current operates with a net subsidy of £37k. It is proposed to amend the operating model to ensure full recovery of the cost of the service.	37	37	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T		**Total Strategic Planning, Highways & T&T**	**7,253**	**6,704**	**549**	0
Grand Total		**TOTAL SAVINGS**	**43,833**	**36,927**	**6,906**	

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EARMARKED RESERVES **In line with Council Minute 799(8) the following amounts were transferred to new earmarked reserves**		
RESERVE	**£**	**PURPOSE**
HMO Licensing – Cardiff Schemes	63,000	To provide funding for future costs arising in relation to additional schemes where licensing income covering a five year period has been received.
Joint Equipment Store – Pooled Budget	125,846	To reflect the transfer of the surplus on the Joint Equipment Store Pooled Budget and to allow the carry forward of the unspent balance to meet future commitments as incurred by the partners in the Section 33 Agreement.
City Deal	150,000	To provide funding to support the Council's contribution to any regional development agreement.
Social Care – Safeguarding & Preventative Measures	125,000	To provide funding for future social care safeguarding and preventative measures.
Non Domestic Rates – Due Diligence	60,000	To fund due diligence work in relation to non domestic rate debtors.

Civil Parking Enforcement 2014/15 Outturn   **Appendix E**

2013/14 Outturn £000's		2014/15 Estimate £000's	2014/15 Outturn £000's	2014/15 Variance £000's
	Income			
(4,029)	On Street Car Parking Fees	(4,285)	(3,917)	368
(230)	Off Street Car Parking Fees	(687)	(667)	20
0	Moving Traffic Offences	(875)	(848)	27
(2,150)	Penalty Charge Notices	(2,188)	(2,077)	111
(142)	Residents Parking Permits	(263)	(254)	9
0	Disabled Bays	0	0	0
(48)	Other income	0	(54)	(54)
(6,599)	**Total Income**	(8,298)	(7,817)	481
	Expenditure			
2,203	Employees	2,630	2,211	(419)
318	Premises	319	342	23
5	Transport	4	3	(1)
562	Supplies and services	685	701	16
242	Third party payments	212	221	9
217	Support services	204	259	55
175	Capital financing charges	182	206	24
3,722	**Total Expenditure**	4,236	3,943	(293)
(2,877)	**Net Expenditure**	**(4,062)**	**(3,874)**	**188**
2,877	Contribution to Parking Reserve	4,062	3,874	(188)
0	**Total Civil Parking Enforcement**	**0**	**0**	**0**

HOUSING REVENUE ACCOUNT 2014/15 - OUTTURN   **APPENDIX F**

	2014/15 Estimate £000	2014/15 Outturn £000	2014/15 Variance £000
EXPENDITURE			
Employees	11,125	10,482	(643)
Premises			
Council House Repairs	13,212	17,182	3,970
Other Premises Expenditure	4,502	3,684	(818)
Total Premises	17,714	20,866	3,152
Transport	181	111	(70)
Supplies & Services	2,798	2,155	(643)
Third Party Payments	34	19	(15)
Support Services	6,173	5,921	(252)
Capital Financing			
Capital Financing	8,086	7,739	(347)
DRF	3,761	3,761	0
Total Capital Financing	11,847	11,500	(347)
Contributions to Funds/Doubtful Debts	835	523	(312)
Housing Subsidy Payable	15,300	14,465	(835)
GROSS EXPENDITURE	66,007	66,042	35
INCOME			
Rents	(58,728)	(59,019)	(291)
Service Charges	(5,097)	(5,022)	75
Interest			
Mortgage Interest	(5)	(3)	2
Interest On Balances	(45)	(62)	(17)
Total Interest Receivable	(50)	(65)	(15)
Grants income	(69)	(79)	(10)
Other Income	(704)	(852)	(148)
Total Recharges	(913)	(873)	40
Contributions to/from Reserves/Balances	(446)	(446)	0
TOTAL INCOME	(66,007)	(66,356)	(349)
NET SURPLUS (-)	0	(314)	(314)

Capital Schemes Update

The following provides an update of some capital schemes in addition to the detailed list at Appendix H.

Communities, Housing and Customer Services

Neighbourhood Regeneration

Based on member priorities, regeneration schemes had an initial budget of £834,000. Schemes included public realm improvements at Bedford Street and North Ely Youth Centre; improvements to the local shopping parade at Clarendon Road; upgrade of Lydstep Park local open space and environmental and safety improvements to Ann Street. Due to a scheme at Parc Coed y Nant slipping and higher external contributions slippage will be carried forward to ensure completion of schemes in 2015/16.

The main scheme in the Local Shopping Centre regeneration budget of £535,000 in 2014/15 is a comprehensive regeneration scheme for Clare Road/Penarth Road District Shopping Centre. It includes public realm improvements to the junction to facilitate pedestrian movements and improvements to commercial businesses. Following the approval of a Vibrant & Viable Places WG grant for Grangetown, £111,000 was spent by the 31 March 2015. Work started in February 2015 against the local shopping centre regeneration budget, the junction works and phase 1 of the improvements to commercial businesses will be completed in 2015/16, with slippage of £162,000 shown against this scheme.

North Grangetown renewal area environmental schemes expenditure of £291,000 covering works at Hereford Street, Compton Street and Julie Street were completed. Implementation costs were under the grant allocation but as 2014/15 is the last year of the grant, slippage is not allowed and therefore this is shown as an underspend.

Spend on alleygating schemes of £235,000 was completed on area based schemes in Gabalfa and Grangetown, complemented by a number of one-off schemes for "hot-spot" lanes. In total, 88 alleygates were installed.

Citizen Hubs

Work was completed in 2014/15 on Ely/Caerau Hub which opened in June 2014 following conversion and refurbishment of the Jasmine Centre. Work commenced in March 2015 on the Grangetown Community Hub, Cymal grant has been received for this scheme (£80,000) together with WG Vibrant and Viable Places WG grant (£117,000).

Work has commenced at Central Library to accommodate services provided from Marland House, prior to its demolition, in a City Centre Hub. There has been expenditure of £74,000 in 2014/15 with most of the costs planned in 2015/16. Costs will need to be managed within existing Hub capital budgets and HRA revenue budget.

Spend on the STAR Community Hub was £480,000 during 2014/15 consisting primarily of design costs and the costs of demolishing the Splott Pool site. Other Hubs which are being progressed include Llandaff North, Fairwater Hub, Pentwyn Hub and Rumney Partnership Hub.

A receipt from the Dome site in Pentwyn has been spent on a range of measures during 2014/15, including replacing Pentwyn Leisure Centre swimming pool tiles, replacing heating at the Powerhouse, as well as wider improvements linked to hub proposals and planned accessibility improvements at Pentwyn Leisure Centre. Slippage of £273,000 is to be carried forward into 2015/16. Of this £89,000 is shown within the Citizen Hubs Programme, and £184,000 is shown within Leisure under Pentwyn Leisure Centre accessibility (Dome)

In respect of the Maelfa Regeneration Scheme - project scope and delivery arrangements for the main redevelopment scheme have been reviewed with a view to bringing forward a revised scheme in 2015/16. Surplus Council buildings were demolished under an advance works contract in 2014/15.

Housing

The WG Renewal Area Grants is a scheme funded by WG and provides external improvements to privately owned properties in West Adamsdown and North Grangetown, the amount spent in 2014/15 was £679,000. This is less than the budget of £718,000 but as this is the last year of the grant, slippage is not allowed and hence this has been shown as an underspend.

<u>**Economic Development**</u>

The Council has successfully delivered 5 projects under the Department of Culture Media and Sport's (DCMS) Urban Broadband Scheme, against an overall approved Capital Grant allocation of £8 million. Final Outturn figures identify capital spend of £4 million as set out in the table below:

Project	Allocated Budget £000	2013-14 Actual £000	2014-15 Final Outturn £000	Total Final Outturn £000	Variance £000	2015-16 Projection £000
Voucher	3,162	175	492	667	(2,495)	412
Demonstrator	698	381	93	474	(224)	0
Bus Wi-Fi	444	12	612	625	181	0
Internet Exchange	660	32	593	624	(36)	0
Public Wi-Fi	3,000	19	1,614	1,634	(1,366)	0
TOTAL	**7,964**	**620**	**3,404**	**4,024**	**(3,940)**	**412**

The main achievements for the schemes in 2014/15 include;

- Delivery and enhancement of the Digital Cardiff showcase.
- The successful implementation of free Wi-Fi on 224 buses throughout Cardiff.
- The Internet Exchange scheme successfully issued 29 from the available 30 Internet Exchange grants that were issued to companies for the purchase and installation of equipment to be located at the Cardiff Internet Exchange.
- Public Buildings Wifi project resulted in the successful installation of Wi-Fi into 150 buildings (121 Council buildings, 29 non-council buildings).

Final Outturn costs for the Bus Wi-Fi total £625,000 reporting an overspend of £181,000, this is due to a late amendment in the contract duration from a two to a three year contract term, as approved by DCMS in March 2015. The Public building Wi-Fi project previously projected that 200 buildings would be installed with the

provision of free Wi-Fi. As the number of buildings actually implemented was 150 this resulted in a reduction from that previously reported at Month 9 of £366,000.

All the above sub projects have now come to a close with the exception being the Cardiff Connection Voucher scheme which is set to continue through until 30 September 2015. This is to enable the Council to pay existing vouchers that have already been issued prior to the 31 March 2015. Current projections identify that a further £412,000 vouchers will be paid in 2015/16 in relation to this scheme. In total 649 vouchers have been issued, the take-up of Connection Vouchers has been significantly lower than the profile used to determine the grant allocation despite significant marketing and promotion, a pattern which has been reflected nationally.

City Development

Wood Street NCP car park is being purchased as part of the Cardiff Enterprise Zone scheme, with a deposit of £675,000 paid in 2014/15, and the balance of the total £9 million purchase price to be paid in 2015/16. Slippage from 2014/15 and the budget in 2015/16 will allow this payment to be made. Interim enabling works to create more bus capacity as well as rest facilities for drivers was undertaken, with £135,000 spent during the year and design for public realm works were progressed during the year, with expenditure of £537,000.

Expenditure of £280,000 was undertaken by the Major Projects team in production of masterplans, appraisals and other development costs on a range of schemes including Waterfront, International Sports Village Phase 3, Dumballs Road, Greenhill School and land south of the railway station. These development costs have been included in the Capital Programme and have been funded either by in year revenue budgets or on the expectation of a future capital receipt. Should receipts not materialise or the schemes be abortive, then such development costs will need to charged back to a revenue budget.

<u>Education & Lifelong Learning</u>

Schools Asset Renewal

The projected Outturn for 2014/15 reported at Month 9 was £3.404 million, however the final Outturn position is a total spend on Schools Asset Renewal for 2014/15 of £2.455 million. From a budget of £2.955 million slippage of £473,000 has been allowed to carry forward into 2015/16. The Directorate and Facilities Management will need to work closely together during 2015/16 to co-ordinate works and priorities in order to ensure projections on this budget heading are accurate and closely monitored.

Flying Start

The final agreed Flying Start Allocation with WG for 2014/15 was £2.473 million following the last change requests submitted in March 2015. Final expenditure against this allocation in 2014/15 was £2.500 million which represents a net overspend of £27,000 against the approved grant allocation largely related to unforeseen construction works required. A further change request has been submitted to WG for this amount. Until then this overspend has been managed within the existing Capital Programme. The most significant areas of expenditure during the year were implementation of schemes at Baden Powell Primary (£532,000), Holy Family (£265,000), Riverside Play Centre (£225,000) and St Mellons (£209,000).

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Schools Organisational Plan

Schemes are classified as either "21st Century Schools" or "SOP Other". The combined final Outturn was £17.219 million. This represents a reduction of £1.505 million from the Month 9 estimated Outturn position, with reasons for slippage as previously reported.

The final outturn for the 21st Century Schools in 2014/15 was £10.825 million, this is a reduction of £136,000 since Month 9 as a combined result of underspends and the net impact of slippage and brought forward resources across a number of schemes.

Significant movements since Month 9 are represented by an underspend on Ysgol Treganna (£193,000), resources brought forward from future years for Eastern High (£787,000) and Pontprennau primary (£100,000) reflecting positive progress on site. These are partially offset by slippage against Mount Stuart Primary (£354,000), Hywel Dda (£166,000), Millbank (£98,000) and Michaelston / Glyn Derw (£74,000).

Capital expenditure during the year was across several schemes but the most significant spend was on the following schemes; Millbank Primary (£2.415 million), Pontprennau Primary (£2.200 million), Mount Stuart Primary (£1.746 million), Eastern High (£1.537 million) and Hywel Dda Primary (£1.334 million).

The most notable areas of slippage as previously identified against the original assumptions included in the budget were in in relation to a number of factors:-

- Eastern High School, which is currently at procurement stage.
- The need to await the outcome of several consultations prior to finalising proposals, namely e.g Four wards, Gabalfa Primary and Ysgol Glan Ceubal, Baden Powell and Moorland Primary.
- The need to submit for approval a re-aligned 21st Century Schools programme to Welsh Government for approval.

Estimated expenditure profiles have been re-aligned in the 2015/16 budget.

The final outturn on Other SOP Schemes in 2014/15 is £6.394 million. This represents a reduction of £1.369 million compared to the Month 9 projected Outturn position.

SOP Reserve

The SOP reserve balance at 31 March 2015 is £7.170 million (£8.394 million at 31 March 2014) with a net drawdown on the reserve in 2014/15 of £1.224 million. Of this reserve balance, £3.164 million has been temporarily borrowed to fund Voluntary Severance expenditure; however a schedule is in place to repay this borrowing in advance of any requirement to drawdown for SOP.

The SOP reserve balance over the life of the SOP Programme financial model is used as a measure of affordability of the programme. It was previously agreed at Investment Review Board that the balance on the future profile of the reserve should not fall below a threshold of £1.5 million.

In March 2015, WG approved a re-aligned 21st Century Schools programme totalling £164.1 million to be funded 50/50 by WG and Cardiff Council. The programme submitted by the Authority totalled £167.6 million but WG excluded the potential VAT liability of £3.5 million related to Eastern High from their approved programme at this stage, although they did not rule out any providing assistance entirely should the liability materialise at a future stage. As a result this increases the Authority's

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potential liability due to this issue by £1.756 million and therefore increases risk around the affordability of the programme for the Authority should the VAT liability materialise and WG are unable to offer any assistance. There is therefore now a risk that this threshold balance on the SOP reserve may not be able to be maintained.

Three options around the profiling of receipt of WG grant funding were developed and updated to reflect the implications of the VAT issue. All three options show the reserve balance falling below the £1.5 million threshold in 2019/20 with the least impacting option falling to a balance of £1.385 million.

It seems likely therefore that in order to maintain the threshold balance on the reserve and therefore the robustness of the reserve as a measure of affordability, that discussions are needed around options for improving this position. There are various options which could be considered including allocation of additional revenue funding, reduction of other areas of revenue expenditure or reduction in net capital expenditure requirements to reduce Capital Financing pressures on the SOP reserve. One area where there is some potential for reducing the impact on the SOP reserve balance is the recently awarded tender for construction of the new Eastern High School. The winning tender is below the budget and therefore may provide some scope for offsetting any potential impact of the VAT issue, should it crystallise, on the SOP reserve balance.

Environment

Waste Management & Recycling

Work to redevelop an existing Household Waste Recycling Centre has slipped into 2015/16. Slippage of £1.587 million is shown against the budget of £1.712 million. The initial project requirements are being revisited to incorporate additional requirements consistent with the new waste strategy and to secure operational efficiencies within waste management operations.

Whilst site infrastructure works were undertaken at Lamby Way, additional works were essential and were approved under the existing contract. This has resulted in an overspend of £83,000. This has been managed within the overall Capital Programme.

The asset renewal budget of £65,000 has been spent on a vehicle canopy (£50,000) and £15,000 for security equipment at Bessemer Close HRWC.

The Council was successful in bidding for a NHS contract for waste collection. This required bins to be purchased at a cost of £53,000.

Whilst not included in the Outturn, £934,000 was spent on capping works at Lamby Way landfill site funded from the provision. A procurement exercise to cap the remaining area in accordance with obligation on the Council for aftercare is to be undertaken in 2015/16 and will also be paid for from the provision set up in 2013/14.

Energy Projects and Carbon Management

The Greener Grangetown scheme is a partnership project which includes £750,000 of Council funding and up to £1.645 million of external contributions over 2015/16 and 2016/17, primarily from Dwr Cymru. The scheme will retrofit sustainable drainage systems and in the process improve the public realm in the relevant areas. Following a first phase of public consultation, detailed designs are being progressed in the expectation of a further consultation in Spring and start on site in Autumn 2015.

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Slippage of £1.550 million is reported against the initial 2014/15 budget of £1.650 million.

A priority list of Council buildings has been developed for Energy Retrofit of Buildings, which seeks to reduce energy bills and the carbon footprint. The Directorate is currently reviewing the procurement route for the works, as well as identifying buildings for inclusion in the scheme in accordance with the Council's Asset Management Strategy, with slippage of £785,000 reported at this stage.

One scheme that has been completed is solar panels have been installed on Lamby Way buildings roofs at a cost of £219,000. This has been paid for by utilising various budgets held for carbon reduction. This will allow any savings to be taken immediately rather than having to repay costs for an invest to save loan as originally planned.

The Radyr Weir scheme is a planned renewable energy scheme to generate hydro electricity that can subsequently be fed into the grid. The business case has been approved and a contractor has been selected. An amount of £14,000 has been spent in 2014/15 with slippage of £2.186 million to be carried forward. In accordance with a revised business case, £350,000 of additional investment has been approved. Implementation by December 2015 will result in a higher feed in tariff being achieved. Whilst the scheme is set-up to pay back over 15 years if the higher tariff can be achieved there is the possibility of a lower payback period, so a December 2015 implementation will be targeted.

The Solar PV Renewable Energy initiative budget was initially allocated for implementation of solar panels on Council building roofs. In the short term this is being utilised for enabling works undertaken by Western Power Distribution to link the landfill site to the grid for a proposed Solar Farm. This is required to be done in order to ensure that a connection is available to a future operator, the costs of which are expected to be recovered from them. The cost of this is higher than the budget allocated of £400,000 and so £160,000 has been moved from the Invest to Save Corporate allocation.

Grant funding of £128,000 was received from WG for the Small Business Research Initiative (SBRI) for the heritage energy efficiency retrofit grant. This enables businesses with innovative ideas the chance to develop and demonstrate the technology to public bodies acting as the lead customer. This is being used to achieve greater energy efficiency in sensitive historic buildings.

Health & Social Care

The WG Intermediate Care Fund grant has been used to build a Smart House which demonstrates the range of rehabilitation and re-ablement services that can promote independent living. Six flats have been refurbished as interim care accommodation although as this work was done on public housing stock this spend is shown under Public Housing. Work has been done in partnership with Care and Repair to support older people to maintain their independence and to remain in their own homes.

Resources

Technology

ICT refresh spend of £356,000 has taken place on upgrading ICT hardware upgrades on the SAP system and in preparation for upgrades to be implemented in 2015/16 to mitigate risks associated with the end of financial year processes. Replacement of

systems such as internet management, e-mails, file services and network security equipment has also taken place.

Delivery of ICT projects as part of the Business Process Improvement capital budget is dependent on the capacity of the organisation to support and implement new systems. Slippage of £2.450 million is carried forward.

The first phase of the cloud based Customer Relationship Management (CRM) solution has been implemented during the year which is the first of its kind in the UK for a public sector body. This will enable the Council to work more closely with citizens to report and resolve issues reducing internal failure demand. The platform is planned to go live in September 2015 with subsequent phases increasing the number of digital services capable of being offered.

The document management roll out continues to deliver functionality across the Council with the pace of delivery increasing and demand for this new technology growing across Directorates. Rollout will continue over the next two years to cover the whole Authority.

Mobile working and scheduling technology is being utilised for care workers with other opportunities for further use being investigated.

A business case to implement a comprehensive property management platform is being developed which aims to underpin the corporate property strategy and enable a single view of property assets to be created.

Facilities Management (FM)

Capital expenditure of £259,000 for 2014/15 has been spent primarily on the building separation works at Brindley Road Depot. Enabling moves have been carried out to allow further services to be located within County Hall to ensure delivery of the next phase of office rationalisation.

The main achievements in 2014/15 have been vacation of the following properties the office element of Brindley Road, Bessemer Close and Alexander House where the lease has been surrendered.

Sites targeted for 2015/16 to allow for disposal or alternative use, include Mynachdy, Howardian, Controlled Parking Enforcement operations at Charles Street, Global link and St Davids House.

£516,000 has been spent on property asset renewal including lift improvements at City Hall at a cost of circa £265,000 and a range of smaller schemes at core administrative buildings such as fire alarm and security system upgrades and works to comply with heath and safety reports.

The budget for CCTV at Council sites of £50,000 has been slipped. This is currently on hold pending a physical security review of FM sites which will be undertaken in 2015/16. This will form part of a wider collaboration project between the Resources and Communities, Housing & Customer Services Directorates in respect of security management and the offering of security services on a traded basis.

Corporate

The £70,000 Cardiff Social Innovation Fund has been established and aims to support social enterprises with capital grants of up to £5,000 towards start up costs

for new social enterprises. Whilst applications have been assessed and implemented by successful bidders, expenditure will fall within next financial year.

In respect of the Contingency budget of £680,000, £400,000 was previously set aside to cover potential additional requirements for schools property asset renewal. The schools asset renewal budget for 2014/15 has underspent meaning the contingency is no longer required.

An allocation of £500,000 is delegated to the Section 151 Officer for Invest to Save schemes that are approved in year, subject to a satisfactory business case. In 2014/15, schemes included £160,000 on energy schemes, £18,000 on Members ICT and £38,000 on trixter bikes at Maindy Leisure Centre.

Sport Leisure and Culture

Parks & Green Spaces

In order to allow continued use of the Pontcanna Fields changing rooms pending a review of a wider consideration of options the Directorate agreed to proceed with expenditure to replace the roof at a cost of £116,000. Slippage of £70,000 is assumed towards this cost, with the works projected to be complete in the first quarter of 2015/16.

The Play Equipment budget of £90,000 has been used to upgrade Canal Park, Heath Park, Victioria Park, Heol Homfrey and Heol Maes Eirwyg. Works included resurfacing of playgrounds and replacement of playground equipment.

A phased programme of Flood Prevention works aimed to address issues at various locations where water flows from paths and open spaces onto adjacent land causing flooding has been established. Sites have been prioritised and a 3 year programme of works at £100,000 per annum established. Design capacity has resulted in slippage of £97,000.

The Council has been unable to execute works on the Bishop's Palace and Llandaff Belltower conservation scheme during 2014/15. Due to delays in determining the specification and cost estimates for the scheme, delays in getting Scheduled Ancient monument consent for the phase 1 work as well as unavailability of match funding from CADW in this year due to these issues. This has resulted in £79,000 of slippage being shown, with progress on the scheme in 2015/16 dependant on match funding being available in that year.

Due to capacity issues, the Asset Renewal Infrastructure budget which is used to provide improvements at allotments and carrying out a range of hard infrastructure works within public open space including resurfacing of footpaths, access roads and car parks, replacement of utilities, and upgrading of outdoor recreational facilities, has slipped by £59,000 and will be combined with schemes to be undertaken in 2015/16 in order to benefit from a larger package of tendered works.

The capital spend on the Bute Park restoration scheme finished in 2014/15. Key achievements in 2014/15 include restoration of Blackfriars Friary site, re-flooding of Mill Leat adjacent to Cardiff Castle and installation of new signs. This completes a project that has spanned a number of years which establishes Bute Park as a major destination and popular City attraction. Works have included the creation of three cafes, the building of public toilets, restoration of the Animal Wall and West Lodge and establishment of Education and Outreach Programme based at a new purpose built education centre.

Leisure

A contract of just under £6 million pounds has been let following a single bid for the works to refurbish Eastern Leisure Centre. The centre was decommissioned at the end of February 2015. Refurbishment works will start from the end of April 2015 for a 66 week period. Financial risks of a refurbishment of this scale remain and costs will need to be monitored closely during the works. The slippage has been caused by delays to the commencement of the project due to having to re-tender and subsequently amend the design. This scheme accounted for the majority of the Directorate's overall slippage.

Following the procurement process and approval from external funding bodies for the Insole Court restoration and regeneration project, a contract for the value of £2.228 million was let and started on site in December 2014 for initially 40 week duration. Since the start of the contract, additional funds of £257,000 have been secured to reintroduce works omitted from the original contract due to budget restrictions. The project is approximately 25% through the capital build with works to the car park completed. Completion dates have slipped from beginning of November 2015 to the end with projected overrun costs currently standing at £42,000. There are further projected overspends with regular monitoring and Contractor meetings being held to address these issues. Plans are in place for the Trust to sign the lease and become operational by the end of November. Expenditure in 2014/15 of £411,000 has been funded primarily through Big Lottery, Heritage Lottery Fund, various trusts and foundations with the balance being funded through the Council.

Venues and Cultural Facilities

Asset renewal has been spent on Cardiff Castle, £17,000 on renewal dampers and £85,000 on repairing St David's Hall escalators, lifts and roof. An allocation of £80,000 for City Hall carpets was requested as part of Capital Programme bid for funding but not implemented. This has been slipped into 2015/16 due to the manufacturing lead time.

Bereavement & Registration Services

Spend of £850,000 was incurred on the Floral Tribute area, improvements to the main entrance and vehicle purchases. Funding of £813,000 was received from the Bereavement Reserve Fund and revenue, with the overspend of £37,000 to be recovered from the Bereavement Reserve in 2015/16.

Harbour Authority

The Harbour Asset Renewal budget of £324,000 forms part of a three year programme to 2016/17 for works at the Harbour and Barrage and the surrounding environmental infrastructure. Works included in the programme are: Barrage replacement parts and accessories, midlife refit of harbour equipment, public realm improvements and replacement of water quality monitoring equipment.

A new attraction providing high ropes adventure over the white water river at Cardiff International White Water was opened in 2014/15. This was funded by the Harbour projects and contingency reserve, to increase the range of activities on offer at the facility.

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Strategic Planning, Highways, Traffic & Transportation

Strategic Planning

The Heritage programme has a budget of £150,000 in 2014/15, with £90,000 per annum thereafter. The main scheme started in 2014/15 and to be completed in 2015/16 is Pontcanna Street and Cathedral road public realm works. In order to ensure a fully comprehensive scheme is affordable, a contract has been let using funding available to the Directorate over both years as well as contribution from Highways towards works that would normally have been required to be undertaken in the medium term.

Highway Maintenance

The WG Highway Improvement Local Government Borrowing initiative (LGBI) scheme provided revenue funding over a twenty year period to support £15.255 million of investment for highways infrastructure, during a three year period.

Carriageway investment has been targeted into three main areas i.e. carriageway reconstruction where the road has reached the end of its structural life and requires immediate attention, carriageway resurfacing where the roads structural integrity is generally intact but surface layers have deteriorated therefore requiring removal and replacement and preventative surfacing that protects roads that are starting to exhibit signs of deterioration by preventing the aging effects of weather and hydraulic action of traffic

Footway improvements have been targeted in two main areas, the removal of concrete slabs and their replacement with tarmac, to reduce future revenue repair demands and possible third party claims. Also, footway preventative surfacing that seals the existing deteriorating surface leaving a smooth even finish and prevents further deterioration through the aging effects of weather. In some areas where condition is particularly poor macadam footway reconstruction has taken place.

In respect of Street Lighting 1,450 age expired concrete columns were removed from the network and replaced with new galvanised steel columns, at a total cost of £3.289 million.

With a significant amount of spend in 2014/15 the final year (budget of £8.242 million), the Council has met the requirement for any LGBI funding given by WG to be committed at 31 March 2015 in order to allow carry forward. The risks of not being able to spend the full budget in year were highlighted in previous monitoring reports. In order to ensure that the Council complies with the requirement for additionality, any unutilised Council funding is also carried forward and is required in 2015/16 to meet sums due under contract for schemes including Phase 4 carriageway resurfacing £910,000, footways resurfacing £470,000, preventative treatments £900,000 and Insitu Recycling £400,000.

The Bridges and Structures budget of £2.091 million included Penarth Road bridge scheme which was completed in September 2014 with a revised contract value of £754,000. The other main scheme involves a joint agreement with network rail for Windsor Road Bridge, an £8 million project of which the Council has to make a contribution of 20%. The bridge was closed in January 2015 and will reopen Spring 2016 when the works are complete. The new bridge will handle heavier road loads and will be raised slightly to allow for future electrification of the main line. Slippage of £814,000 is carried forward to meet the Council's commitment to this scheme.

The Street Lighting Energy Invest to Save budget of £1.9 million was amended to £1.575 million following receipt of tenders. A total of 4,500 new dimming ballasts have been fitted to existing columns thus reducing energy usage by 50% between the hours of 12am and 6am. Slippage of £1.340 million has been carried forward to complete the remaining 17,895 columns.

Rhiwbina flood defence scheme commenced in August 2014 with expenditure in 2014/15 of £1.129 million spent on construction work which was substantially complete by the 31 March 2015. A small amount of slippage £137,000 will be to be used to pay for reinstatement works and replanting. The scheme will significantly reduce the flood risk to over 200 homes and businesses in Rhiwbina, an area that has suffered multiple flooding events over the past twenty years.

Traffic & Transportation

A number of local and strategic transport schemes were completed during the year using both Council and external grant funding. These included bus priority measures to the Western Bus Corridor, improvements to traffic signals and telematics equipment, creating safe routes in communities in Caerau & Ely and Grangetown and development of cycling routes in various parts of the City. Improvements to the junction at Newport Road/ City Road commenced in early November 2014 in and is due to be completed in May 2015.

Where schemes have cost in excess of budget, these have been managed by bringing forward and allocating commitments against future years budgets, as in the case of Route 6 Cycling scheme. Where match funding was necessary as part of grant funding, the external grant was spent as priority, therefore causing some slippage to be used for completion of schemes in 2015/16.

Additional grants totalling £988,000 have been approved by WG under the Metro Phase 1 scheme for pre development works on schemes such as transforming the bus system, design & preparatory works on the A470 and the A469, in 2015/16.

The Directorate receives funding from WG of £1.687 million for the Local Transport Fund and £366,000 for the Road Safety Fund. The Local Transport Fund supports bus priority and multi modal junction improvements, and the Road Safety Grant supports pedestrian improvements.

The £2 million Transport Grant was awarded to the Council, as part of the settlement with WG in relation to the Herbert Street Bridge for 2013/14. This scheme is unlikely to proceed in the near future, so this is shown as an underspend until clarification is sought from WG as to future use.

The purpose of the WG Safe Routes in Communities grant (£405,800) is to improve the accessibility and safety of local routes in Caerau and Ely and Grangetown Primary Schools. Spend in 2014/15 includes junction improvements, tabled and zebra crossings and signage.

An invest to save scheme for Moving Traffic Offences (MTO) was initiated, with bus lane enforcement implemented in December 2014. Work on yellow box junctions commenced with completion and enforcement planned for early 2015/16. Installation of pay & display machines at Schooner Way was also completed in 2014/15.

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DIRECTORATE & SCHEME	2014-15 Programme £000	2013-14 Slippage £000	Budget revision £000	Virements £000	Changes & New Approvals £000	Total 2014-15 Programme £000	Outturn £000	(Underspend)/ Overspend GF £000	(Underspend)/ Overspend Other £000	Invest to Save slippage/SOP 'reserve' £000	Slippage GCF £000	Slippage Other £000	Total Variance £000
COMMUNITIES, HOUSING & CUSTOMER SERVICES													
Neighbourhood Regeneration													
Neighbourhood Renewal schemes	755	0	0	(35)	114	834	621	0	0	0	(213)	0	**(213)**
Local Shopping Centre regeneration	360	175	0	0	0	535	373	0	0	0	(162)	0	**(162)**
Vibrant & Viable Places WG grant - Local Shoppng Centre Regeneration	0	0	0	0	111	111	111	0	0	0	0	0	**0**
Renewal Area environmental schemes	310	0	0	0	0	310	291	0	(19)	0	0	0	**(19)**
Alleygating	45	170	0	0	20	235	235	0	0	0	0	0	**0**
S106 schemes	94	0	0	0	40	134	57	0	0	0	0	(77)	**(77)**
Total Neighbourhood Regeneration	**1,564**	**345**	**0**	**(35)**	**285**	**2,159**	**1,688**	**0**	**(19)**	**0**	**(375)**	**(77)**	**(471)**
Citizen Hubs													
Hubs proposals - ongoing schemes	1,385	(12)	0	(620)	0	753	0	0	0	0	(753)	0	**(753)**
Ely/Caerau Hub Cymal Grant	100	0	0	405	(10)	495	495	0	0	0	0	0	**0**
STAR Hub	309	0	0	70	0	379	480	0	0	0	210	(109)	**101**
Maelfa Hub	(95)	580	0	0	0	485	133	0	0	0	(352)	0	**(352)**
Pentwyn Hub (Dome)	550	0	0	(308)	(90)	152	63	0	0	0	(89)	0	**(89)**
St Mellons Hub S106	204	0	0	0	0	204	43	0	0	0	43	(204)	**(161)**
Llanishen Community Hub	0	0	0	7	0	7	7	0	0	0	0	0	**0**
Grangetown Hub	0	0	0	21	220	241	283	0	0	0	42	0	**42**
Llandaff North	0	0	0	35	0	35	35	0	0	0	0	0	**0**
City Centre Superhub	0	0	0	50	24	74	74	0	0	0	0	0	**0**
Fairwater Hub	0	0	0	5	0	5	5	0	0	0	0	0	**0**
City Rd	0	0	0	26	0	26	26	0	0	0	0	0	**0**
Rumney Hub (Youth Centre)	0	0	0	1	0	1	1	0	0	0	0	0	**0**
Total Citizen Hubs	**2,453**	**568**	**0**	**(308)**	**144**	**2,857**	**1,645**	**0**	**0**	**0**	**(899)**	**(313)**	**(1,212)**
Libraries													
Central library furniture	0	93	0	0	0	93	17	0	0	0	(76)	0	**(76)**
Canton Library	0	0	0	0	0	0	(12)	(12)	0	0	0	0	**(12)**
Total Libraries	**0**	**93**	**0**	**0**	**0**	**93**	**5**	**(12)**	**0**	**0**	**(76)**	**0**	**(88)**
Housing													
Estate environmental improvements	225	(18)	0	35	0	242	242	0	0	0	0	0	**0**
Disabled Facilities Service	2,800	0	0	130	0	2,930	2,915	(15)	0	0	0	0	**(15)**
Discretionary Renovation grants	350	0	0	0	0	350	350	0	0	0	0	0	**0**
Group Repair Schemes	130	0	0	(130)	0	0	0	0	0	0	0	0	**0**
Renewal Area Schemes	455	263	0	0	0	718	679	0	(39)	0	0	0	**(39)**
Traveller Site refurbishment	0	0	0	0	54	54	59	5	0	0	0	0	**5**
Total Housing	**3,960**	**245**	**0**	**35**	**54**	**4,294**	**4,245**	**(10)**	**(39)**	**0**	**0**	**0**	**(49)**
ECONOMIC DEVELOPMENT													
Economic Development													
Urban broadband	9,216	1,380	0	0	(3,252)	7,344	3,404	0	(3,528)	0	0	(412)	**(3,940)**
Cardiff Capital Fund	24	0	0	0	156	180	106	0	0	0	(74)	0	**(74)**
Llanrumney Hall	350	0	0	0	0	350	56	0	0	0	0	(294)	**(294)**
Longcross Farm rebuild	0	633	0	88	0	721	721	0	0	0	0	0	**0**
S106 schemes	20	0	(20)	0	0	0	0	0	0	0	0	0	**0**
Total Economic Development	**9,610**	**2,013**	**(20)**	**88**	**(3,096)**	**8,595**	**4,287**	**0**	**(3,528)**	**0**	**(74)**	**(706)**	**(4,308)**

DIRECTORATE & SCHEME	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
City Development													
Cardiff Enterprise Zone	5,300	(14,309)	17,000	0	0	7,991	836	0	0	0	(7,155)	0	**(7,155)**
Central Square Public Realm Detailed Design	0	0	0	0	537	537	537	0	0	0	0	0	**0**
Dumballs Rd / Metro System Scheme	0	0	0	0	83	83	83	0	0	0	0	0	**0**
Waterfront Development Scheme	0	0	0	0	72	72	72	0	0	0	0	0	**0**
ISV Retail 3	0	0	0	0	42	42	42	0	0	0	0	0	**0**
Development South of Station	0	0	0	0	58	58	58	0	0	0	0	0	**0**
Greenhill School	0	0	0	0	25	25	25	0	0	0	0	0	**0**
Total City Development	**5,300**	**(14,309)**	**17,000**	**0**	**817**	**8,808**	**1,653**	**0**	**0**	**0**	**(7,155)**	**0**	**(7,155)**
Property and Asset Management													
Asset Renewal Buildings	130	0	0	(6)	0	124	41	0	0	0	(83)	0	**(83)**
Total Property and Asset Management	**130**	**0**	**0**	**(6)**	**0**	**124**	**41**	**0**	**0**	**0**	**(83)**	**0**	**(83)**
EDUCATION & LIFELONG LEARNING													
Schools													
Planning & Development													
Asset Renewal Buildings	2,963	0	0	(8)	0	2,955	2,455	(27)	0	0	(473)	0	**(500)**
Suitability and Sufficiency	500	0	0	0	0	500	500	0	0	0	0	0	**0**
Early Years - Flying Start	2,908	1,555	(1,321)	0	(669)	2,473	2,500	27	0	0	0	0	**27**
Whitchurch High School	1,700	0	0	0	0	1,700	1,700	0	0	0	0	0	**0**
Total Planning & Development	**8,071**	**1,555**	**(1,321)**	**(8)**	**(669)**	**7,628**	**7,155**	**0**	**0**	**0**	**(473)**	**0**	**(473)**
Other schemes													
Schools Wireless and ICT	634	0	0	0	(510)	124	124	0	0	0	0	0	**0**
Schools Energy Efficiency	0	11	0	0	(11)	0	0	0	0	0	0	0	**0**
Schools Challenge Cymru	0	0	0	0	277	277	267	0	(10)	0	0	0	**(10)**
Total Other schemes	**634**	**11**	**0**	**0**	**(244)**	**401**	**391**	**0**	**(10)**	**0**	**0**	**0**	**(10)**
Total Schools	**8,705**	**1,566**	**(1,321)**	**(8)**	**(913)**	**8,029**	**7,546**	**0**	**(10)**	**0**	**(473)**	**0**	**(483)**
Schools Organisation Planning													
SOP Other	3,714	0	0	0	0	3,714	6,394	1,951	0	729	0	0	**2,680**
21st Century Schools	38,874	3,719	(3,719)	0	0	38,874	10,825	1,229	0	(18,493)	(912)	(9,873)	**(28,049)**
Total Schools Organisation Planning	**42,588**	**3,719**	**(3,719)**	**0**	**0**	**42,588**	**17,219**	**3,180**	**0**	**(17,764)**	**(912)**	**(9,873)**	**(25,369)**
ENVIRONMENT													
Waste Management & Recycling													
Asset Renewal Buildings	50	0	0	15	0	65	65	0	0	0	0	0	**0**
Household Waste Recycling Centre	910	802	0	0	0	1,712	125	0	0	0	(1,587)	0	**(1,587)**
Waste Management and Collection Infrastructure	0	35	0	0	0	35	118	83	0	0	0	0	**83**
Materials Recyling Facility refurbishment	45	50	0	0	0	95	19	0	0	0	(76)	0	**(76)**
NHS Waste Collections	0	0	0	0	53	53	53	0	0	0	0	0	**0**
Total Waste Management & Recycling	**1,005**	**887**	**0**	**15**	**53**	**1,960**	**380**	**83**	**0**	**0**	**(1,663)**	**0**	**(1,580)**
Energy Projects and Carbon Management													
Greener Grangetown	1,650	0	0	0	0	1,650	100	0	0	0	50	(1,600)	**(1,550)**
Energy Retrofit of Buildings	790	0	0	0	0	790	5	0	0	(785)	0	0	**(785)**
Radyr Weir	2,200	111	(111)	0	0	2,200	14	0	0	(2,186)	0	0	**(2,186)**
Solar Panels Lamby Way Roofs	0	193	0	0	26	219	219	0	0	0	0	0	**0**
Solar PV Renewable Energy Initiative	400	(1)	1	160	0	560	560	0	0	0	0	0	**0**
Salix Energy Recycling Scheme (SERS)	0	87	(87)	0	135	135	40	0	0	0	(48)	(47)	**(95)**
Salix Energy Efficiency Loan Scheme (SEELS)	0	0	0	0	0	0	47	0	0	47	0	0	**47**
Heritage Energy Efficiency Retrofit Grant	0	0	0	0	128	128	128	0	0	0	0	0	**0**
Total Energy Projects and Carbon Management	**5,040**	**390**	**(197)**	**160**	**289**	**5,682**	**1,113**	**0**	**0**	**(2,924)**	**2**	**(1,647)**	**(4,569)**

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DIRECTORATE & SCHEME	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
HEALTH & SOCIAL CARE													
Health & Social Care													
Asset Renewal Buildings - Adults	70	0	0	(64)	0	6	6	0	0	0	0	0	**0**
Intermediate Care fund	1,292	0	0	0	200	1,492	1,492	0	0	0	0	0	**0**
Total Health & Social Care	**1,362**	**0**	**0**	**(64)**	**200**	**1,498**	**1,498**	**0**	**0**	**0**	**0**	**0**	**0**
Childrens' Social Services													
Childrens' Social Services Asset Renewal	**27**	**0**	**0**	**(27)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
RESOURCES													
Technology													
Modernising IT to improve Business Processes	1,178	1,655	0	0	0	2,833	383	0	0	0	(2,450)	0	**(2,450)**
ICT Refresh	400	0	0	0	0	400	356	0	0	0	(44)	0	**(44)**
Members ICT	0	0	0	18	0	18	18	0	0	0	0	0	**0**
Total Technology	**1,578**	**1,655**	**0**	**18**	**0**	**3,251**	**757**	**0**	**0**	**0**	**(2,494)**	**0**	**(2,494)**
Facilities Management													
Office Accomodation rationalisation	367	139	0	0	80	586	259	0	0	0	(327)	0	**(327)**
Asset Renewal Buildings	515	0	0	1	0	516	516	0	0	0	0	0	**0**
Legionella	0	65	0	0	0	65	0	0	0	0	(65)	0	**(65)**
CCTV at Council sites	0	50	0	0	0	50	0	0	0	0	(50)	0	**(50)**
Total Facilities Management	**882**	**254**	**0**	**1**	**80**	**1,217**	**775**	**0**	**0**	**0**	**(442)**	**0**	**(442)**
Central Transport Services													
Asset Renewal Vehicle Replacement	**250**	**0**	**0**	**0**	**0**	**250**	**273**	**0**	**0**	**0**	**23**	**0**	**23**
Corporate													
Contingency	680	0	0	0	0	680	0	(680)	0	0	0	0	**(680)**
Cardiff Social Innovation Fund	70	0	0	0	0	70	0	0	0	0	(70)	0	**(70)**
Invest to Save annual allocation	500	0	0	(216)	(284)	0	0	0	0	0	0	0	**0**
Total Corporate	**1,250**	**0**	**0**	**(216)**	**(284)**	**750**	**0**	**(680)**	**0**	**0**	**(70)**	**0**	**(750)**
SPORT, LEISURE & CULTURE													
Parks & Green Spaces													
Asset Renewal Buildings	140	0	0	(29)	0	111	41	0	0	0	(70)	0	**(70)**
Asset Renewal Parks Infrastructure	140	(75)	0	15	0	80	21	0	0	0	(59)	0	**(59)**
Play Equipment	90	0	0	0	0	90	90	0	0	0	0	0	**0**
Flood Risk Prevention	100	0	0	0	0	100	3	0	0	0	(97)	0	**(97)**
Heath Park Tennis Courts	0	0	0	0	153	153	19	0	0	0	0	(134)	**(134)**
Hywel Dda Public Open Space	0	130	0	0	0	130	73	0	0	0	(57)	0	**(57)**
Bishops Palace & Llandaff Belltower	90	17	0	0	0	107	28	0	0	0	(79)	0	**(79)**
Parc Cefn On	0	17	0	0	0	17	14	0	0	0	(3)	0	**(3)**
Bute Park Restoration	0	203	0	(15)	114	302	302	0	0	0	0	0	**0**
S106 schemes	1,359	0	0	0	3	1,362	614	0	0	0	0	(748)	**(748)**
Total Parks & Green Spaces	**1,919**	**292**	**0**	**(29)**	**270**	**2,452**	**1,205**	**0**	**0**	**0**	**(365)**	**(882)**	**(1,247)**
Leisure													
Asset Renewal Buildings	200	0	0	59	0	259	219	0	0	0	(40)	0	**(40)**
Insole Court Conservation	1,017	978	0	0	0	1,995	411	0	0	0	0	(1,584)	**(1,584)**
Eastern Leisure Centre refurbishment	1,365	1,174	0	0	0	2,539	178	0	0	0	(2,361)	0	**(2,361)**
Llanishen Leisure Centre reconfiguration	75	0	0	(19)	0	56	51	0	0	0	(5)	0	**(5)**
Pentwyn Leisure Centre reconfiguration	90	0	0	0	0	90	70	0	0	0	(20)	0	**(20)**
Pentwyn Leisure Centre accessibility (Dome)	0	0	0	188	0	188	4	0	0	0	(184)	0	**(184)**
Pentwyn Leisure Centre Pool Tiles (Dome)	0	0	0	123	0	123	123	0	0	0	0	0	**0**
Maindy Trixter Bikes Invest to Save	0	0	0	38	0	38	38	0	0	0	0	0	**0**
Total Leisure	**2,747**	**2,152**	**0**	**389**	**0**	**5,288**	**1,094**	**0**	**0**	**0**	**(2,610)**	**(1,584)**	**(4,194)**

DIRECTORATE & SCHEME	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
Venues & Cultural Facilities													
Asset Renewal Buildings	115	0	0	(13)	0	102	102	0	0	0	0	0	**0**
City Hall Carpets	80	0	0	0	0	80	0	0	0	0	(80)	0	**(80)**
Total Venues & Cultural Facilities	**195**	**0**	**0**	**(13)**	**0**	**182**	**102**	**0**	**0**	**0**	**(80)**	**0**	**(80)**
Bereavement & Registration Services													
Improvements funded by Bereavement reserve	525	304	(234)	0	255	850	850	0	0	0	0	0	**0**
Total Bereavement & Registration Services	**525**	**304**	**(234)**	**0**	**255**	**850**	**850**	**0**	**0**	**0**	**0**	**0**	**0**
Harbour Authority													
Harbour Asset Renewal	413	0	0	0	(89)	324	324	0	0	0	0	0	**0**
High Ropes Course at Cardiff International Whitewater	200	0	0	0	3	203	203	0	0	0	0	0	**0**
Total Harbour Authority	**613**	**0**	**0**	**0**	**(86)**	**527**	**527**	**0**	**0**	**0**	**0**	**0**	**0**
STRATEGIC PLANNING, HIGHWAYS, TRAFFIC & TRANSPORTATION													
Strategic Planning													
Heritage schemes	150	0	0	0	0	150	(8)	0	0	0	(158)	0	**(158)**
S106 schemes	112	0	0	0	0	112	46	0	0	0	0	(66)	**(66)**
Total Strategic Planning	**262**	**0**	**0**	**0**	**0**	**262**	**38**	**0**	**0**	**0**	**(158)**	**(66)**	**(224)**
Highway Maintenance													
Highway Improvements LGBI - Carriageway	2,825	1,405	0	(63)	23	4,190	3,280	0	0	(910)	0	0	**(910)**
Highway Improvements LGBI - Footway	488	393	0	68	0	949	479	0	0	(470)	0	0	**(470)**
Highway Improvements LGBI - Street lighting	1,350	1,337	0	164	0	2,851	2,851	0	0	0	0	0	**0**
Highway Improvements LGBI - Barrier replacement	98	74	0	(79)	0	93	93	0	0	0	0	0	**0**
Highway Improvements LGBI - Drainage	244	28	0	(90)	0	182	122	0	0	(60)	0	0	**(60)**
Highway Reconstruction	1,295	0	0	1,009	0	2,304	1,014	0	0	0	(1,290)	0	**(1,290)**
Footpath reconstruction	275	112	0	(307)	0	80	80	0	0	0	0	0	**0**
Footways Tree Pit remediation	100	0	0	(8)	0	92	92	0	0	0	0	0	**0**
Bridges & Structures	1,060	1,031	0	0	0	2,091	1,277	0	0	0	(814)	0	**(814)**
Street Lighting (New and replacement)	300	400	0	(694)	0	6	6	0	0	0	0	0	**0**
Street Lighting dimming Invest to Save	1,600	300	0	0	(325)	1,575	235	0	0	(1,340)	0	0	**(1,340)**
Rhiwbina Flood defence scheme	1,090	1,196	0	0	(894)	1,392	1,129	0	0	0	(137)	(126)	**(263)**
Total Highway Maintenance	**10,725**	**6,276**	**0**	**0**	**(1,196)**	**15,805**	**10,658**	**0**	**0**	**(2,780)**	**(2,241)**	**(126)**	**(5,147)**
Traffic & Transportation													
Asset Renewal Transport & Traffic Management	540	0	0	(196)	31	375	222	0	0	0	(153)	0	**(153)**
Cycling Development Asset Renewal	400	(133)	0	25	0	292	442	0	0	0	150	0	**150**
Local Transport Plan - Bus Corridors	990	0	0	29	(500)	519	519	0	0	0	0	0	**0**
Local Transport Fund -Strategic Cycle network	660	0	0	(11)	(400)	249	249	0	0	0	0	0	**0**
Local Transport Fund - Active Travel Mapping	0	0	0	0	38	38	0	0	0	0	0	(38)	**(38)**
Local Transport Fund -Walkable Neighbourhoods	25	0	0	0	(25)	0	0	0	0	0	0	0	**0**
Local Transport Fund -Preparatory works	310	0	0	108	627	1,045	1,045	0	0	0	0	0	**0**
Local Transport Fund - Rail development	20	0	0	0	(20)	0	0	0	0	0	0	0	**0**
Road Safety Grant - Highway Junction improvements	310	0	0	33	56	399	399	0	0	0	0	0	**0**
Metro Phase 1 Cycle schemes	0	0	0	0	1,026	1,026	988	0	0	0	0	(38)	**(38)**
Transport Grant	2,000	0	0	0	0	2,000	0	0	(2,000)	0	0	0	**(2,000)**
Safe Routes in Communities (WG)	400	0	0	43	5	448	448	0	0	0	0	0	**0**
Moving Offences enforcement equipment	390	(12)	12	0	0	390	337	0	0	(53)	0	0	**(53)**
Butetown Pay & Display Invest to Save	100	0	0	0	(1)	99	99	0	0	0	0	0	**0**
Canton Pay & Display Machines Invest to Save	0	0	0	0	8	8	8	0	0	0	0	0	**0**
Asset Renewal Telematics/Butetown Tunnel	330	(3)	0	0	0	327	283	0	0	0	(44)	0	**(44)**
S106 schemes	1,243	0	0	(31)	(257)	955	211	0	0	0	0	(744)	**(744)**
Total Traffic & Transportation	**7,718**	**(148)**	**12**	**0**	**588**	**8,170**	**5,250**	**0**	**(2,000)**	**(53)**	**(47)**	**(820)**	**(2,920)**
TOTAL GENERAL FUND	**110,408**	**6,302**	**11,521**	**0**	**(2,540)**	**125,691**	**62,849**	**2,561**	**(5,596)**	**(23,521)**	**(20,192)**	**(16,094)**	**(62,842)**

DIRECTORATE & SCHEME	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
PUBLIC HOUSING													
Estate Regeneration and Area Improvement Strategies	2,700	0	0	409	859	3,968	3,968	0	0	0	0	0	**0**
External and Internal improvements to buildings	10,450	0	0	(1,121)	0	9,329	9,329	0	0	0	0	0	**0**
Energy schemes	0	0	0	0	0	0	0	0	0	0	0	0	**0**
ARBED ECO	65	0	0	0	1,456	1,521	1,521	0	0	0	0	0	**0**
Energy efficiency	685	0	0	434	0	1,119	1,119	0	0	0	0	0	**0**
Housing Partnerships Project	1,015	0	0	(57)	0	958	958	0	0	0	0	0	**0**
Disabled Facilities Service	1,675	0	0	273	0	1,948	1,948	0	0	0	0	0	**0**
Modernising IT to improve Business Processes	510	0	0	0	0	510	61	0	0	0	0	(449)	**(449)**
Other/Contribution to Affordable Housing	0	0	0	62	699	761	761	0	0	0	0	0	**0**
TOTAL PUBLIC HOUSING	**17,100**	**0**	**0**	**0**	**3,014**	**20,114**	**19,665**	**0**	**0**	**0**	**0**	**(449)**	**(449)**
TOTAL	**127,508**	**6,302**	**11,521**	**0**	**474**	**145,805**	**82,514**	**2,561**	**(5,596)**	**(23,521)**	**(20,192)**	**(16,543)**	**(63,291)**

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CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

CABINET MEETING: 2 JULY 2015

2014-15 QUARTER 4 PERFORMANCE REPORT

REPORT OF CHIEF EXECUTIVE

AGENDA ITEM: 3

PORTFOLIO: **CORPORATE SERVICES & PERFORMANCE (COUNCILLOR GRAHAM HINCHEY)**

Reason for the Report

1.   To present the City of Cardiff Council's performance report for Quarter 4 (January to March) of 2014/15 financial year, providing Cabinet with an opportunity to review performance and consider any emerging.

Background

2.   Arrangements are in place to ensure that the performance of the Council is routinely monitored and challenged with a view to driving continuous improvement. These arrangements involve challenge at both officer and member fora, and include the production of quarterly reports for formal Cabinet consideration. Appended to this report are summaries of 2014-15 Quarter 4 performance for each Directorate, covering delivery of Corporate Plan objectives, performance indicators for core services, financial performance, and performance of key management processes. Also appended is a summary of key corporate issues such as sickness absence, and Personal Performance and Development Review compliance

3.   The Directorate reports are drawn from more detailed information contained in the Cardiff Information Service (CIS) intranet system, which is available for member and officer perusal. Training is available on how to use CIS by contacting the Improvement and Information Team.

Performance Overview

4.   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 introduced 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 and where a

set of actions are agreed. Actions arising from the 'Star Chamber' are included in the relevant sections of the report.

Quarter 4 Performance Report Structure

5.   Attached at **Appendix A** is the Quarter 4 performance report. This report provides an analysis of performance for each directorate, including:

- Key performance indicators
- Progress against Corporate Plan commitments
- Financial performance
- Management issues
- Key challenges & risks.

6.   In addition the report includes a corporate overview covering:

- Financial overview.
- Various staffing issues (Sickness absence, PPDR Compliance etc.) Return to work compliance data has also been provided to show a more detailed picture.
- Staff Costs (including overtime and agency spend).
- Customer Contact.
- FOI requests compliance with statutory timescales

7.   The report also includes a summary of performance against the basket of measures included in the Welsh Government Outcome Agreement, successful delivery of which triggers release of the £3.3m Outcome Agreement Grant. The financial impact of performance in these measures is such that it is deemed appropriate to draw members' attention specifically to this suite of indicators.

8.   Performance reports for Q4 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.

Summary of key issues from Corporate Overview

9.   Across all Directorates 75.2% of Corporate Plan commitments are Green and 47.6% of Performance Indicators are Green.

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

Sickness Absence

11.   The final sickness outturn figure for 2014/15 is 10.11 FTE days lost per person. The Council wide target for 2014/15 was 9 FTE days lost per person. This demonstrates a reduction of 11.6% on last year's outturn figure of 10.18 days. Whilst the target was not met, the figure is the lowest sickness level the Council has achieved.

12. In relation to return to work interviews, data between April 2014 and March 2015 shows a compliance rate of 90.7%. However, as at March 2015 there were 1190 return to work interviews pending, the majority of which were in Schools. Typically non-school services are securing a compliance of 98.2%.

13. The Attendance & Well-Being Policy which was implemented from 1st July 2013 is currently under review. Monitoring will continue including, identifying missed return to work interviews, missed trigger stages and long term absence cases.

14. *STAR Chamber Actions* –

- Complete the review of the Attendance & Well-Being Policy and bring forward a report with recommendations.
   - Following extensive consultation, final policy approved at Cabinet 11 June 2015. Recommendations include : implementation from 1 July 2015, policy to be commended to School Governing Bodies, implementation be subject to review following a further 12 months of operation and Health & Wellbeing Strategy (including Employee Assistance Programme) be brought forward to Cabinet meeting in the Autumn.
- Deploy HR support in selected services to improve performance of sickness absence, modelling practice in the Environment Directorate. (Initial services are Sport, Leisure and Culture, Civil Parking Enforcement and Health & Social Care).
   - Relevant elements of the Sickness Absence management action planning approach, initiated within Environment Directorate being rolled out to other services including Sports Leisure and Culture , Health & Social Care and template scheduled to be used also across Resources Directorate. This provides a focus for managers and the relevant management teams and involves e.g. weekly review of absence reports by managers, sickness included as part of team briefs in terms of need to manage costs e.g. agency cover, home visit reports provided fortnightly to OMs , reminders regarding ringing in requirements, etc. Policy Review and Performance Scrutiny Committee on 2 June endorsed the contribution of the central team in providing critical support needed to tackle sickness absence within Environment and Sports Leisure & Culture and recommended that the good practice within Environment be rolled out to other services**.**
- Directors to communicate within teams the impact of sickness absence on Council budgets and other employees.
   - As part of Sickness Absence management action plans, information of the cost of sickness e.g. agency cover, to be provided to Directors as part of quarterly reporting. July Core Brief to all staff to include message regarding new policy and to include reference to the cost and impact of sickness.

Personal Performance and Development Reviews (PPDR)

15. Whilst significant weight has been attached to securing corporate compliance with the PPDR process focus is shifting from compliance to quality. As part of this a sample of PPDR reviews were audited, testing for comparability of;
     - Number of objectives set
     - Are the objectives SMART
     - Do objectives link to the Corporate / Business plan
     - Are there developmental objectives
     - Are training needs identified

     A total of 230 PPDR's were audited and across the board objectives could generally be linked to the Corporate / Directorate Delivery Plans. Most PPDR's had objectives that were SMART, but was identified as an area where there were inconsistencies and improvement required. However, the biggest weakness identified was the extent to which developmental objectives are set and training needs identified. From discussion at Senior Management Team (SMT) it is considered likely that reductions in training budgets have had a part to play in manager's approach to identifying training needs and as such attention is now given to the identification of training needs and meeting these through shadowing, coaching, mentoring and other sources rather than bought in training. As part of the close down of 2014/15 PPDR's which is now underway, further sampling will be undertaken to assess the consistency of approach taken to the year end assessments.

Freedom of Information Requests

16. At Q1 PRAP challenged officers to improve performance of "multi-service" FOI requests, which was showing a low level of compliance (31%). The management of such requests has now been changed to ensure earlier follow-up with service areas, and escalation of concerns regarding non response. Q4 shows improved performance for "multi-service" FOI requests with compliance at 67%, compared with 52% in Q3.

Outcome Agreement

17. Performance against the majority of the Outcome Agreement measures indicates generally that performance has been satisfactory.

18. **Housing** – Previous concerns had been raised in relation to performance of some of the measures contained within the Outcome Agreement. Q4 data shows that all measures have met their annual target.

19. **Education** - Results available at Q4 show that 2 measures within the Outcome Agreement Basket have not met their set target for the academic year 2013/14. These measures relate to the % of pupils that achieved the level 2 threshold including a GCSE grade A*-C in English or Welsh language and Mathematics and the number of local authority maintained schools who are placed in a formal category.

20. **Health & Social Care** – 2 out of 11 H&SC indicators within the Outcome Agreement basket show that they are unlikely to meet their set target, and there are 5 measures which at the time of writing the Q4 results were not available. The average number of working days taken from completion of the care plan to provision and/or installation of aids/equipment has not met its annual target. Q4 results show 5.08 working days against a target of 4 working days. Sickness within the relevant team during Q4 has impacted on the number of days and priority was given to delivering essential items. January and February figures show 210 delayed transfers of care for social care reasons, March figures will not be available until May. However, against a target of 150 it is unlikely that this measure will meet its target. H&SC continue to work closely with University Health Board on admission avoidance and the facilitation of expedited discharge.

21. A 2014/15 progress report against the full suite of performance measures contained within the 2013/16 Outcome Agreement will be submitted to the Welsh Government to meet the WG set deadline of September 2015.

Summary of Key Issues – Directorates

Children's Services

22. Positive progress is being made in a number of areas including the social worker vacancy position which has improved slightly to 24.8 during Q4 compared with 25.3 at Q3: However the Q4 position remains above the target of 17. The impact of the Managed Team enabled the service to reduce the overall number of Social Worker cases from 2,953 in June 2014 to 2,251 in March 2015, bringing social worker caseloads in Children's Services teams down from 24.5 in June 2014 to 19.7 in March 2015. This is a slight increase on the caseload average of 18.4 that was reported in December 2014.

23. *STAR Chamber Actions*

- Ensure close monitoring of caseloads
- Bring forward a delivery plan for the Multi Agency Safeguarding Hub (MASH) by the end of May.
- Accelerate the roll out of mobile technology to social workers
- Prepare a business case for more dynamic recruitment to vacant posts as recommended by the Peer Advisor.

Communities, Housing & Customer Services

24. C2C call queues have reduced in Q4 to 62 seconds compared with 107 seconds in Q3. However, this result is above the target of 40 seconds. The return to a 37 hour working for all staff in April 2015 combined with extended opening hours should benefit this area, giving greater flexibility in the rotation and spread of agents available to take calls across the day.

25. The average number of calendar days taken to let lettable units of permanent accommodation has remained stable in Q4, with a result of 106 days compared with 105 days in Q3: However this is considerably above the target of 60 calendar days. However, letting times have improved over the financial year due to pilot projects involving the allocation of high-rise flats to families with children and the introduction of the pilot 'quick turnaround' voids project. This reduces both vacant maintenance costs and letting turnaround times. The percentage of empty properties at the end of March 2015 was 1.55% (211 properties out of a total stock of 13,600) compared with 2.3% at the end of 2013/14.

26. Welfare reform has resulted in an increase in current tenant rent arrears. It is currently at 1.7% (£1.1m arrears from £65.5m collectable) of the total rent collected. Whilst the 1.7% is below the 2% target it is still above the 2013/14 result of 1.4%.

27. *STAR Chamber Actions* –

   - Improve visibility of rent loss through voids in the future performance report
   - Prepare for Cabinet Members an analysis of residential properties (Council and Private), shops and commercial premises that have been vacant for an extended period of time together with a briefing on the legislative powers available to the Council.

Democratic Services

28. Since the introduction of individual voter registration Cardiff has experienced an electorate shortfall which has been clawed back to 5.81% (15,330) compared with 7.19% (18,965) at March 2014.

29. The service has failed to secure the income targets for communications including Capital Times (£124k against target of £265k).

30. *STAR Chamber Actions*

   - Prepare a detailed analysis and mapping of voter registration shortfalls for discussion with Cabinet Members together with an action plan for increasing voter registrations.
   - Review the Member Development Programme and Member's satisfaction with the support available to them.
   - Undertake an evaluation of the Members IT investments (Tablets) to include Member satisfaction and costs.
   - Bring forward an action plan to address the shortfall in advertising income.

Economic Development

31. The Corporate Property Strategy Asset Management Board meetings are now established and extended to include partnership organisations.

Service area plans are drafted and Neighbourhood Plans have been initiated.

32.   As at Q4 we have helped support the creation and safeguarding of 351 businesses and 2395 jobs. 26.06% of these jobs attract a salary of 10% above the average salary for Wales.

33.   *STAR Chamber Actions*

- Increase visibility of partnership property rationalisation opportunities and progress.
- Prepare a report on progress against the Council's sponsorship strategy with a view to establishing a single corporate approach.
- To note the potential future corporate budget impact should it be necessary to reinvest income from the asset portfolio back into the properties in order to sustain future revenue streams.

Education & Lifelong Learning

34.   The Central South Consortium continues to strengthen support and challenge for Cardiff Schools and there is now a more robust working relationship between the Local Authority and the Consortium. The two senior challenge advisers are driving forward greater consistency in the quality and impact of the work of individual challenge advisers and there is generally positive feedback from Head Teachers.

35.   Work is ongoing to implement the Youth Engagement and Progression Framework. Joint working focuses on the pupils with attendance at below 85%, sharing data and intelligence and matching provision to need in order to most effectively target resources through a personalised approach.

36.   Figures collected from secondary and primary schools in March 2015 indicating the % of pupils 'currently secure' to achieve expected levels in Summer 2015 show:

- A figure of 60.20% for the L2+ (5 GCSE's – A*-C). This compares favourably to the Summer 2014 figure of 53.9% and the local authority target for 2015 of 60%.
- A "currently secure" figure of 80.27% for the L2 threshold compares favourably to the Summer 2014 figure of 76% and indicates positive progress towards the local authority target for 2015 of 82.8%.
- A "currently secure" figure of 82.03% for the Key Stage 2 CSI against a 2015 target of 87.76% and a 2014 performance figure of 85.11%. In schools where the proportion of pupils who are currently secure is significantly below their target, challenge advisers are ensuring that the school's resources are targeted on delivering focused interventions to borderline pupils in order to maximise progress towards targets.

37.   *STAR Chamber Actions –*

- Establish a clear strategy to improve the recruitment and retention of high quality school governors.
- Undertake work with Children's Services to ensure a joined up approach, especially in relation to Looked After Children, with a detailed analysis of the issues coming back to Cabinet.

Environment

38.   As at Q2 performance against the statutory recycling target of 52% had declined from 51.85% in Q1 to 49.47%. Q3 and Q4 data for performance data against recycling is yet to be confirmed and will not be available until Q1 2015/16. Additional recycling was undertaken in Q4 which is expected to take the end of year position to 52% which will meet the recycling target.

39.   The percentage of high risk businesses in Cardiff that were inspected for food hygiene has not met its annual target of 100% with a Q4 result of 83%. The number of food premises in Cardiff increases on an annual basis in the absence of an increase in staff numbers to be able to carry out inspections. Businesses which were not inspected in 2014/15 will be prioritised for the early part of 2015/16.

Health & Social Care

40.   Performance in terms of both Direct Payments (DP) and Carer Assessments are improving, but not sufficiently to meet the stretch targets set. Over the year the uptake of DP's has increased by 9.78% from 2013/14. During Q4 DP's remained stable at 550 however, this is against an annual target of 800. The target has been revised to 750 for the 2015/16 financial year.

41.   The current number of Carer Assessments being offered and completed is increasing month on month (596 year to date) though still needs significant improvement. Actions taken to address this include making changes to the database recording process for staff to mitigate under-reporting carer assessments offered, and also undertaking data cleansing in relation to the number of Carers recorded on the system.

42.   The situation for Delayed Transfers of Care in both Q3 and Q4 resulting from winter pressures at UHW was critical. The issue is not one which can be resolved by the Council alone as this is a whole system issue. Partners in the UHB acknowledge that their internal systems need revision and to that end all regional partners (VoG, Cardiff & UHB) are meeting at senior strategic level during April/ early May 2015 to progress plans to continue to deliver on admission avoidance and to agree process redesign so that faster discharge can be facilitated. The final result for DToC (for social care reasons) for March 2015 is not yet published, although indications are that the figure has decreased. The figure is published in May.

43. *STAR Chamber Actions* –

- Provide corporate visibility of the partnership plan for Delayed Transfers of Care to be prepared by the end of May 2015.
- Establish action plans to ensure the delivery of the Corporate Plan targets for Direct Payments and Carers Assessments.

Resources

44. Council Tax collection is up by 0.68% compared to last year (at 97.03%). This is the best in-year collection recorded since the introduction of Council Tax in 1993 and builds on the success of the last two years due to changes in processes speeding up collection times and efficiencies within the processes.

45. *STAR Chamber Actions*

- Accelerate the provision of online parking permits
- Explore the feasibility of linking the member development provision to the Academy.

Sport, Leisure & Culture

46. A strategic framework for the management and development of parks and green spaces is completed and work is progressing on sport and leisure provision and a Cabinet report is expected late summer 2015.

47. Sickness Absence within the Directorate is well above the target, 13.94 days lost per FTE against a FTE target of 12.1, and priority action is required to address this.

48. Work is ongoing in relation to establishing a new operating model for Childrens play.

49. Attendances at sport and leisure centres, the number of children engaged in sport and the numbers of individuals participating in outdoor sport are all below target and have shown a decline when compared to the previous year. In addition the number of live Active Cards missed the target due to the closure of Eastern Leisure Centre and increased competition from budget gyms.

50. *STAR Chamber Actions*

- Ensure the recruitment of three development workers for Childrens Play as soon as possible.
- Accelerate preparation of an action plan for the Mansion House to secure improved performance.

Strategic Planning, Highways & Traffic and Transportation

51.   The Directorate is awaiting direction from the Welsh Government for an agreed programme in relation to key transport projects. The development of master plans for Greenfield and Brownfield sites with transport connectivity has made strong progress, and a successful meeting was held with major house developers.

52.   The percentage of major planning applications that were determined within 13 weeks have not met the annual target of 25% with a result of 20%. New complex LDP 'major settlement' applications have proved difficult to deliver in 13 weeks and more resources are being placed in this team as a matter of priority.

53.   Householder planning applications determined within 8 weeks have not met the annual target of 80% with a result of 71.11%. Caseloads have increased and more resources are being put into the team to improve performance.

54.   *STAR Chamber Actions*
- The service is required to undertake benchmarking of its planning performance indicators against core cities.
- Increase the use of electronic communications rather than sending letters to improve service performance and produce a communication to commit to implementation dates for online parking permits.
- Prepare a communications strategy related to the bus station development.

Challenge Forum

55.   At the April meeting the Forum considered its future work programme for the year ahead. The Forum received a presentation on the prevailing issues identified by the Council, the interventions put in place to respond, and the progress achieved. Key areas of work have included Performance, Governance, Commissioning & Service Delivery Models, Asset Management and Service redesign. The Forum recognised the progress made and considered areas where further improvement was needed.

Next Steps

56.   A consensus emerged on the future Work Programme of the Forum, with a need to focus on:
- The fiscal resilience of the organisation
- Performance Management & Financial Discipline- Embedding a culture of performance management and financial discipline
- Scrutiny Improvements- Ensuring greater alignment between the scrutiny agenda and organisational priorities.
- Education - Continuing the existing improvement work, but with a more specific focus on under-performing schools.

- Social Services (Children & Adult Services)- Placing a strong focus on demand management and financial planning.

The Corporate Plan

57. The Wales Audit Office (WAO) have issued a Certificate of Compliance from the Auditor General for Wales to provide assurance that we have discharged our obligations to plan the future priorities of the Council under the Local Government (Wales) Measure 2009.

Reason for Recommendations

58. To ensure that:-
   - improvements are made to ensure that the culture of managing performance is embedded within services
   - clear accountabilities are established for the performance of service areas

<u>Legal Implications</u>

59. There are no legal implications arising from this report.

<u>Financial Implications</u>

60. There are no direct financial implications arising from this report.

<u>HR Implications</u>

61. There are no direct HR implications arising from this report.

RECOMMENDATIONS

The Cabinet is recommended to note the current position regarding performance and the delivery of key commitments and priorities as at the end of Quarter 4 and the action being taken to address areas of concern

PAUL ORDERS
Chief Executive
26 June 2015

The following appendix is attached:

Appendix 1 - Quarter 4 Delivery & Performance Report 2014/15

Q4 Delivery and Performance Report 2014/15

Progress against actions in the Corporate Plan 2014/15

Q4 2014/15 – (254*)

Green 75.2% (191)	Amber 18.1% (46)	Red 5.1% (13)

*Including N/A

Progress against relevant Performance Indicators

Q4 2014/15 – (271*)

Green 47.2% (128)	Amber 18.8% (51)	Red 14.8% (40)

*Including Annual indicators and those with no results

Contents

Q4 Customer Contact

Twitter followers
37,029 followers in English
1,553 followers in Welsh

Complaints	Q1	Q2	Q3	Q4
New Complaints Received	652	658	468	533
Corporate Complaints	652	656	467	532
Welsh Complaints	0	2	1	1
Acknowledgements not sent within 5 days	25	15	14	7
Response not sent within 20 days	54	36	33	22
Compliments Received	389	383	341	287

Members Enquiries

Directorate	Received				Responded on time	
	Q1	Q2	Q3	Q4	Q4	Q4 %
Childrens	1	1	**2**	**1**	1	100%
Communities	178	171	**117**	**125**	105	84%
Democratic	10	12	**4**	**0**	0	0%
Economic	6	8	**4**	**2**	2	100%
Education	9	12	**3**	**8**	6	75%
Environment	526	284	**188**	**203**	169	83%
Health & SC	4	3	**3**	**6**	5	83%
Resources	9	9	**11**	**7**	7	100%
Sport L&C	84	100	**40**	**32**	21	66%
SPHT&T	316	229	**193**	**243**	169	70%
Total	*1143*	*829*	*558*	*627*	*485*	*77%*

The Members Central team have been working closely with IT to correct the reporting mechanism to capture enquiries that were actually requests for service. This has been corrected and a total of **31** cases were recorded on the member enquiry but were then deemed a request for service. Highways have seen an increase in enquiries covering a range of issues such as potholes and surfacing, problem parking and footpaths. Rubbish/ fly tipping and street cleansing remain consistent.

Customer Contact

Calls offered to C2C
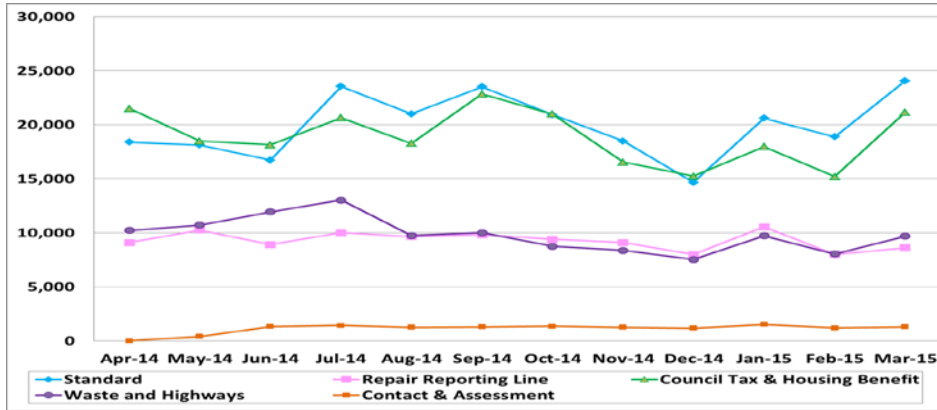
Update: Council tax annual billing for the 2015/16 period officially launching on March 11th, As a result of those new bills going out, there was a rise in Direct Debit of enquiries by 136% from the month before.

Online

Since launching the website in a responsive template, access to www.cardiff.gov.uk by device has changed as follows

Desktop usage **-6%** · Tablet usage **+2%** · Phone usage **+4%**

1,392 searches contained the word 'challenge' this is most likely linked to parking fines: Top search result on **www.cardiff.gov.uk** returns: **Challenge a Penalty Charge Notice**

Popular Tweets – "Spring is here, summer's on its way! Cardiff Summer Festival announcements coming soon for 2015 line-up **#cdffestival**"
"Keep up to date with your Bank Holiday waste collection changes here bit.ly/1CTxeFX **#greenercardiff**"

Total Footfall in both Libraries & Hubs across the City.
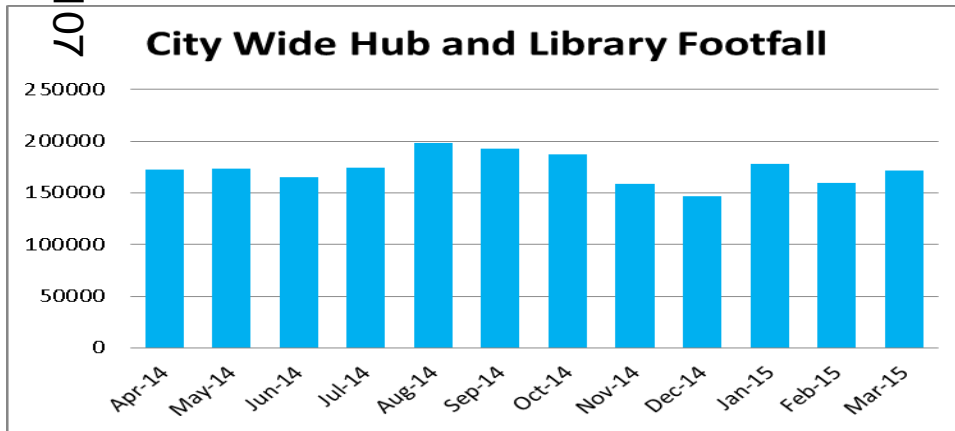
Update: Q4 showed an improvement on the previous quarter, the temporary closure to the 5th Floor of Central, Roath Library and Grangetown have impacted on the results. Action plan was put in place by the Neighbourhood Development Librarians to increase take up of the Library Services in the Hubs and this has had a positive impact of overall usage, through additional classes and outreach work to increase customer base.

The value of Payments made through the Website
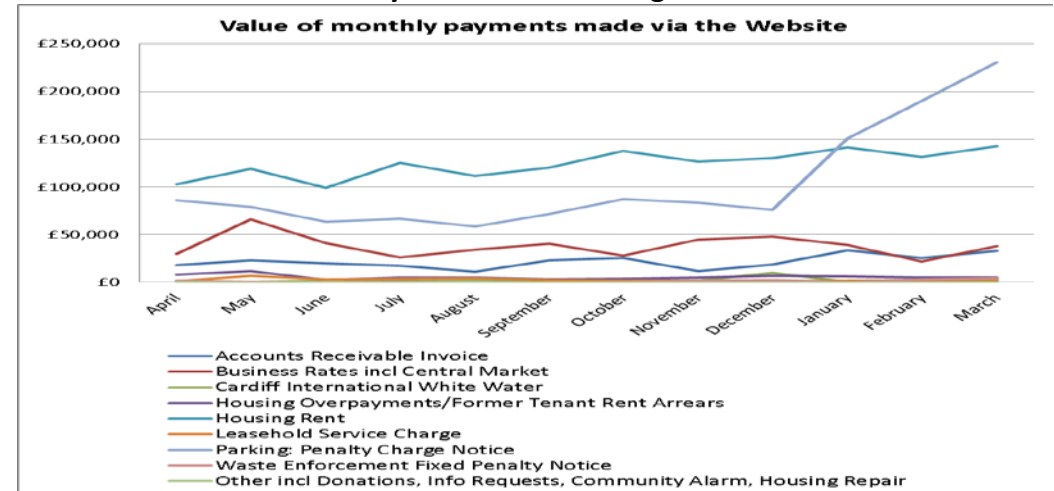
Update: Income from Penalty Charge Notices during March (£230,487) again showed an increase online (£40,150) over the previous month (£189,977). This coincides with the introduction of fines for Moving Traffic Contraventions alongside the introduction of 2 additional Civil Enforcement Officers. 3125 payments were also made via C2C totalling £447,599.68

Total Staff Costs at Q4	£196,673,662
Total Agency Costs at Q4	£16,426,913
Total Overtime Costs at Q4	£4,528,736

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 Q4	% of Annual Budget		% Spend Agency	% Spend Overtime
£16,748,641	93.06%	Childrens	22.91%	0.51%
£23,496,428	100.87%	Communities	5.66%	1.76%
£1,668,758	102.13%	Corporate Mgmt	2.92%	0.18%
£1,980,501	117.26%	County Clerk & Monitoring Officer	4.15%	0.63%
£4,651,478	100.08%	Economic	6.98%	3.92%
£29,113,994	106.48%	Education	3.48%	0.87%
£22,756,886	97.98%	Environment	16.12%	3.86%
£23,707,468	103.33%	Health & SC	5.72%	3.75%
£33,450,445	90.99%	Resources	3.85%	1.25%
£25,805,315	104.53%	Sport L&C	11.76%	3.72%
£13,293,718	100.76%	SPHT&T	3.36%	3.26%

Agency
8.35%

Overtime
2.30%

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Staff Costs at Quarter 4

Directorate	Staff Budget £	Total Staff Costs to month 12 £	% Annual Budget spent	Overtime Budget £	Total Overtime spend £	Overtime Spend %	Total Agency Budget £	Total Agency Spend £	Agency Spend %
Children's Services	17,998,060	16,748,641	93.06%	0	85,323	0.51%	1,110,930	3,837,452	22.91%
Communities, Housing & Customer	23,293,120	23,496,428	100.87%	235,620	412,429	1.76%	367,500	1,330,332	5.66%
Corporate Management	1,633,930	1,668,758	102.13%	0	2,985	0.18%		48,764	2.92%
County Clerk & Monitoring Officer	1,689,050	1,980,501	117.26%	0	12,433	0.63%	2,500	82,095	4.15%
Economic Development	4,647,940	4,651,478	100.08%	82,100	182,296	3.92%	150,380	324,770	6.98%
Education	27,342,360	29,113,994	106.48%	0	253,383	0.87%	308,370	1,013,221	3.48%
Environment	23,225,430	22,756,886	97.98%	1,180,000	878,498	3.86%	1,439,850	3,667,647	16.12%
Health & Social Care	22,942,520	23,707,498	103.33%	139,420	889,965	3.75%	30,280	1,355,023	5.72%
Resources	36,763,031	33,450,445	90.99%	566,340	418,704	1.25%	337,010	1,287,372	3.85%
Sport, Leisure & Culture	24,687,000	25,805,315	104.53%	836,210	959,980	3.72%	2,058,920	3,033,994	11.76%
Strat Planning, Highways & Transport	13,193,950	13,293,718	100.76%	412,290	432,741	3.26%	99,690	446,242	3.36%
Total	**197,416,391**	**196,673,662**	**99.62%**	**3,451,980**	**4,528,736**	**2.30%**	**5,905,430**	**16,426,913**	**8.35%**

Sickness Absence Q4
FTE days
2014/15
10.11

	Av FTE Numbers	FTE Target	2014/15 Days lost	Difference
Childrens	369	15.3	13.87	**-1.43**
Communities	1019	9.0	10.04	**+1.04**
Democratic	86	6.0	5.68	**-0.32**
Economic	118	6.0	4.22	**-1.78**
Education	1074	9.0	9.66	**+0.66**
Environment	632	18.2	15.99	**-2.21**
Health & SC	691	13.1	15.87	**+2.77**
Resources	833	7.3	10.36	**+3.04**
Sport L&C	728	12.1	13.94	**+1.84**
SPHT&T	375	7.2	8.61	**+1.41**
Total	*11,382	9.0	10.11	**+1.11**

*This figure includes schools based education staff.

The final sickness outturn figure for 2014/15 is **10.11 FTE** days lost per person. The Council wide target for 2014/15 was **9.00 FTE** days lost per person. This was a reduction of 11.6% on last years outturn figure of 10.18 days. Whilst the target was not reached, the figure is the lowest sickness level the Council has achieved.

The Attendance & Wellbeing policy which was implemented from 1st July 2013 is currently under review. Continued monitoring will take place, and which includes identifying missed returned to work interviews, missed triggers and long term absence cases.

Sickness FTE Days Lost Per Person

Chart showing FTE Days Lost: Q4 2011/12: 11.49; Q4 2012/13: 11.71; Q4 2013/14: 10.18; Q4 2014/15: 10.11

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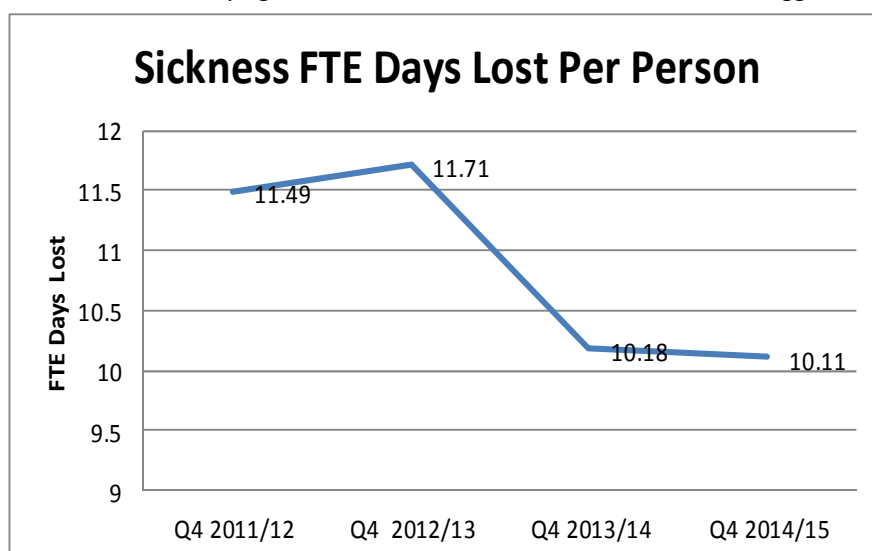
Sickness – Return to Work
April 2014 to March 2015

Organisation	Return To Work Done (A)	Return To Work Pending (B)	Total (A+B)	Percentage Completed (%)
CHILDREN SERVICES	329	13	342	96.2
COMMUNITIES HOUSING & CUSTOMER SERVICES	886	4	890	99.6
DEMOCRATIC SERVICES	54	0	54	100.0
ECONOMIC DEVELOPMENT	64	4	68	94.1
EDUCATION - SCHOOLS	5,820	1,093	6,913	84.2
EDUCATION & LIFELONG LEARNING	929	17	946	98.2
ENVIRONMENT	511	11	522	97.9
HEALTH & SOCIAL CARE	907	5	912	99.5
RESOUCRES	1,234	7	1,241	99.4
SPORT LEISURE & CULTURE	713	30	743	96.0
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	215	6	221	97.3
TOTAL	**11,662**	**1,190**	**12,852**	**90.7**

Personal Performance and Development Review Compliance as at 19th June 2015

Organisation Name	Year End Compliance		
	Total (Head Count)	Complete	Percentage (%)
CHILDRENS SERVICES	357	256	72%
COMMUNITIES HOUSING & CUSTOMER SERVICES	1024	997	97%
DEMOCRATIC SERVICES	51	45	88%
ECONOMIC DEVELOPMENT	267	243	91%
EDUCATION & LIFELONG LEARNING (exc schools and central teachers)	941	730	78%
ENVIRONMENT	504	411	82%
HEALTH & SOCIAL CARE	748	628	84%
RESOURCES	1388	989	71%
SPORT LEISURE & CULTURE	542	496	92%
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	324	294	91%
Total	**6146**	**5089**	**83%**

Freedom of Information Requests Received 2014/15

Area	Q1		Q2		Q3		Q4		Annual Total	
	Rec'	Responses on time (%)	Rec'	Responses on time (%)	Rec	Responses on Time (%)	Rec'	Responses on Time (%)	Rec'	Responses on Time (%)
Childrens Services	9	79%	16	31%	17	56%	20	25%	62	47%
Consumer Affairs	35	85%	24	76%	18	85%	15	64%	92	80%
Crems & Cemeteries	1	100%	2	100%	4	100%	4	100%	11	100%
CTS	6	60%	1	100%	0	N/A	0	0	7	75%
Customer Services	2	100%	3	50%	22	95%	5	88%	32	90%
Democracy & Comms	14	85%	17	8%	13	84%	16	100%	60	86%
Econ & Major Projects	2	0%	1	100%	8	100%	4	100%	14	93%
Education	26	96%	18	73%	16	88%	33	83%	93	86%
Environment	9	70%	13	86%	14	75%	8	63%	44	75%
Facilities Management	3	100%	5	75%	2	100%	0	0	10	91%
Finance & Procurement	71	83%	60	83%	73	91%	61	89%	265	86%
Health & Safety	1	100%	0	N/A	2	100%	0	100%	3	100%
Health & Social Care	10	71%	10	50%	15	38%	21	63%	56	54%
Highways &Transport	46	93%	41	55%	41	90%	66	69%	194	77%
Housing	24	74%	20	75%	11	93%	20	93%	75	81%
HRPS	24	74%	21	91%	25	89%	44	75%	114	82%
ICT	15	88%	10	56%	11	67%	19	69%	55	72%
Improvement & Info	6	100%	8	71%	10	100%	6	86%	30	91%
Infrastructure	0	N/A	3	67%	3	100%	0	100%	6	83%
Legal Services	8	100%	5	75%	2	100%	2	100%	17	88%
Multi Function	12	31%	33	24%	27	52%	36	67%	108	47%
Sport L&C	16	95%	8	82%	11	100%	16	78%	51	84%
Planning	8	100%	19	57%	11	64%	11	55%	49	66%
Policy & Partnership	0	N/A	0	N/A	0	N/A	0	0	0	0
Reg & Support Serv	0	N/A	2	50%	6	100%	14	80%	22	79%
Registration & Coroners	2	100%	2	100%	0	100%	4	100%	8	100%
Traffic Network Man	5	50%	10	55%	9	56%	12	64%	36	58%
Waste Management	5	86%	13	56%	6	42%	10	60%	34	63%
Total	**360**	**83%**	**365**	**52%**	**377**	**80%**	455	75%	1548	76%

Requestor	Q3 2014/15		Q4 2014/15	
	Rec'	% of Total Requests	Rec'	% of Total Requests
AM/MP	9	2%	23	5%
Business/ Company	81	21%	74	17%
Campaign	13	3%	10	2%
Elected Member	2	1%	1	0%
Employee	2	1%	1	0%
Local Authority	1	0%	7	2%
Not known	60	16%	33	7%
Police	0	0%	0	0%
Press/Media	39	10%	64	14%
Public	140	37%	187	42%
Student	7	2%	21	5%
WDTK*	23	6%	26	6%
Total	**377**		447	

*whatdotheyknow.com

The volume of the FOI requests received by the Council over the year has continued to grow each quarter. During the year the Council has continued its regular review of its FOI processes and streamlined these taking the opportunities to exploit technology and systems. The table shows that compliance in Childrens (47%) and Health & Social Care (54%) are lagging behind other areas. Work to bring about improvement in these functions is ongoing. This includes a review of capacity and streamlining processes within these functions to deal with the volume of requests especially as the Council changes its organisational shape in these areas. Compliance with Multi Function Requests dipped in quarter 4 due to the significant increase in the volume of these (+ 72 from Qtr 3). Compliance will continue to be closely monitored.

Subject Access Requests are not included in the table

Outcome Agreement Measures for 2014/15 – Annual Result

Economic Development

Measure	2014/15 Target	Annual Result
Businesses supported	50	351
New & safeguarded jobs in businesses supported financially by the Council	500	1380
New & safeguarded jobs in businesses supported financially or otherwise by the Council	1000	2395
Grade A office space	100,000sqft	277,277sqft
Jobs 10% above average Wales salary	20%	TBC (based on Q3 target exceeded)
Grant aid and private sector finance to companies assisted by the Council	£2m	£3,816,513 (provisional)
Total employment in Cardiff (Aged 16-64) Jan – Dec 2014	198,300 (2012) +/- 1%	207,500

Education

Measure	Academic Year 13/14	Annual Target
Primary Attendance	94.9%	94.4%
Secondary Attendance	93.8%	93.6%
% of pupils achieving core subject indicator at Key Stage 2	84.5%	85.11%
The percentage of pupils aged 15 at the preceding 31 August, who achieved the Level 2 threshold	54.04%	55%
The percentage of pupils assessed at the end of Key Stage 3, achieving the Core Subject Indicator	81.5%	78.4%
The % of pupils achieving the Foundation Phase Indicator (FPI)	83.7%	83.7%
The number of local authority maintained schools who are placed in a formal category	2	1

Education, Employment & Training

Measure	Annual result	Annual Target
Number of work experience placements	1078	1000

92% of Into Work Services Users gained a qualification

Annual 14/15 result for Into Work Services Performance Measures

(Pie chart: Met annual target 5, Target N/A 3)
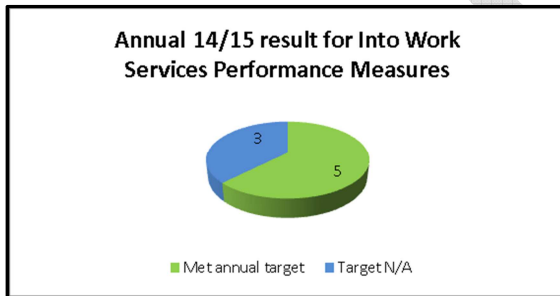
80% of Into Work Service Users felt more ready to enter employment as a result of accessing our services

Health & Social Care

Progress against the H&SC Measures

(Pie chart: Met annual target 3, Unlikely to meet annual target 2, May meet annual target 1, Result not yet available 5)
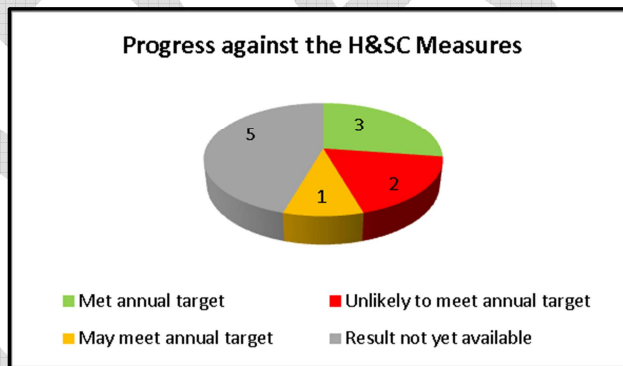
*The results for H&SC are indicative only as the most accurate and up-to-date results will not be available until the end of May 2015

Housing

Measure	Annual 14/15 result	Target (Annual)
Boiler upgrades	1353	900
Roof replacements	65	40
Cladding of flats	76	60
% of Boilers that are 'A' rated	84%	84%
Solar panel installations	100	100
SAP rating	69	69

85% tenants satisfied with the condition of their property

Maintained Welsh Housing Quality Standard at **100%**

Directorate: Children's Services

Director: Tony Young

Q4 2014/15

Budget	Outturn	Variance	Variance **(%)**
£46.081m	£48.393m	£2.312m	5.01%

Number of Employees (FTE)	369
Sickness Absence YTD (Days Per Person)	13.87
PPDR Compliance (completed)	83.8%

Target Savings 2014/15	Savings Achieved	Variance	Variance **(%)**
£2.655m	£2.516m	£139,000	5.2%

Q4 Progress against Directorate Plan/Corporate Plan actions 2014/15 (24)

Green 66.7% (16)	Amber 33.3% (8)

Q4 Progress against Performance Indicators (7)

Green 43% (3)	Amber 29% (2)	Red 29% (2)

Progress on Challenges Identified Q3 (previous quarter)

Finalise Prevention Strategy:

Draft Preventative Strategy completed and consultation undertaken with partners at parenting framework launch. Draft implementation plan developed. New Prevention and Partnership Project Manager post to be recruited in order to lead on implementation of strategy.

Increase in projected overspend attributable to the increase in the number of looked after children and extension of the Managed Team for a further 3 months AND Exit strategy for the Managed Team:

Extension of Managed Team agreed with 151 Officer and Chief Executive; Significant in year increase in LAC admissions (by 39); Adverse cost mix in LAC commissioned placements; Increase in adoption placements (which represents significant long term savings); Increase in legal costs.

We have reached this position despite robust efforts to claw back the overspend (which produced £170k) and to 'repatriate' individual LAC (which produced £300k). The Exit Strategy for the Managed Team is being implemented on the basis of the additional team withdrawing on 24th April.

Q4 Service Delivery

Budget Position

To be provided by the Corporate Performance Team

Directorate Delivery Plan

Overall trend in PI performance continues to improve steadily as a platform for achieving top quartile in 2015-16. Good progress has been made against the actions in the Directorate Delivery Plan. Key areas of progress include:

- Implementation of Legal Surgery.
- Completion of draft Preventative Strategy and commencement of consultation.
- Preparation for Contact tender completed.
- Positive report following inspection of Crosslands children's home.
- LAC Traineeship Scheme Co-ordinator in post.
- Partnership and Integration Change Manager post established and advertised.

There has been some slippage in progress against some milestones including the model for managing referrals, developing a set of proposals with Health to support and improve health of LAC and care leavers and progression of the Placement Strategy. A joint inter-agency visit to Rhondda Cynon Taff (RCT) MASH was undertaken to view their model in practice to help determine what is required to fit the needs of Cardiff. The Health Service are leading on the remodelling of primary mental health services for Cardiff and the Vale of Glamorgan in respect of looked after children with Children's Services contributing as and when required. In relation to the Placement Strategy (now renamed as the Looked After Children Strategy), the report of the externally commissioned research to analyse LAC pressures will be presented to Corporate Parenting Advisory Committee in Quarter 1 2015-16. The key ingredients for bringing together a coherent LAC Strategy are in place, including:

- Research into drivers of growth completed
- Payment by Results tender awarded
- Dedicated LAC Service established
- Best practice training completed

These elements will be drawn together to finalise the LAC Strategy to promote stability and permanence in Quarter 1

2015-16.

Management
88% compliance with finalisation of objectives, 83.8% compliance with 6 monthly reviews and 37% compliance with PPDR completion had been achieved at the time of writing. A small percentage cannot be initiated / reviewed due to staff absence (e.g. maternity leave and long term sick leave), and a high level of recruitment activity and new intake accounts for a proportion of the outstanding PPDRs.

Directorate: Children's Services

Key Performance Indicator Data – Q4 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 14/15	R.A.G.
% of referrals with decision made within 1 working day	80.3	77.6	87.1	83.7	85.5	100	R
Performance has improved slightly in Quarter 4 and there has been a small overall improvement in 2014-15 in comparison to 2013-14. It is acknowledged that further improvement is required and work to achieve this will be ongoing in 2015-16. 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	25.6	24.7	25.6	25.6	25.4	25	G
% of initial assessments carried out within 7 working days	40.1	34.6	46.5	66.5	56.8	80	A
The threshold for manager intervention for this PI agreed between ADSS Cymru, WLGA and CSSIW is 50%. In contrast to the 2013-14 outturn, the service has secured improved performance in 2014-15. The 2014-15 outturn was adversely affected by very poor performance in the first quarter and inadequate performance in the second quarter, much of which was preoccupied with clearing backlogs. Under new leadership, significantly improved performance in the second half of the year gives us confidence that we can achieve performance in excess of the Welsh average in 2015-16 (the Welsh average in 2013-14 was 71.9%).							
% of core assessments carried out within 35 working days	71.1	49.8	54.5	69.9	68.9	80	A
The threshold for manager intervention for this PI agreed between ADSS Cymru, WLGA and CSSIW is 50%. The 2014-15 outturn was adversely affected by inadequate performance in the first half of the year, with stronger performance in the second half of the year. The impact of successful recruitment and more stable frontline leadership puts the service in a stronger position to achieve the Welsh average in 2015-16 (the Welsh average in 2013-14 was 81.2%).							
% of child protection reviews carried out within statutory timescales	98.5	99.2	100	100	100	100	G
% of social work vacancies in all teams	20.8	30.1	28.6	25.3	24.8	17	R
The vacancy position has improved very slightly during the quarter as appointed social workers have taken up post. The apparent high percentage of vacancies must be treated with caution because the % was inflated by the creation of new posts as part of the realignment of Children's Services. Recruitment is ongoing - the recruitment campaign this year has been very successful and has directly contributed to the service's ability to retain social workers. We are now attracting numbers of applications from agency staff who have been working within the service, and social workers from other local authorities. Vacancies were not actively recruited to in some teams while plans for restructuring were developed. The impact of the Managed Team enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,251 at 31.03.15, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 19.7 at 31.03.15. This is a slight increase on the caseload average of 18.4 that was reported at 31.12.14.							
% sickness for Children's Services	7.6	7.2	6.9	4.8	7.2	7	G

Q4 Challenges Identified	Q4 Actions being taken
Managing caseload levels following departure of Managed Team.	The Operational Manager is quantifying the impact again 3 risks factors: 1. Level of unallocated work 2. Caseload averages 3. Case transfer bottlenecks

Directorate: Children's Services   Page 116

Q2 Risk Update

Update on Previous Quarters Emerging Risks			
Risk Description	**Inherent Risk**	**Residual Risk**	**Progress**
None			

Corporate Risk				
Risk Description	**Inherent Risk**	**Residual Risk**	**Mitigating actions**	**Risk Owner**
Potential for mismatch between children's needs and capacity to meet them if current trends continue, for example in children needing to be safeguarded, looked after and/or receive other services to support families and carers to care for them.	**Red**	**Red**	The impact of the Managed Team enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,251 at 31.03.15, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 19.7 at 31.03.15. An Exit Strategy for the Managed Team has been agreed on the basis of the additional team withdrawing on 24th April. A draft Preventative Strategy has been completed and consultation undertaken with partners; a draft implementation plan has been developed.	Tony Young
The implementation of the Social Services and Wellbeing (Wales) Act will place new duties and responsibilities upon already pressured services.	**Red**	**Red**	As per Quarter 1, senior managers are engaged in national activity to influence the development of regulatory requirements with a view to promoting proportionality of expectations.	Tony Young

Emerging Risks Identified this Quarter				
Risk Description	**Inherent Risk**	**Residual Risk**	**Mitigating actions**	**Risk Owner**
None				

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Directorate: Communities, Housing And Customer Services

Director: Sarah McGill

Q4 2014/15

Councillors: Graham Hinchey, Susan Elsmore, Peter Bradbury, Julia Magill, Daniel De'Ath

Budget	Outturn	Variance	Variance (%)
£43.104	£42.247m	(£857,000)	(1.36%)

Number of Employees (FTE)	1019
Sickness Absence FTE Forecast	10.04
PPDR Compliance (Half Year Compliance	95.9%

Target Savings 14/15	Savings Achieved	Variance	Variance (%)
£2.886m	£2.405m	£481,000	17%

Q4 Progress against Directorate Plan
Corporate Plan actions 2014/15 (38)

Green 92% (35)	Amber 8% (3)

Q4 Progress against Performance Indicators (Total No: 66)

Green 64% (42)	Amber 9% (6)	Red 27% (18)

Progress on Challenges Identified Q3

- **Implementation of the new Allocations Policy –** New allocations policy has been implemented since January 2015. All applicants on the waiting list have been written to, informing them of their new position within the new banding system. The new system will be closely monitored to identify the impact of the changes and regular review meetings are in place with registered local landlords.

- **Increased demand on the Contact Centre through increased calls, e-mails and web forms –** A range of actions have been implement to address drop in performance, this includes targeted action on the backlog of e-mails, revised crib sheets for operators and additional lines for those in demand sections. During March this resulted in an answer rate of 96% which was the best performance for 12 months at a time when demand was highest (in part due to Council Tax annual billing). From April 1st the opening time for the contact centre will be extended to 8:30AM – 6PM Monday to Friday (previously 5PM close).

Q4 Service Delivery

Directorate Delivery Plan

- **Solar Panel PV –** 100 PV systems were installed by 31st March 2015. Live web based updates are provided to monitor the system over the next 12 months.
- **Alarm Receiving Centre –** The completion of the new ARC in Willcox House is due for completion in July. CCTV and door entry systems being upgraded in blocks of flats. Scoping of potential new clients is underway and discussions to offer services to other local authorities and registered local landlords are ongoing.
- **Welfare Reform –** The full Discretionary Housing Payment fund of £1,175,868 has been awarded to support those most in need.
- **Hubs –** Grangetown Hub on course for opening September/October, Rumney Partnership Hub detailed designs have been completed and Youth have moved out - on target for completion in September. Full planning application for the new STAR Hub submitted, construction planned to start from June 2015.
- **Central Library –** Work is on target with the new Super Hub due to open in July, bid to CYMAL for a £150,000 grants was successful and will support the improvements to the 5th floor.
- **Adult Community Learning –** In the 1st year of the new approach to ACL, the Learning for Life programme was delivered on at cost neutral to the council, the Learning for Work programme (grant funded) achieved a 72% success rate (the target in the Corporate Plan and up from 61% 12/13). Verified 82%success rate for term 1. Successful Estyn monitoring visit with all recommendations either reporting 'strong or very good progress'.
- **Regenerating Local Neighbourhoods –** Beechley Drive Redevelopment, existing shops and maisonettes have been demolished ahead of the commencement of phase 2. Clare Road/Penarth Road District Centre works have started on shop front refurbishment and junction improvements. Schemes completed at Claredon Road, Bedford Street and Pethybridge Road. Additional funding for the Maelfa Scheme has been approved.
- **Cardiff.gov.uk** - SOCITM results published in March. Excellent result with Cardiff achieving the award of 4 stars. Cardiff is the only local authority in Wales to have achieved this. Only 34 Councils in the UK achieved 4 stars from a total of 439 reviewed.
- **Cardiff Libraries –** Book issues are down (PI LCL/004), however despite Central Library reduced opening hours of 1 day per week, floor 5 not being accessible, the temporary closure of Roath Library and Grangetown closure for the Hub redevelopment works the physical visits to Cardiff Libraries has increased from 2,040,412 in 2013/14 to 2,094,124 in 2014/15. The number of new users to the library service is also up from 22,424 in 2013/14 to 23,240 in 2014/15. Computer usage is down, however all branches now have publically accessible Wi-Fi.

Management

- **Budget** – Communities, Housing and Customer Services is showing an overall underspend of £796,000. 2014/15 savings targets were all the full year effect and understandably the implementation of major staffing changes in Central Library and delivery of the Community Hubs could only be achieved part of the year.
- **PPDR Status** – New PPDR pack has been put together for all managers to use this includes; the line of sight from individual actions through to the partnership outcomes, business plan actions for their area, KPIs and core date and also employee charter.
- **Health & Safety** – The directorate H&S policy has been disturbed for consultation and year end review of H&S action plan has been distributed. Review of PACD (Persons to be Aware of Corporate Database) has taken place and new training documents written and to be rolled out in Q1.
- **Sickness** – Sickness in the directorate is closely monitored, with 98% of return to works completed. As at 15.04.15 the directorate has 18 employees on long term sick, and a case management approach is applied monthly at management teams meetings to ensure that the sickness procedure is correctly implemented. Work to commence in the next quarter to improve reporting and undertaking analyse on trends.

Directorate: Directorate: Communities, Housing and Customer Services

Key Performance Indicator Data – Q4 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Year end result	Target 14/15	R.A.G.
BNF/002 (a)CTR : Speed of processing: Average time for processing new Council Tax Reduction claims	17.2	19.6	19.5	19.4	17.1	18.9	21	G
BNF/002 (a)HB : Speed of processing: Average time for processing new Housing Benefit claims	19.8	21.7	21.5	21.5	21.41	21.3	21	A
Quarter 4 performance showed an improvement on the previous quarter particularly for Council Tax Reduction claims								
HHA/002 : The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	187	195	252	168	181	200	190	R
The fall in the average this quarter reflects the fact that 20% of those leaving temporary accommodation had been housed for more than 12 months, and this has resulted in the number of households in temporary accommodation for more than 12 months falling to a level last achieved 2 years ago. This reflects the success in targeting older cases for re-housing, these cases are often more complex and may have been excluded from re-housing for a period of time due to previous behaviour. (NB figures are an estimate and likely to be revised when all data received)								
HHA/008 : The percentage of homeless presentations decided within 33 working days	81%	78%	78%	71%	83%	77%	75%	G
HANR 01: Vacant Local Authority stock as percentage of overall stock	2.5%	2.4%	2.4%	2.2%	1.7%	1.7%	2	G
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	102	115	125	105	106	113	Q1-100 Q2-80 Q3-70 Q4-60	R
Lettings time is improving with the pilot projects involving allocation of high-rise flats to families with children and the introduction of the pilot 'quick turnaround' voids project which reduces both vacant maintenance costs and lettings turnaround time. The monthly result for March was down to 90 days, this is the lowest monthly result for 20 months.								
HHA/017 (b) : The average number of days that all homeless households spent in Other forms of temporary accommodation	206	233	192	191	214	207	200	A
The annual figure is marginally above our annual target. Roughly 20% of those leaving temporary accommodation in the quarter had been in occupation of such accommodation for more than 12 months, and this has resulted in the number of households in temporary accommodation for more than 12 months falling to a level last achieved 2 years ago. (NB figures are an estimate and likely to be revised when all data received)								
HLS/001 (a) : The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year	1.4%	1.5%	1.5%	1.5%	1.7%	1.7%	2%	G
STR001 : Combined number of new affordable rented housing units and new assisted home ownership units completed	204	87	105	6	26	224	195	G

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Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Year end result	Target 14/15	R.A.G.
during the year								
HLS/010 (a): The average number of calendar days taken to complete Emergency repairs	0.79	0.75	0.43	0.28	0.18	0.36	1	G
CORKPI8 : Average time a call queues (seconds)	43	51	177	107	62	98	40	R
The wait for C2C customers reduced significantly in this quarter by an average of 45 seconds across the board. The return to 37 hour working for all staff in April combined with extended opening hours should benefit us in this area, giving greater flexibility in the rotating and spread of agents available to take calls across the day.								
LCL/004: The number of library materials issued, during the year, per 1,000 population	5,163	1186	2498	3624	4,600	4,600	5,163	R
There has been a decrease of 181,551 against 2013/14 figures. This is due to the continued closure of branch libraries 1 day a week. The 5th floor in central Library has remained closed since June 2014 due to Health and Safety reasons and since August 2014 there has been a reduction of the opening hours in Central Library. Roath Library has been closed temporarily since November due to Health & Safety considerations. All of these factors will make direct comparisons with last year's figures difficult but will have had a considerable effect on the overall figures.								

Q4 Challenges Identified	Q4 Actions being taken
- **Central Library Closure** – building will be temporally close in two phases the 1st is from 18th May to 2nd May to allow for internal changes to take place.	Contingency plans have been drawn up that include - Communication plan, that includes media briefing - Pop up library in Marland House - Extra public access PC's in Canton & Marland House - Mobile Library to be positioned outside the library during opening hours
Waste Restriction Programme there are some wards that will be affected by boundary changes	- Communication plan in place and workforce planning has taken place.
Improving the speed of homelessness decision making	- Action plan is in place to address performance in Homelessness, impact on performance of these changes to be monitored in Q1.

Directorate: Communities, Housing and Customer Services

Councillor: Graham Hinchey, Susan Elsmore, Peter Bradbury, Julia Magill, Daniel De'Ath   Director: Sarah McGill

Q4 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	- 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 , given tenant greater choice on new properties and reducing void rent loss	Sarah McGill

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Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Central Library Closure for refurbishment – Negative impact for service users and reputational damage from the building being closed if not properly managed.	Red	Yellow	Contingency plans have been drawn up that include - Communication plan, that includes media briefing - Pop up library in Marland House - Extra public access PC's in Canton & Marland House - Mobile Library to be positioned outside the library during opening hours	Isabelle Bignall

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
- **Rover Way Gypsy & Traveller Site** – limited life and the current site is no longer suitable for use, uncertainty on the proposed new site	Red	Amber	- Work is ongoing to procure an alternative site, with a process to be identified as part of the LDP Examination. - Site surveys to monitor any changes.	Jane Thomas
Reduction in funding for **Supporting People** (due to distribution formula as well as annual reduction)	Red	Amber	Cabinet in January for approved in January. This has agreed the approach for next year. For future years it is acknowledged that further slicing of the budget will not be feasible and a new approach will be developed over the next 12 months. This will be based of the feedback from the consultation looking to work with partners on delivering specific outcomes with a focus on a pathway for clients to progress to living independently.	Jane Thomas
Housing Wales Bill – major changes to the homeless legislation	Red	Amber	Meeting has taken place with private landlords on their greater use of the private rented sector. A new staffing structure is in place within the Housing Options Centre that is aligned to meet current and future challenges of Homelessness in Cardiff.	Jane Thomas
Branch Libraries –some Branch Libraries require immediate essential maintenance	Red	Amber	Alternative temporary provision of a replacement static library has been investigated for the branch that is most at risk.	Isabelle Bignall

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Directorate: Democratic Services

Director: Marie Rosenthal

Councillor: Daniel De'Ath

Q4 2014/15

Budget	Outturn	Variance	Variance (%)
£3.872m	£3.854m	(£18,000)	(0.464%)

Number of Employees (FTE)	86
Sickness Absence YTD (Days Per FTE)	5.68
PPDR Compliance (Half Year Compliance)	95.9%

Target Savings 14/15	Savings Achieved	Variance	Variance (%)
£494,000	£458,000	£36,000	7%

Q4 Progress against Directorate Plan/Corporate Plan actions 2014/15 (44) (3 closed)

Green 66% (31)	Amber15% (7)	Red 14% (6)

Q4 Progress against Performance Indicators (13)

Green 77% (10)	Amber 8% (1)	Red 15% (2)

Progress on Challenges Identified Q3 (previous quarter)

1. **Increase Voter Registration** - in March 2014 Cardiff experienced an electorate shortfall of 7.19% (18,965) with the introduction of EIR. A Task Group have reviewed the national trend and we are working with third party organisations to address the reduction in registered eligible electors. The end of year the electorate shortfall has been clawed back to 5.81% (15,330).

2. **Scrutiny Review** – The Improving Scrutiny project has been reported to all five Scrutiny Committees with good feedback and a timeline has been agreed. Scrutiny Chairs will produce a Task and Finish Report (including recommendations on this matter) to be produced at an event in the summer for Cabinet response in the Autumn 2015.

3. **Reduced Resources for Member Support** – Chairs agreed with Cabinet Member a new model for Member Support to meet a reduced budget and resources. Modern.Gov will be launch on 28th April and will enable increased levels of self service including an online library services with agreed methodology / classification arrangements to tag reports.

4. **Future Management of Corporate Communications** – Assessment of corporate communications completed and work being undertaken to prepare report for Cabinet to consider. Launched internal employee consultation and introduced new ways of working which has seen strong growth in twitter followers (38,582 at close of year). A Facebook page has been opened and other social media channels are being explored.

Q4 Service Delivery

Budget Position

To be provided by the Corporate Performance Team

Directorate Delivery Plan

1. **Community Boundary proposals** - Full Council agreed final proposals in March 2015. Implementation Plan reaching conclusion within prescribed timescale and Statutory Guidance.

2. **Improving Governance** – New governor appointment panel agreed. Corporate Parenting panel in place. Corporate Safeguarding Group reinvigorated. New Whistleblowing Policy in place. New Officer Interests Policy in place. New Social Media Member Guidelines agreed.

3. **Collaborative Scrutiny** -New Partnership Scrutiny Protocol produced and shared with Estyn and with Scrutiny Committee Chairs

4. **Welsh Language Legislation** - Completed an annual review of the Welsh Language Skills Strategy including an assessment of over 970 posts. This is up from 400 posts in 2013-14. Preparation underway to respond to the Compliance Notice Consultation in July 2015

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5. **Investment in Technology** - print spend reduced by 54.49% through investment in technology and reduction of number of Council meetings from 11 to 9.

Management
1. **Health & Safety** – Management team have progressed the H&S action plan.
2. **PPDR** – 95.9% of staff have completed their half year review.
3. **Sickness Absence** – An end of year result of 5.68 FTE days against the annual target of 6 FTE days.

Directorate: Democratic Services

Key Performance Indicator Data – Q4 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 14/15	R.A.G.
Printing and Publishing of Council and Committee papers total expenditure	£43,517	£6,723	£12,155	£15,916	£21,820	10% less £39,166	G
Percentage of Scrutiny recommendations accepted by the cabinet	88% agreed, 12% partially agreed				77% agreed 18 partially agreed	10% increase	R
The result show our percentage accepted did not rise, but performance improved in two areas – both the number and percentage of recommendations responded to rose sharply during 2014/15.							
Level of external grant income received	£7,750				£50,164	£60k	A
£50,150 of funding agreed by Welsh Government.							
Percentage of Member PDRs completed (Members with special responsibilities)	New				60%	40%	G
Number of members transferring to mobile devices	16				74%	40%	G
Number of Social Media Followers	26,866	27,982	31,659	34,377	38,582	10% increase 29,552	G
Advertising and other income generated	£180,855	£5,200	£46,000	£12,700	124,444.19	£265,260	R
An industry wide deterioration in print advertising and the reduction of publications (Capital Times) from 12 to 6 has led to a shortfall in income generation. The spend on the Communications budget has been suspended in a bid to make up the shortfall.							
Number of Public Questions at Council	11	1	5	2	5	10% increase 12	G
Number of Petitions at Council	50	15	10	10	19	10% increase 55	G
Percentage growth in take-up of volunteering opportunities	4,643	1,917	3,989	5,725	7,541	20% increase	G

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(hours)						5,571	G
Achieve target for conservation income generation	£10,000	£4,400	£5,943	£10,159	£10,500	£10k	G
Maintain 95% achievement of targets for remote enquiries	95%	100%	98%	97%	95%	95%	G
Improved satisfaction ratings in Public Service Quality Group survey (very good response ratings)	78%				95%	80%	G

Q4 Challenges Identified

1. General Election to be held in May.

2. Prepare for induction of new Lord Mayor and Lord Mayor Elect.

3. Progress Improving Scrutiny project.

4. Ensure compliance with newly published Welsh Language Standards.

5. Progress a new Bilingual Cardiff Centre.

Q4 Actions being taken

1. Ensure arrangements are in place to hold a successful election.
2. Ensure arrangements are in place for the induction of new Officers.
3. Timetable agreed. Work with task and finish group to develop Task and Finish Report.
4. Continue to raise awareness of the standard and schedule meetings with managers most affected by the new standards and assist with preparing improvement plans.
5. Complete Welsh Language Centre Report to be considered by Cabinet in May.

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Directorate: Democratic Services

Councillor: Daniel De'Ath   **Director**: Marie Rosenthal

Q4 Risk Update

Corporate Risk				
Risk Description	**Inherent Risk**	**Residual Risk**	**Mitigating actions**	**Risk Owner**
N/A				
Emerging Risks Identified this Quarter				
Risk Description	**Inherent Risk**	**Residual Risk**	**Mitigating actions**	**Risk Owner**

Update on Previous Quarters Emerging Risks			
Risk Description	**Inherent Risk**	**Residual Risk**	**Progress**
Reduction in the numbers of eligible electors registering following introduction of IER reported	**Red**	**Amber**	Agree new communication and engagement strategy with universities to target students. Establish IER Task and Finish Group to address issue and claw back position.
Failure to achieve potential service efficiencies and savings following the procurement of new technology due to staff vacancies.	**Red**	**Amber**	Appointed a new Head of Corporate Communications and External Affairs and a new Electoral Services Manager.
Insufficient advertising income to meet budget savings target	**Red**	**Amber**	Other ways of generating income are being explored including advertising partnership options.
Insufficient Scrutiny income to take forward projects	**Amber**	**Green**	Public Engagement Research Project not funded by Welsh Government, therefore not pursued. Close risk.
Delay completing the Community Boundary Review	**Red**	**Amber**	New timeline agreed with the Local Government Boundary Commission for Wales and full Council in March 2015. Implementation Plan reaching conclusion within prescribed timescale and Statutory Guidance.

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Directorate: Economic Development

Director: Neil Hanratty

Q4 2014/15

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

Budget	Outturn	Variance	Variance (%)
£614,000	£609,00	(£5,000)	(0.814%)

Number of Employees (FTE)	118
Sickness Absence (Days Per FTE)	4.22
PPDR Compliance (Half Year Compliance)	97.2%

Target Savings 14/15	Savings Achieved	Variance	Variance (%)
£1.509m	£1.205	£304,000	20%

Q4 Progress against Directorate Plan/Corporate Plan actions 2014/15 (49)

Green 87.75% (43)	Amber 12.24% (6)

Q4 Progress against Performance Indicators (26)

Green 76.9% (20)	Amber 11.53% (3)	Red 3.84% (1)

(3 results awaited. Key Indicators shown in table from Corporate Plan and Outcome Agreement)

Progress on Challenges Identified Q3 (previous quarter)

1. **City Deal** - Budget announcement made. Work will now commence towards preparing a bid for funding.
2. **Central Square** – New Bus Station proposal progressing. Architect competition initiated. Report scheduled for Cabinet in June.
3. **Arena** – Work to prepare a business case and appraisal is progressing and will be presented to Cabinet in June.
4. **BID -** consultants now appointed to manage the BID application process with a view to undertaking a ballot by the end of the year.
5. **Cardiff Business Council –** Cabinet approved a review of the Cardiff Business Council in March, which has now been initiated and will address membership arrangements and funding.
6. **Corporate Property Strategy –** Monthly Asset Management Board meetings now established and extended to include partnership organisations bi-monthly. Service Area plans drafted. Neighbourhood Area plans initiated.
7. **Investment Portfolio –** Work ongoing, report to be presented to Cabinet in July.
8. **Cardiff Super Connected Voucher Scheme -** total vouchers issued to date is 445. Scheme extended for 12 months and to include surrounding authorities.

Q4 Service Delivery

Budget Position
To be provided by the Corporate Performance Team

Directorate Delivery Plan
Increase the number and quality of jobs in the city economy - supported the creation/safeguarding of 270+ businesses and 1393+ jobs. 26.06% of these jobs attract a salary of 10% above the average salary for Wales.
Linking Education and Business Partnerships - progress made to establish business partnership links with new business representative governors appointed for Cantonian High, Willows High and Eastern High.
Coal Exchange – work is ongoing with stakeholders to agree a future for the building. Conservation Management plan being progressed by WG.
Economic Vision - Cardiff Convention (CC14) report circulated to attendees. A draft Vision will be presented to Cabinet in July for consultation with a view to being launched at the next Cardiff Convention (CC15) in October.
New property management improvement system - business case for appropriate funding being prepared following a recent presentation of SAP based software company.
Cardiff Central Market – productive dialogue with Tenants Association on-going regarding future management strategy.

Management
Health and Safety – One incident reported in the quarter but this did not result in any injuries or time lost. Scheduled consultations undertaken with Trade Unions during H&S Committee meeting in Q4.
PPDRs – 97.2% half-year reviews completed and are now being finalised to close off end of year performance.
Sickness Absence – The directorate is reporting at total of 4.22 FTE days lost in 2014/15 against a target of 6 FTE days.
Directorate Employee survey – Directorate consultation completed. Staff feedback indicated that service area meetings are the most effective communication channel.
Customer survey –The directorate completed an annual survey of businesses who had contacted the directorate for business advice/support. Responses indicate an 84.4% satisfaction rate.

Directorate: Economic Development

Key Performance Indicator Data – Q4 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 14/15	R.A.G.
Business Start-up rates(results per 10,000 of population) (2013 latest StatsWales figures)	50				70	50	**G**
Staying Visitors	1,914,700				1,959,100	1,942,842.96 (2%)	**G**
GVA per capita (above UK av)	99.7%				98.3%	100%	**A**
Unemployment Feb 2014 (2.6% Wales)	3.9%				2.9%	Below Wales Av	**A**
Superfast broadband penetration for homes and businesses in Cardiff (by 2016) Comparative figure* and remapped area figure shown			96%* 91%	97%* 92%	97%* 92%	100% by 2016	**G**
Investment Portfolio Income (£4.133m excluding SDH & MH £4.764m including SDH & HM)	£5.4m	£1.289m	£1.803m	£3.067m	£4.133m provisional	£4.2 m	**A**
Grow membership of the Cardiff Business Council to 1,000 members (by 2016)	0				120	1,000 by 2016	**R**
Outcome Agreement							
The number of businesses supported by the Council	239	90	122 (212 to date)	58 (270 to date)	351	50	**G**
Number of new and safeguarded jobs in businesses supported financially by the Council	870		301	153 (454 to date)	1380	500	**G**
Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise)	1,036		1,203	190 (1,393 to date)	2,395	1,000	**G**
The amount of 'Grade A' office space committed to in Cardiff (under construction)	278,182 sqft				277,277 sqft	100k sqft	**G**
The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales (using 2013 revised figures – published 19/11/2014)	33%		24.19%	26.06%	TBC	20%	**G**
The amount of grant aid and private sector finance attracted by companies assisted by the Council	£3,111,740		£165,354	£3,090,720 (to date)	£3,816,513 provisional	£2 m	**G**
The total number of people employed in Cardiff (Oct 2013-Sep 2014)	211,700		241,200	238,000	218,200	+2,000	**G**

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Q4 Challenges Identified

1. Begin the process of preparing a bid for City Deal.
2. Undertake a review of the Cardiff Business Council.
3. Manage the delivery of the Central Square development, including the closure of the Central Bus station.
4. Finalise the business case for a new Indoor Arena
5. Initiate work to develop a masterplan for the Civic Centre with Cardiff University including option for the future of City Hall.
6. Finalise a Corporate Asset Management Plan for presentation to Cabinet in Q1 and progress the development of Neighbourhood Area Asset Plans.
7. Progress with the preparation of a BID proposal.
8. Progress Alternative Service Delivery model review including consideration of the new services merged with Economic Development.

Q4 Actions being taken

1. Work with Welsh Government and surrounding authorities to agree a joint way forward on City Deal and begin a process of engagement with the Cabinet Office.
2. Appoint independent advisors to review all aspects of the organisation in light of the City Deal announcement.
3. Continue to engage with stakeholders and put in place a detailed Communications Plan relating to the temporary closure of the bus station and the proposals for a new bus station.
4. Present the business case for a new Indoor Arena to Cabinet in Q1.
5. Jointly appoint architects with the University.
6. Present Corporate Asset Management Plan to Cabinet in Q1.
7. Continue to engage with stakeholders and the appointed advisors to prepare a BID ballot.
8. Undertake an initial review of the new service area in Q1.

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Directorate: Economic Development

Councillor: Phil Bale, Peter Bradbury & Graham Hinchey   **Director**: Neil Hanratty

Q4 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	•Cabinet formally approved a new Property Strategy. •Corporate Asset Management Board and supporting Working Group set up to raise property profile and introduce more structured, disciplined approach to management of property and the Office Accommodation Rationalisation Programme. Determined governance and work programme updates. •Established rolling programme of 'Fitness for Purpose' reviews of all council properties providing high level assessment of the current performance and value of buildings. •Established Implementation Plan for the new Property Strategy.	Neil Hanratty
Emerging Risks Identified this Quarter				
Risk Description	**Inherent Risk**	**Residual Risk**	**Mitigating actions**	**Risk Owner**
Update on Previous Quarters Emerging Risks				
BID (Q4) - Restructuring of the City Centre Management team and delay with the implementation of BID.	Red/ Amber	Amber /Green	Agreed viable business model to take the BID process forward. Funding secured internally to progress a BID approach to City Centre Management. Consultants commissioned to undertake BID application process.	Ken Poole
Cardiff Business Council (Q4) - Delay in generating income through the Cardiff Business Council.	Red/ Amber	Green	Secured partnership agreement with WG and Aviva to establish the City of Cardiff Marketing Suite at 3 Assembly Square. Target achieved close risk.	Ken Poole
Transport Interchange (Q4) - Agreeing proposals for the delivery of an integrated transport hub including the relocation of the bus station.	Red/ Amber	Amber /Green	Location agreed and secured. Develop detailed proposals in consultation with members and stakeholders. The final design is due to be completed in Spring 2015.	John Worrall
Economic Vision (Q4) - Possible reputational damage caused by delay to the launch of a new economic vision for Cardiff.	Red/ Amber	Green	CC14 report circulated. Draft vision to be reported to Cabinet for consultation with a view to formal launch in the autumn.	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	Planning applications submitted. Income expected to be realised in time for next financial year.	Ken Poole

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Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Councillor: Julia Magill

Q4 2014/15

Budget	Outturn	Variance	Variance **(%)**
£229,784m	£230.792m	£1.008m	0.438%

Number of Employees (FTE)	975
Sickness Absence YTD (Days Per Person)	10.38
PPDR Compliance (Half Yearly Review)	85.50%

Target Savings 14/15	Savings Achieved	Variance	Variance **(%)**
£6.512m	£6.010m	£502,000	8%

Q4Progress against Corporate Plan actions 2014/15 (Total No 12)

Green 67% (8)	Amber 25% (3)	Red 8% (1)

Q4Progress against Performance Indicators (Total No 15)

Green 18.75% (2)	Amber 68.75% (12)	Red 12.50% (1)

Progress on Challenges Identified Q3 (previous quarter)

- Following the increase in the 2014/2015 revenue budget overspend between month 6 and month 9, management actions to restrict spending have reduced the overspend position by £350k.
- The in year reduction to the Minority Ethnic Achievement Grant is factored into the Departmental budget overspend. The Directorate has contained the impact centrally with little or no detriment to the provision in schools. Work is ongoing to assess the impact for the 2015/2016 financial year.

Q4 Service Delivery

Budget
To be provided by the Corporate Performance Team

Estyn
- Estyn undertook their scheduled monitoring visit in week commencing 16th March 2015, with formal feedback due in Quarter 1 of 2015/16.

School Standards
- Eight out of the ten red primary schools are making good or reasonable progress. The local authority has used its powers of intervention in one school that has not made sufficient progress and has issued a letter of concern to the other, with appropriate follow up action.
- Of the five secondary schools that received a warning notice from the local authority in the autumn term, two are currently indicating much improved outcomes for Summer 2015. In the other three schools, the Local Authority intervened in December in one by withdrawing budget delegation and strengthening governance, and has taken similar action in the remaining two, which are in a federation, in April.
- Figures collected from secondary and primary schools in March 2015 indicating the % of pupils 'currently secure' to achieve expected levels in Summer 2015 show:
    - a "currently secure" figure of 60.20% for the L2+ (5 GCSE's – A*-C) that compares favourably to the Summer 2014 figure of 53.9% and the local authority target for 2015 of 60%.
    - a "currently secure" figure of 80.27% for the L2 threshold that compares favourably to the Summer 2014 figure of 76% and indicates positive progress towards the local authority target for 2015 of 82.8%.
    - a "currently secure" figure of 82.03% for the Key Stage 2 CSI against a 2015 target of 87.76% and a 2014 performance figure of 85.11%. In schools where the proportion of pupils who are currently secure is significantly below their target, challenge advisers are ensuring that the school's resources are targeted on delivering focused interventions to borderline pupils in order to maximise progress towards targets.

Challenge and Support to Schools
- The self evaluation of current arrangements for challenging and supporting schools, as presented to Estyn in March 2015, indicated that the challenge to schools had improved and that there is generally appropriate action taken when concerns are evident.
- The Central South Consortium continues to strengthen support and challenge for Cardiff Schools and there is now a more robust working relationship between the Local Authority and the Consortium. The two senior challenge advisers are driving forward greater consistency in the quality and impact of the work of individual challenge advisers and there is generally positive feedback from Head teachers.
- Continuing to embed the more systematic approach to challenge and support is a priority. Efforts are also being intensified to take swift action in schools where progress is too slow, especially where improvements to the quality

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of leadership are imperative.
- Cardiff Head teachers have responded positively to the strategy for developing school to school support, the Central South Wales Challenge, in the region, and are well represented on the CSCW Head teacher's Strategy Group.
- 11 primary and 2 secondary head teachers in Cardiff are convenors of the School Improvement Groups (SIGs).Cardiff Schools are also very well represented in the initiatives involving pairs of schools working in partnership.

NEETS
- As at January 2015, 753 young people in Year 11, had been identified by the Vulnerability Assessment Profile (VAP) (attendance below 85%), of which 414 young people were flagged as 'Red', i.e. at risk of not progressing into Education, Employment or Training this autumn. Intensive work is being co-ordinated to support young people in the red category. This figure (753) compares to a figure of 571 at the same time last year.
- Work is ongoing to implement the Youth Engagement and Progression Framework. Joint working focuses on the pupils with attendance at below 85%, sharing data and intelligence and matching provision to need in order to most effectively target resources through a personalised approach.
- Work is developing to improve the existing offer in respect of a coherent 'pre engagement' offer to support young people identified at risk. Proposals for the Cardiff Youth Guarantee have progressed through EDB.

Youth Service
- The directorate is progressing a restructure of Youth Service provision and has moved to develop a commissioning approach to funding open access youth work. 30 organisations from community or third sector partners have engaged in the initial scoping process, which will be rolled out by August 2015.

Attendance
- Current attendance in this academic year 2014/15 (up to the end of Feb 15) in primary schools is 95.17%. This compares to 94.98% at the same point last year so if the current level of improvement continues, the end of year position looks likely to be an improvement on figures for 2013/14 and targets will be met.
- Current attendance in this academic year 2014/15 (up to the end of March 15) in secondary schools is 93.64%. This compares to 93.91% the same point last year so with only 6 weeks left in the reporting period, targets are unlikely to be met. There are 11 schools down on this point last year. After securing significant progress over 3 years following implementation of the 5 steps, schools are struggling to maintain the progress and momentum.

Exclusions
- Progress in reducing short term exclusions in the primary phase has been limited by high rates in a small number of schools (11). Progress in reducing short term exclusions is too slow in some secondary schools (5) and but is stronger in 2 schools. Additional challenge and support is being provided to high excluding schools.

Governors
- Despite some improvement in the number of vacancies in governing bodies, the overall level of vacancies remains too high. Vacancies have reduced from 12% to 9% during the last year. Vacancies are still higher than the Welsh average of 5% and a whole council approach is required to recruitment and retention of governors. Local Authority governor vacancies have reduced from 9% to 8% during the last year.
- A new system to recruit and appoint Local Authority governors, with a LA Governor Selection Panel was approved by the Constitution Committee in March 2015 and is being implemented in the summer term.
- The Cardiff Governor's Association has been reconstituted and has the potential to have significant positive impact in the future. Whilst a programme of training is in place this requires enhancement. Self evaluation by governing bodies needs to improve, to inform future training developments.

School Organisation Planning
- The revised Strategic Outline Programme (SOP) for the 21st Century Schools and Education Programme has been approved by the Capital Investment Panel of Welsh Government.

Management
- The average number of sickness absence days per FTE increased again in Q4 and is projected to exceed the Directorate target for the financial year. Management action to address this issue will be taken in Q1.

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Directorate: Education & Lifelong Learning (Please note – reporting years are academic years)

Performance Indicator	Summer 2013	Summer 2014	Summer 2015 Target	R.A.G
Percentage of pupils achieving a standardised score of 85 or above at the end of KS2 (Year 6) in literacy and numeracy (Corporate Plan Outcome E&LL A) E – Reading English, W – Reading Welsh, N - Numeracy	E 88 W 93 N 84	E 84 W89 N84	E 92 W 90 N 95	A
Need to further develop the quality of teaching of literacy and numeracy and its' application across the curriculum				
Percentage point gap between FSM and non-FSM pupils achievement of CSI at KS2 (Corporate Plan Outcome E&LL C)	19.5	17.5	16.2	G
There is a continued focus on the performance of FSM pupils in order to narrow the gap.				
Percentage of pupils with progress of 2 levels or more across KS3 for English, Welsh first language, Mathematics and Science (Corporate Plan Outcome E&LL D) E – English, W Welsh (first language), M – Maths, S - Science	E 43.2 W 43.5 M 51.6 S 46.0	E 46 W 47.6 M 56.6 S 53.8	E 45 W 45 M 50 S 45	A
The proportion of pupils who make more than 2 levels of progress continues to increase.				
Percentage of pupils achieving Level 1 threshold at KS4 (Corporate Plan Outcome E&LL E)	91.74	93	94.5	A
The latest data collection from schools shows 94% pupils secure at the level 1 threshold.				
Percentage of pupils achieving Level 2 threshold at KS4 (Corporate Plan Outcome E&LL E)	73.0	76	82.8	A
The latest data collection (Jan) from schools shows 80.27% pupils secure at the level 2 threshold.				
Percentage of pupils achieving Level 2+ threshold at KS4 (Corporate Plan Outcome E&LL F)	49.9	54	60	A
The latest data collection (Jan) from schools shows 60.20% pupils secure at the level 2+ threshold.				
Percentage Y11 leavers not in education, employment or training (NEET)	4.9	4.2	2.5	A
Proportion of NEETs is reducing but rate of decrease needs to improve. Local authority capacity to directly support young people at risk has decreased. See emerging risks.				
Percentage point gap between FSM and non-FSM pupils achievement of Level 2 threshold including English/Welsh and Mathematics at KS4 (Corporate Plan Outcome E&LL G)	36.2	33.3	30	A
The latest data collection from schools shows the gap between FSM and non FSM pupils at just under 35%. Targeted interventions during the summer term with FSM pupils should improve this figure.				
Percentage of pupil attendance in Primary Schools (Corporate Plan Outcome E&LL H)	94.0	94.9	94.6	G
The latest attendance figures (period 6) show current attendance in primary schools is over 95%.				
Percentage of pupil attendance in Secondary Schools (Corporate Plan Outcome E&LL I)	92.9	93.8	94.10	R
The latest attendance figures (period 6) show current attendance in secondary schools is just under 94%.				

Q4 Challenges Identified

1. Enhancing work to fully quality assure the service received from the Central South Consortium, to sharpen the focus and improve the quality and consistency of challenge and support to schools.

2. Ensuring that the range of provision offered to support School Governors meets their needs.

3. Managing the expectations regarding provision of Youth Service within revised financial parameters following budget reduction of £850k.

4. Improving partnership working, including the sharing

Q4 Actions being taken

1. Ongoing development of the Consortium Business Plan and Annex for Cardiff service requirements. Investigation of specific issues raised during the inspection. Revised working priorities.

2. Ongoing review of the existing offer and the future options to enhance services for governors.

3. Meetings held with staff, Trade Unions and elected members regarding transition period before new model of delivery.

4. Review the data collection, tracking and reporting

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of data on NEET's between Communities First, Families First, WBLP, Colleges, Careers Wales and Schools to effectively support young people to secure and sustain personal pathways to progression.

processes for potential and current NEETs. Review the nature and level of Education engagement with the neighbourhood panel infrastructure. Further engage Schools Challenge Advisers in EET's agenda.

Directorate: Education & Lifelong Learning

Corporate Risk				
Risk Description	**Inherent Risk**	**Residual Risk**	**Mitigating actions**	**Risk Owner**
The Central South Consortium does not challenge Cardiff schools consistently to ensure that they improve	**Red**	**Red/ Amber**	Ensure the delivery of the Education Development Plan underpins the necessary systems and processes for both the Education Department and Central South Consortium. Ensure the agreed commissioning arrangements are delivered and make a positive impact on the performance of schools.	Angela Kent
SOP. Ambitious timescales for project delivery, within agreed capital allocations to support reorganisation, improvement and expansion of school provision to meet growing pupil population	**Red**	**Red/ Amber**	Established consistent monitoring and reporting of all risks to Schools Programme Board. Refreshed 21st Century School Plan completed and presented to Cabinet Feb 15.	Janine Nightingale
Schools Delegated Budgets. Some Secondary Schools have significant deficits and failure to adhere to recovery plans will impact on the overall budgets for all schools	**Red**	**Red/ Amber**	Review the match of pupil numbers to school places as part of the 21Century plan refresh Revised Protocol for responding to schools in deficit, including exercising statutory powers of intervention Finance Officers now link with Challenge Advisers to discuss schools Each school in deficit now has a monitoring officer (additional to the LFM) to provide independent challenge	Neil Hardee
Emerging Risks Identified this Quarter				
Risk Description	**Inherent Risk**	**Residual Risk**	**Mitigating actions**	**Risk Owner**
A number of schools not making sufficient progress against targets or being placed in an Estyn category following inspection. Performance is still unacceptably weak in a minority of Secondary Schools.	**Red**	**Red**	LA to consider whether increased intervention is necessary.	Nick Batchelar
Unable to meet the increasing demand (identified through the VAP) of young people at risk of becoming NEET	**Red**	**Red**	Improve analysis of vulnerability data, improved partnership working and more targeted intervention. ESF Bid – 'Inspire to Achieve'.	Nick Batchelar
Update on Previous Quarters Emerging Risks				
Risk Description	**Inherent Risk**	**Residual Risk**	**Progress**	
Weaknesses in mathematics in a number of secondary schools	Red	**Red/ Amber**	Active recruitment for staffing vacancies. Training for non- specialists in maths teaching. Targeted interventions for identified pupils. Easter revision programmes.	

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Directorate: Environment

Director: Jane Forshaw

Q4 2014/15

Councillor: Bob Derbyshire

Budget	Outturn	Variance	Variance (%)
£26.587m	£26.480m	(£107,000)	(0.40%)

Number of Employees (FTE)	632
Sickness Absence YTD (Days Per Person)	15.99
PPDR Compliance (Half Year Compliance)	89.9%

Target Savings 14/15	Savings Achieved	Variance	Variance (%)
£3.300m	£2.956m	£344,000	10%

Q4 Progress against Directorate Plan/Corporate Plan actions 2014/15 (Total: 7)

Green 100% (7)

Q4 Progress against Performance Indicators (Total: 36)

Green 34.2% (12)	Amber 8.5% (3)	Red 5.7% (2)

22.8% 8 are annual and 31.4% 11 have no results as yet

Progress on Challenges Identified Q3 (previous quarter)

1. Meeting the 52% recycling target - plans were put in place to increase performance in Q4, final data will not be available until June
2. CTS charges – Several meetings have been held with CTS to review the additional charges imposed upon the Environment Directorate. Progress has been made with respect to reducing the additional charges confirmation of the proposed outturn figure for the 14/15 period is awaited from CTS. It is clear that a proper vehicle financial management system needs to be put in place corporately to ensure that all vehicle costs can be identified and controlled going forward. Additionally, appropriate budget realignment and asset renewal plans are required to ensure that realistic vehicle costs can be funded in future years
3. Maintaining targets and expected service delivery through staff reductions and budget cuts, for example; since April the Directorates workforce has reduced by 71, Cleansing budget reduced by £533K and no opportunity to backfill vacancies through agency staff – The Neighbourhood Services Pilot is underway and seeks to deliver further savings through area based working, consolidating roles and reviewing management and back office requirements. The trial has demonstrated an increase in productivity and a reduction in mileage due to reduced travel time as a result of resources being based closer to their area of work. Agency staff are being used to fill some vacancies whilst the pilot is ongoing
4. Plasnewydd Additional Licensing Scheme – The scheme is being rolled out with recruitment of staff into surveying and administrative positions having taken place to ensure process of the licences in Plasnweydd
5. RENTSMART – Cabinet decision made on the 19th March to accept the designation as the Single Licensing Authority for Wales. Effective from the 1st April 2015. Considerable work to do now to prepare for the implementation of the legislation on the 1st October 2015. Appointment of managers scheduled by May 31st
6. Regional Regulatory Services Collaboration drift – Officers are finalising the Joint Working Agreement (JWA) with regional colleagues and the staff will transfer on 1st May with new service arrangements commencing implementation
7. Difficulties with procurement in relation to energy projects - Procurement issues with current projects have now been overcome projects have now moved to delivery
8. Cyd Cymru - Funding for Switch 4 is currently being sought, the switch has been completed and a positive outcome for all switchers – Wales wide which should be sufficient for 2015/16 funding gap. Fuel outcome in Q1
9. Radyr Weir - Scheme now in contract position

Q4 Service Delivery

Budget Position
To be provide by the Corporate Performance Team

Directorate Delivery Plan Core Objectives - all objectives below will cascade over into the new City Operations Delivery Plan, all are Green status at year end with the exception of C3 – Exploring ADM objective
Deliver a new Energy Prospectus - Prospectus currently being updated by Welsh Government Team
Deliver new Waste Strategy - Detailed plans and revised waste strategy 2015 has been presented to Environmental Scrutiny and full Cabinet report for Cabinet consideration in April 2015.
Deliver a national collective energy switch – For Switch 3 a series of unique tariffs were secured for dual fuel, electricity

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only, prepayment and economy 7 customers. Evaluation of Switch will be complete during Q1 2015/16

Deliver a more attractive environment for the city – the Neighbourhood Services Model has been developed and this is currently being trialled in the South West area of the city and is working well. A number of lessons have been learned from the trial and it has delivered a number of benefits and secured early 2015/16 savings.

Deliver phase 1 of the Radyr Weir project - Scheme currently in contract stage following modified procurement arrangements

Housing Retrofit – Good progress made against majority of aspects, some delays with schemes due to bad weather will roll into Q1 2015/16. Council contacted by Welsh Government about potential to undertake basic energy efficiency improvements to a further 38 properties in Caerau. Maximising ECO Revenue funded post (Little by Little Officer) recruited by Melin Homes and due in post 1st April 2015

Redesign the street cleaning team to match user needs - Some further improvements that can be made to the overtime rounds to make them more effective, these need to be trialled over the next quarter

Exploring alternative delivery models to drive down cost, increase productivity and improve service delivery (Red status at year end) - The parallel progression of the Corporate methodology for the evaluation of the alternative delivery models, and the associated governance arrangements, is having an impact upon progressing the outline business case analysis

Regulatory collaboration - Officers are finalising the Joint Working Agreement (JWA). A small number of details within those documents need clarification, in particular the financial arrangements. To ensure a fully robust business case can be concluded and all necessary transfer arrangements are in place, the Chief Executives of the three Councils agreed that the staff transfer date would be deferred to 01 May 2015. The JWA is scheduled to be signed on 10th April 2015.

Management

PP&DRs – 89.9% (480 completed of 534 reviews), work continues with managers being reminded to complete reviews by 31st May 2015.

Sickness Absence – Stats for Q4 show 15.99 which is 2.21 below target of 18.2 FTE days lost per person, this improvement is testament to the management interventions undertaken throughout the year.

Health & Safety – To year end for 2014/15 there have been 284 accidents/incidents of which 180 were recorded as near misses (no injury related), 233 days have been lost within the same period. Near miss reporting continues to increase with double the amount recorded this year compared to the year before, this is helping to raise the profile of accident and incidents in the workplace.

Key Performance Indicator Data – Q4 2014/15

Performance Indicator	Result 13/14	Q1	Q2	Q3	Q4	Target 14/15	R A G
PPN/001 (i) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Trading Standards	99%	32%	36%	51%	100.9%	100%	G
PPN/001 (ii) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Food Hygiene	86%	14%	23%	36%	83%	100%	R
The number of food businesses in Cardiff increase on an annual basis without a corresponding increase in staff resource. Our inability to deliver the programme fully has been the subject of scrutiny in 2014/15 and priority areas were identified which were largely met. Significant measures were put in place during Quarters 3 and 4 to improve performance against the target which were successful with an improvement from 23% at end of Quarter 2 to 83% at year end. Businesses which were not inspected in 2014/15 will be prioritised for inspection in the early part of 2015/16.							
PPN/007 (i) - The percentage of significant breaches that were rectified by intervention during the year for: Trading Standards	93.7%	19%	68.2%	87.5%	87%	90%	A
At the end of the year there were projects scheduled and undertaken which identified a greater number of significant risks than expected. The reason for the target not being met is that these risks couldn't be rectified in the short period remaining.							
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	87%	88.8%	90.2%	92.5%	91.7%	88.2%	G
STS/005 (b) - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	93.7%	No survey	83.3%	85.3%	80%	90%	A
This is a combination outcome indicator with the Council and Keep Wales Tidy and whereas the Council's year end result was 82.6%, the average score in conjunction with KWT is 86.7% and this is the result that will be submitted for this statutory indicator. The downward trend in results and cleanliness standards is firstly related to a change of inspection							

regime where it is now undertaken independently rather than by cleansing supervisors and secondly, despite increasing demands on the service, the budget has decreased significantly in recent years. Work is underway to improve this situation through the Neighbourhood Services model.

STS/006 - The percentage of reported fly tipping incidents cleared within 5 working days	92.6%	80.9%	63%	87.8%	96.6%	90%	A

There is an improving trend throughout year; however the result for year end is 80.3%. Through the Neighbourhood Services Pilot resources are being shared to help remove fly-tipping more promptly and efficiently. Quarter 4 demonstrates a significant improvement in performance as a result of the improvements made.

WMT/009 (b) - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	49.6%	51.8%	49.4%	TBC	TBC	52%	G

The end of year position is currently being collated and verified. The final position is not expected until Q1 2015/16. Additional recycling was undertaken in Q4 which is expected to take the end of year position to 52%.

Outcome measure ENV B - Increase the kw of local energy generation in Cardiff (data relates to Council Estate) *Target is composed of: Residential solar scheme at Trowbridge (approx. 250kW – delivery between Oct 14 and March 15); Lamby Way Solar Roofs (approx. 220kW, in Q3) and Lamby Way Solar Farm (up to 7MW in Q4)	118.905kw No specific target last year but this reflects what was achieved	0	0	0	417kW total 217kW (installed at 100 residential properties in Trowbridge) and 200kw installed on the roofs of the Lamby Way Cleansing Depot	7.47mW	R

Overall, the target for 2014/15 was not met, due mainly to a Cabinet decision to change the procurement strategy around the Solar Farm which is now being delivered as a land lease option by a third party. A preferred operator has now been determined for this scheme and their work programme shows an indicative connection in the last quarter of 2015/16 subject to contract.

Outcome measure ENV C - Reduce CO2 emissions in households subject to Works (cumulative)	New	397.02 tonnes (253 properties)	946.98 tonnes (698 properties)	1,505.68 tonnes (1,116 properties)	2,201.40 tonnes (1,636 properties)	1,270 tonnes 890 properties	G
Outcome measure ENV D - energy costs saved for Cardiff households benefitting from Council led activities (cumulative)	New	£70,067 (253 properties)	£193,304 (698 properties)	£314,736.50 (1,116 properties)	£460,188.5 (1,636 properties)	£246,000 890 properties	G
Outcome measure ENV F - 1250 surveys for Energy Performance Certificates Undertaken (cumulative)	New	361	557	707	1,467	1250 EPC's	G

Q4 Challenges Identified

- The parallel progression of the Corporate methodology for the evaluation of the alternative delivery models, and the associated governance arrangements, is having an impact upon progressing the outline business case analysis.

- Significant communicable disease outbreaks
- Regulatory Services staff turn-over and vacancies.
- Managing staff concerns and business as usual in run up to the collaboration transfer

Q4 Actions being taken

- Commissioning and Procurement will present the corporate methodology to Informal Cabinet in April and then to the PRAP Scrutiny Committee in May. The methodology will then be finalised with cognisance of the feedback received. The corporate methodology is a component of the Outline Business Case being compiled; all components are being completed and will be reviewed with stakeholders in Q1 of 2015/16.

- Workload re-prioritised and support provided by teams working together.
- Vacancies are being managed in accordance with the protocol established with the Bridgend and Vale Regulatory collaboration. This means that vacancies are being held vacant or filled on acting up basis pending re-structuring following TUPE transfer. Transfer due to take place on the 1st May, when re-structuring can begin.
- Officers within scope and the Trade Unions have been fully apprised through a series of meetings this quarter. Regular communications are planned in the run up to the transfer date – 1st May.

Q4 Risk Update

<table>
<tr><td colspan="5" align="center">Corporate Risks</td></tr>
<tr>
<th>Risk Description</th>
<th>Inherent Risk</th>
<th>Residual Risk</th>
<th>Mitigating actions</th>
<th>Risk Owner</th>
</tr>
<tr>
<td>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 treatment.</td>
<td>Red</td>
<td>Red</td>
<td>Q4 Update
Q3 still remains under validation with NRW. Q4 data is still being collated. Additional activity was undertaken in Q4 to increase recycling and keep the Council on track for achieving 52%.
The risk of failing the biodegradable (LAS) targets risks has been removed now Project Gywrdd is treating non-recyclable residual waste for the remainder of the year</td>
<td>Jane Forshaw</td>
</tr>
<tr>
<td>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.</td>
<td>Red</td>
<td>Red</td>
<td>Q4 Update
Training and 1-2-1 support has been provided by the Sustainable Development Unit to all Directorates to support them in completing year 1 requirements of the corporate Climate Change Resilience PI. However, due to some SD Advocates and support officers leaving the Authority and others being involved in Directorate re-organisation, there have been insufficient responses to the year 1 requirements to assess the responses. The Sustainable Development Unit will further support Directorates to provide a combined year 1 & 2 response.

An Energy Prospectus is being developed to identify renewable energy generation opportunities throughout the city, and early schemes for solar, hydro and energy from waste technologies are being delivered in Q4 and into 2015/16. The Green Dragon accreditation system is well established as a means of monitoring and improving environmental performance across Council activities. A Carbon Reduction strategy has been drafted in Q3 to drive further energy efficiencies in the Council's estate. The Council is also participating in the WLGA "early adopters" scheme to help develop guidance for the Welsh Government's forthcoming Future Generations Bill. This will bring a stronger focus to the longer term impacts and implications of the Council's decision taking and policy making activities.</td>
<td>Jane Forshaw</td>
</tr>
<tr>
<td>Food Safety Management - Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business outlets, events & venues.</td>
<td>Red</td>
<td>Red / Amber</td>
<td>Q4 Update
The working group meeting was held within the quarter. Feedback given by Leisure staff on the online haccp e-learning module. This module is now to be made available to all relevant staff after minor updates. HACCP team regularly meet.</td>
<td>Jane Forshaw</td>
</tr>
</table>

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Directorate: Health and Social Care

Director: Siân Walker

Q4 2014/15

Number of Employees (FTE)	691
Sickness Absence YTD (Days Per Person)	15.87
PPDR Compliance (Half Year Compliance)	86.2%

Councillor: Susan Elsmore

Budget	Outturn	Variance	Variance (%)
£95.132m	£100.500m	£5.368m	5.64%

Target Savings 14/15	Savings Achieved	Projected Shortfall	Variance (%)
£6.213m	£3.229m	£2.984m	48%

Q4 Progress against Directorate Plan / Corporate Plan actions 2014/15 (10)

Green 80% (8)	Red 20% (2)

Q4 Progress against Performance Indicators (8)

Green 50% (4)	Red 50% (4)

Progress on Challenges Identified Q3 (previous quarter)

- **Budget –-** The overspend has reflected continued growth in the number of residential placements for people with learning disabilities, particularly college placements; significant cost inflation in relation to nursing placements for older people; growth in the number of care hours delivered via Direct Payments plus the impact of Supreme Court ruling in respect of Deprivation of Liberty Safeguards. The position also reflects a projected shortfall of £2.7m against the £6.2m saving target set within the 2014/15 budget. Significant efforts have been made to minimise the projected overspend. A number of major commissioning and procurement exercises have been undertaken in 2014/15 with a view to controlling costs and an ongoing process of reviews implemented. A slowdown of growth has been evident in the second part of the year.

- **Improve take up of Direct Payments (DPs) –-** Overall take up has improved over the year increasing by 9.78% from 13/14; especially for people with learning disabilities where the increase for this group has been 35.71%. However, we have not met the stretch target of 800 as anticipated in this year. The target for 15/16 has been revised to 750.

- **Improve the number of Carer Assessment offers and completed Carer Assessments Reviews –** Following the Improvement Project in October 2014, a data cleansing exercise was completed in March 2015 to ensure that Carer information on CareFirst is accurate. The trend for Carer Assessments offered continues to show an increase in Q4, though still requires significant improvement. The number of completed assessments has improved in Q4 to 188 and the total for the year to date is 596. The percentage of carers known to social services who were offered an assessment or review of their needs is 64.4%. – this did not meet the target of 90%.

- **Delayed Transfers of Care (DToC) -** The Directorate performed well in the first two quarters of the year, continuing the downward trend from 2013/14, though this was not reflected in Q3 and Q4 which saw an increase in delays for social care reasons owing to winter pressures and unprecedented admissions of people into hospital, particularly those with greater complexity and dependence. The issue is not one which can be resolved by the Council alone as this is a whole system issue. Partners in the UHB acknowledge that their internal systems need revision and to that end all regional partners (VoG, Cardiff & UHB) are meeting at senior strategic level during April/ early May to progress plans to continue to deliver on admission avoidance and to agree process redesign so that faster discharge can be facilitated. The final result for DToC (for social care reasons) for March 2015 is not yet published, though does show a decrease. The figure is published at the end of April.

- **Sickness -** The H&SC target for 14/15 is 13.10 FTE days lost to sickness. Q4 cumulative result is 15.87 days. The directorate is pursuing the Health & Wellbeing policy rigorously and there are strong management controls in place. There has been an improvement in Return to Work interviews conducted in accordance with policy as well as other stage interviews in the process. Managing sickness remains a priority for the directorate and this will continue during 15/16.

Q4 Service Delivery

Budget Position

To be provided by the Corporate Performance Team

Directorate Delivery Plan 14/15

- **Re-ablement -** The Council will deliver a Dementia Reablement Training Programme (for health and social care professionals and domiciliary care staff) from April/May 2015 onwards. The 'Smart House' is completed and will positively impact on showcasing technology, aids and adaptations available to promote reablement. The co-location of 2 Community Resource Teams (CRTs) in Cardiff in partnership with the C&V UHB was achieved in

14/15 and work continues to improve the integration of services.

- **Supported Living** – Contract award in relation to the supported living provision for adults with a learning disability agreed at Cabinet 02/04/15. The handover of 2 properties in Quarter 4 has been completed which enables individuals to return to their own communities ('Closer to Home'). This will improve outcomes for citizens. Savings for this year have already been identified. H&SC has also appointed a provider for a Floating Support service for people with mental health needs, currently being implemented.
- **Commissioning Framework** – The 'Proactis' (Electronic Tendering System) was implemented in August 2014 to improve the care and nursing home market position for older people and will extend to offer similar services for those with mental health needs and learning disabilities next year. The 'Matrix' APL system has been delivered in November 2014 to improve the commissioning of Domiciliary Care, for all service user groups.
- **Integrated services with partners** - H&SC have **i**mplemented and delivered the Regional Collaboration Fund and Intermediate Care Fund projects. For further information and progress report please click on following link: https://www.cardiff.gov.uk/ENG/Your-Council/Councillors-and-meetings/CouncilMeetings/Pages/default.aspx#lists . Choose Community & Adult Services Scrutiny then 1st April 2015 and scroll down to relevant item.
- **Transitions** –We have made significant improvements to a more effective operational process for transition from Children's Services to Health & Social Care**.**
- **Performance Management** –Integrated Assessment was implemented in April 2014. The system provider for the social care records database system (Care First) has been commissioned to work with the directorate to improve accessibility and performance outcome reporting. New monthly Assessment & Care Management (ACM) activity monitoring reports have aided a better understanding of the business and managing demand during 2014/15. A new quarterly activity report has also been developed for the Local Safeguarding Adults Board
- **Safeguarding** – We have delivered on the Regional Safeguarding Adults Board and the first Annual Report will be available at the end of Q1 (2015/16). The Council's corporate safeguarding unit is now operational, including the successful transition of the adult social care POVA team to that unit. The impact of this is a cohesive and visible safeguarding provision in line with the national direction of travel outlined by the Deputy Minister in her vision for safeguarding in Wales.
- **The Social Services & Well-being (Wales) Act 2014 –**Participation in consultation exercises with Welsh Government (WG) has been effective and awareness training has been ongoing throughout 14/15. The Regional Plan for the implementation of the Act was agreed/ signed off by the Integrated Health and Social Care Strategic Leadership Group in March 2014 for submission to Welsh Government. The plan will contain proposed milestones and these will be monitored/progressed reported during 15/16
- **Management**

PPDR – See above. Please note the date for completion of the 2014/15 PPDR process is 31st May 2015, therefore, as this data was produced on 14th April 2015 there is still 6 weeks remaining for the Service Area to complete the process

Sickness – see above

Health & Safety - Continued monitoring of 14/15 H&SC Health & Safety Action Plan. H&SC Directorate due to complete their annual H&S Report 2014/15, to be agreed by SMT before the June 2015 Health & Safety Forum.

Directorate: Health & Social Care

Key Performance Indicator Data – Q4 2014-15

Performance Indicator	Result 13-14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target	R.A.G.
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (*Cumulative result*)	8.56	1.25	3.40	5.98	9.03*	6.52	**R**
The result for Q4 contains January & February figures only – March figures are not available until late April. The final result for Q3 is 5.98 (in Q3 Delivery Report result was 5.07) H&SC continue to work closely with the UHB on admission avoidance and facilitating quicker discharge.							
% of adults aged 18-64 supported with home care services during the quarter out of the total of adults aged 18-64 with home care or care home packages	85.29	84.81	84.89	84.82	85.09	85	**G**
Of 1449 service users, 1233 were supported in the community during the quarter aged 18-64							

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% of adults aged 65 or over who are supported with home care services out of the total with home care or care home packages	71.59	71.50	72.26	71.55	72.26	72	**G**
Of 3324 service users, 2402 were supported in the community during the quarter aged 65+							
The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	31	26	26	24.5	26	28	**G**
% of reviews due within the quarter that were reviewed or reassessed within the quarter	82.09	74.55	68.50	68.47	62.50	85	**R**
Total number of reviews completed during Q4 was 1526. The annual review indicator - the % of clients with a care plan at the 31st March whose care plan should have been reviewed that were reviewed during the year is 81.27% (target 85%) included in the Outcome Agreement 14/15. This measures all reviews completed during the year. Final result for annual indicator will be available as part of the end of year submission to WG (29th May) this will better inform us of our position of reviews completed throughout the year.							
% of Carers of adults who had an assessment or review of their needs in their own right during the year (*Cumulative result*)	32.90	22.72	23.3	24.4	26.3	58	**R**
We are anticipating performance to improve in Q1 following the work undertaken to the social care records database and the data cleansing exercise completed in Q4 2014/15							
% of protection of vulnerable adult (POVA) referrals completed where risk has been managed	*91.98*	*Annual Indicator*					
Annual Indicator. Result will be available as part of the Protection of Vulnerable Adults end of year submission to WG (due 29th May 2015)							
Total number of Adults using Direct Payments at end of the quarter	501	513	524	550	550	800	**R**
Take up has been steadily increasing and we were aware that we would not hit the stretch target which is now more realistic for next year and continues to allow for month on month improvement							
% of people helped back to independence without ongoing care services, through short term intervention	66.91	76.30	83.24	74.81	76.60	65	**G**
The result for Q4 contains January & February figures only – March figures are not available until mid to late April. The final result for Q3 is 74.81 (in Q3 Delivery Report result was 74.17)							

Q4 Challenges Identified

- Extreme budget and demand pressures

- Improved performance on DPs against target
- Improve Carer Assessments completed/ offers
- Improve Delayed Transfers of Care (DToC)

- Improve staff sickness performance

Q4 Actions being taken

- Major procurement exercises undertaken to achieve savings
- 15/16 target revised, service improvements to be agreed.
- Data cleansing exercise completed `
- H&SC working closely with the UHB during winter pressures
- Review of long term sickness & DigiGOV monitoring

Directorate: Health & Social Care – Q4 Risk Update

Councillor: Susan Elsmore   **Director:** Siân Walker

Q4 Risk Update

Corporate Risk				
Risk Description	**Inherent Risk**	**Residual Risk**	**Mitigating actions**	**Risk Owner**
Health & Social Care **The Social Services & Wellbeing (Wales) Act 2014** Implementation of the Act (Received	**Red**	**Red**	• Senior Managers continue to be engaged in national activity to influence the development of regulatory requirements with a view to promoting	Tony Young & Siân Walker

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Royal Ascent in May 14) places new duties and responsibilities upon already pressured services	Red	Red	proportionality of expectations • A Delivery Plan will be produced in July 2015 including the requirements for wider corporate engagement with delivery of the Act requirements	
Health & Social Care Changing Demographics and increasing expectations of vulnerable people put more pressure on services, increasing the risk of budget overspend	Red	Red	• Continued proactive engage with Health in relation to ensuring performance on DToC improves. • We are progressing plans to develop a whole systems review of disabled children's and adults and to review our social care records database	Siân Walker
Health and Social Care Failure to safeguard vulnerable people	Red	Red	• The Regional Safeguarding Adults Board has been constituted for Council-wide safeguarding responsibility in preparation for delivering the requirements of the Act. A review of activity during its first year will be presented in Q2 15/16. • A corporate Children's & Adults' Safeguarding tea has been established	Siân Walker

Emerging Risks Identified this Quarter				
Risk Description	**Inherent Risk**	**Residual Risk**	**Mitigating actions**	**Risk Owner**
None				

Update on Previous Quarters Emerging Risks				
Risk Description	**Inherent Risk**	**Residual Risk**	**Mitigating actions**	**Risk Owner**
Emerging H&SC risk identified this quarter: Failure to correctly align resources with demand and priorities: Sleep in Judgement – Whittlestone & Esparon Employment Tribunal Cases The Sleep In Judgement will have a financial implication across H&SC Directorate.	Red	Red	• Mitigation of sleep in judgement made within Supported Living Services for Learning Disability contract but further scoping exercise proposed – to be completed by Contracts Team – as Judgement impacts on a number of different providers across both adult and children's services.	Siân Walker/ Amanda Phillips

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Directorate: Resources

Director: Christine Salter

Q4 2014/15

Councillor: Graham Hinchey

Budget	Projected Outturn	Variance	Variance (%)
£18.540m	£17.948m	(£592,000)	(3.19%)

Number of Employees (FTE)	833
Sickness Absence YTD (Days Per Person)	10.36
PPDR Compliance (Half Year Compliance)	92%

Target Savings 14/15	Savings Achieved	Projected Shortfall	Variance (%)
£5.593m	£4.998m	£595,000	11%

Q4 Progress against Directorate Plan (23)/Corporate Plan (13) actions 2014/15 (Total: 36)

Green 50% (5 Corporate Plan and 13 Directorate Plan)	Amber 42% (8 Corporate Plan and 7 Directorate Plan)	Red 6% (2 Directorate Plan)

* 1 Action is N/A as it was ceased in Q2

Q4 Progress against Performance Indicators (13)

Green 23% (3)	Red 30.7% (4)

* 6 PI's have data to be confirmed

Progress on Challenges Identified Q3 (previous quarter)

1. A new Transport Manager for CTS has now been appointed and started week commencing 20th April. The CTS restructure progress has been further delayed as Trade Unions have been unavailable to approve the grades of new posts. The consultation for the restructure closed in March.

2. The Workforce Strategy consultation has been completed with key stakeholders. The strategy and accompanying employee charter was approved by Cabinet on 2 April. Workforce planning has been identified as a key priority.

A workforce planning dashboard data has been provided to each Directorate to inform the Directorate Delivery Planning discussions and development. The alignment of Directorate Delivery Plans and the Workforce Strategy has been piloted within Children's Services and will be reviewed before roll out, a version of which will be incorporated into the Delivery Plans, integrating Workforce planning and business planning.

3. Loss of Subject Matter Experts within Business Areas continues to present issues to ICT; this has also been highlighted as a risk in an Internal Audit report. ICT are continuing to work with suppliers for support/solutions and succession planning to mitigate loss of knowledge and expertise.

4. Discussions between the WLGA/Local Government Data Unit and Welsh Government regarding the funding for data collection and the availability of comparative information have concluded. The Council's Benchmarking Strategy is being updated to reflect the changes in the availability of information

5. The Budget Report for 2015/16 was approved by Council in February which set a balanced budget for revenue and capital with the medium term financial plan also being established. The Budget Report included a number of key statements in respect of the financial resilience of the Council over the medium term. Work has commenced on the Budget Strategy for 2016/17 and the medium term with the emphasis being on prioritising services and delivering efficiencies to ensure that a balanced budget can be set and a financially sustainable Medium Term Financial Plan established.

Q4 Service Delivery

Budget Position
To be provided by the Corporate Performance Team

Directorate Delivery Plan
1. Council Tax collection is up by 0.68% compared to last year (at 97.03%). This is again the best in-year collection recorded since the introduction of Council Tax in 1993 and builds on the success of the last two years due to changes in process and speeding up collections times and efficiencies within the processes.
2. The VAT exemption limit continues to be proactively managed and monitored, however current estimates for 2015/16 predict the limits could be exceeded. As a result the 7 year average is being used to ensure the Council does

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not incur any penalties or have to repay any VAT claimed. It will be increasingly important that the VAT team are engaged by directorates at an early stage for any major projects/schemes. A briefing note for Directors will be prepared to highlight those specific areas within the Council that impact more directly on the partial exemption calculation. In addition to this, training will be provided to finance leads to ensure that topics with VAT implications are highlighted at the earliest possible stage.

3. The CTS Restructure is currently in progress; however this has been delayed due to Trade Unions being unavailable to approve the grades for the new posts. The consultation for the restructure took place in March.

4. Work to collate the first tranche of datasets (45) has concluded. Testing of the first part of the workflow was concluded on time however the publication of the initial dataset (FOI) to the website has been delayed as the end to end workflow was not ready for the anticipated date of February 2015. This workflow will now be tested during April 2015

Management
Health & Safety:
17 accidents have been recorded for Resources in 2014/15, details of these will be included in the Directorate annual Health & Safety report

Directorate: Resources

Key Performance Indicator Data – Q4 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 14/15	R.A.G.
The percentage of council tax due for the financial year which was received by the authority	96.35%	28.23%	54.70%	81.80%	97.03%	96.30%	G
Council Tax collection is 0.68% up compared to 2013/14							
The amount of non-domestic rates received during the year, net of refunds	95.43%	32.63%	57.01%	82.06%	95.63%	96.75%	R
Business Rates is 0.20% up compared to 2013/14 figures but continues to be very challenging with a number of companies with significant debts that are outstanding as at the 31st March which are being closely monitored							
The number of working days/shifts per full-time equivalent (FTE) employee lost due to sickness absence (Council Wide)*	10.18	2.43	4.71	7.43	10.11	9	R
*Whilst the target was not reached, the figure is the lowest sickness level the Council has achieved							
Percentage of staff that have completed a personal performance & development review (excl school staff)*	69.01%	Initiation 78%	Objective Setting 94%	Half Year Compliance 85.8%	Year End Completion TBC	90%	
*The date for completion of the 2014/15 PPDR process is 31st May 2015, therefore, as this data was produced on 14th April 2015 there is still 6 weeks remaining for the Service Area to complete the process							
Reliability of top 10 ICT applications	99.97%	100%	100%	99.99%	TBC	99.9%	G
Data to be confirmed							
Internal Customer Satisfaction of ICT services	88.44%	89.87%	89.62%	89.08%	TBC	90%	A
Data to be confirmed							
Compliance of Freedom of Information & Environmental Information Regulation Requests (Council Wide)	85%	83%	52%	80%	75%	85%	R
Compliance against the end of year target was missed due to the capacity issues to process requests during Quarter 2 and the ongoing increase in volume and complexity of requests. Close monitoring will continue during 2015/16.							
Compliance of Subject Access Requests (Council Wide)	N/A	83%	80%	92.13%	92.72%	75%	G
Number of Corporate Apprenticeships and traineeships offered	N/A	N/A	N/A	N/A	4	10	R
Requests have been received from other Directorates e.g. Resources, Communities etc. to take on additional apprentices. Discussions are underway with HRPS providing support for these additional requests.							

Q4 Challenges Identified

1. Implementation of how parking warrants are going to be recycled to enable missed traffic offences income to be recovered.

2. The Month 9 monitoring report predicted a directorate overspend position of £4.8m after utilisation of the budgeted contingency of £4m. However, the Council's overall position was shown as balanced.

3. Delivering a balanced budget for 2015/16 and achieving a sustainable budget strategy in the medium term remains the Council's most significant challenge. Savings proposals in respect of 2015/16 have been published and the consultation period runs until the 12th January.

Q4 Actions being taken

1. Discussions with Chipside and a review of alternative software systems are currently underway.

2. Additional actions were put in place from early January to require Directors to do all they could to reduce the projected overspend position. This included increasing the level of authorisation of expenditure and suspending all non essential spend including IT purchases.

3. A period of intensive activity will be entered into at the close of consultation on the budget proposals. This will include the finalisation of the response of Cabinet to these proposals and the preparation of the February Budget Report.
In addition work needs to be continued over the medium term to reset the Council's finances and the sustainable services that it will deliver.

Q4 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Budget prioritisation	Red	Red	The Medium Term Financial Plan includes a Budget Reduction Requirement of £51m for 2016/17. This is in the context of a projected directorate overspend in 2014/15 and savings to be achieved in 2015/16 of £32.476m and a further £3.487m in respect of capitalisation.	Christine Salter
Budget Monitoring 2014/15	Red	Red	A review of progress in achieving the 2014/15 directorate budget savings at month 11 indicated that £32.915 million had been achieved and that a further £3.312 million was being progressed and was anticipated to be achieved by the year end. This results in a projected shortfall of £7.606 million.	Christine Salter
Information Governance	Red	Red	The Internal Annual Review completed end March 2015 which and a review of the Information Security Board/Forum will be undertaken and revised as appropriate	Christine Salter
Performance Management	Red	Red	An independent review of Performance Management has been commissioned from the Challenge Forum.	Martin Hamilton
Organisation Development	Red	Red	The new Organisation Development structure is in place with only recruitment to the OM1 position outstanding; a self assessment of progress against the WAO findings has been used to inform reports taken to PRAP scrutiny committee.	Martin Hamilton
Business Continuity	Red	Red/ Amber	Emergency Management is working with directorates to review Red & Amber Business Continuity risks & put in place Business Continuity Plans.	Martin Hamilton
Fraud	Red	Red/ Amber	Continued vigilance; regular briefing notes; reports for Audit Committee; (Nov 2014 – emailed CEO and all Directors, highlighting need for vigilance through period of change + greater highlight of this in Senior Management Assurance Statements review), continual assessment of training needs (developing e-learning	Christine Salter

Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
	■	■	modules for risk management and Fraud). Fraud, Corruption and Bribery Policy approved at Audit Committee March, due to be presented to Cabinet in May. Contributed to the review of the Disciplinary Policy and workplace investigations. Training programmes for Senior Management; review of induction material; retain experienced, professionally trained investigators.	

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
Non compliance with statutory cyclical maintenance inspections	**Red**	**Amber**	Known property equipment asset list data is used to measure performance of planned preventive maintenance work by the framework contractors. Weekly contract meetings are held, any non compliance is raised and contractor instructed as appropriate. Electronic notification system is being developed with the SAP team; implementation target date is November 2015.
Procurement Directives will be implemented in national legislation. Precedents will need to be developed. There is the risk of lack of stakeholder engagement and staff not following procedures.	**Amber**	**Green**	The Directive came into force at the end of February 2015. Commissioning & Procurement are providing training for the directive.
The use of PROACTIS will not be fully adopted by directorates	**Red**	**Amber**	Continue to deliver class room based training and support directorates with the use of technology through shadowing techniques and work instructions.
Lack of advertising to local/regional suppliers for low value opportunities	**Red**	**Amber**	Working with pilot groups from Sport, Leisure & Culture to identify standard templates which can be used to enable greater use of advertising.
Information Governance (Schools)	**Red**	**Amber**	Discussions regarding providing training to Head Teachers and School Governors underway with a view to setting up training events from April 2015.

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Directorate: Sport, Leisure & Culture

Director: Chris Hespe

Councillor: Peter Bradbury & Bob Derbyshire

Q4 2014/15

Number of Employees (FTE)	728
Sickness Absence YTD (Days Per Person)	13.94
PPDR Compliance (Half Year Compliance)	85.6%

Budget	Outturn	Variance	Variance (%)
£15.321m	£16.008m	£687,000	4.48%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£5.289m	£4.387m	£902,000	17%

Q4 Progress against Directorate Plan/Corporate Plan actions 2014/15 (Total No: 19)

Green 95% (18)	Red (1) 5%

Q4 Progress against Performance Indicators (Total No: 54)

Green 50% (27)	Amber 46% (25)	Red 4% (2)

Progress on Challenges Identified Q3 14/15

- *Meeting Leisure Centre income generation targets*: - The delayed closure of Eastern Leisure Centre has impacted on projected year end position.
- *Continued focus is required to meet Children's Play savings in 14/15*:- An overall balanced budget position was achieved in Children's Play.
- *Achieving £300k saving on new operator for arts venues and other underlying targets within the Culture, Venues and Events area in current financial year remains an issue*:- The £300k saving was not achieved due to procurement timescales and will be carried forward to 15/16. Cardiff Castle, St David's Hall, New Theatre and City Hall Functions have all exceeded income targets, however re-balancing of base budgets is required for Mansion House and Catering.

Q4 Service Delivery

Budget Position

To be provided by the Corporate Performance Team

Directorate Delivery Plan

Of the Corporate Plan actions planned, all have been substantially achieved with the exception of SL&C4 as noted below. Commitments which are continued through into 15/16 are highlighted (*) and these will be identified in the respective new Directorate Delivery Plans.

- **Bid for key major events to be hosted in Cardiff from 2014:** 2014/15 event calendar delivered in accordance with programme and annual review in progress. Work continues with Welsh Government to support international event bids.*
- **Deliver plans for the future needs of the city in terms of leisure facilities, cultural venues and parks and green spaces in 2014:** Strategic Framework for management and development of parks and green spaces completed and work progressing on sport and leisure provision for Cabinet report late Summer 2015. A Cultural Consortium is in process of being established based on agreement with Cultural Conversation partners in February.*
- **Develop with other Council directorates a new model for Children's Play throughout the city by 2015:** Following the February budget decision to keep children's play centres open for a further 12 months, work is progressing with groups and organisations to provide community access while working with community groups to find new management options for each play centre building. *
- **Invest in key leisure facility developments including remodelling Eastern Leisure Centre from 2014 onwards:** Eastern Leisure Centre closed in preparation for refurbishment contract to begin in April.
- **Generate new and enhanced income streams to fund enhanced services and their development from 2014 onwards:** New income streams identified, planned and a number introduced e.g. new 3G installation at Channel View generating 25% increase on sports hall income.
- **Introduce targeted sport and cultural provision to deprived communities, and build upon European Capital of Sport status to increase sports participation levels from 2014 onwards:** Annual report on effectiveness of new

commissioning model via Cardiff Sport Board will be prepared.

- **Ensure that the participation of Friends Groups and volunteers in the management and development of parks and green spaces is maximised from 2014 onwards:** Over the year, participation by over forty individual groups including Friends, Park Watch and other community and volunteer groups has contributed in excess of 14,000 hours towards the management and development of parks and green spaces.*
- **Deliver a parks partnership programme designed to secure external investment to improve parks and open space provision from 2014 to 2017:** Strategic framework for management and development of parks and green spaces produced and HLF Stage 2 submission for Parc Cefn Onn progressing to submission in Q2 15/16.*
- **Partner with public, private and third sector organisations to safeguard and ensure continued operation of the city's key leisure and cultural venues, facilities and services:** Leisure Centres and Arts Venues procurement process prepared and competitive dialogue stage is progressing. Enhanced in house position work continuing in accordance with timetable. Transfer of Maes-y-coed and Plasnewydd Community Centres to community groups completed. Approval given by Cabinet for joint partnership on management of Flat Holm Island with the National Trust, RSPB and Flat Holm Society and progressing with lease agreement on Cardiff International Sports Stadium with Cardiff and Vale College. *
- **Offer a comprehensive and structured programme of opportunities for apprenticeships, trainee schemes and work experience placements in partnership with stakeholder organisations from 2014 onwards:** Twenty eight placements filled within Directorate programme for apprenticeships, trainee schemes, work experience and volunteers in partnership with stakeholder organisations, exceeding the annual target of twenty five. *
- Bereavement and Registration Strategy approved by Cabinet in February and implementation progressing.

Management

- Sickness; Year-end position of 13.94 FTE days has remained static against last quarter's figure of 13.95. The Directorate target of 12.10 FTE has not been met and an action plan to address issues is being prepared.
- Health and Safety; Overall, the number of employee accidents has decreased by 32% from 13/14.

Key Performance Indicator Data – Q4 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Result 14/15	Target 14/15	R.A.G.
Number of Attendances At Harbour Authority Facilities	1,247,705	305,008	380,720	215,637	Data not yet available	Data not yet available	1,250,000	A
Total Income for The Harbour Authority	£767,640	£161,929	£216,811	£337,117	£168,891	£884,748	£700,000	G
Customer Satisfaction Levels For The Harbour Authority	95%	94.2%	98.9%	98.0%	96.28	96.3%	93%	G
Number of Individuals Participating In Parks Outdoor Sport *(Football, Rugby, Cricket, Baseball)*	221,744	59,532	55,009	37,197	44,377	196,115	245,000	A
	Ten weekend cancellations due to wet weather over year equates to approximately 45,000 participatory opportunities.							
Customer Satisfaction For Parks And Sport	82%	89%	95.3%	97%	92%	93%	85%	G
Total Number of Children Engaged Aged 7 - 16 In Sport Cardiff Led Participatory Opportunities	45,339	8,447	4,486	13,474	12,723	39,130	53,830	A
	Staff vacancies which existed prior to transfer of the Sports Development team to Cardiff Met have impacted on provision. The 15/16 position should improve reflecting the new Neighbourhood Management structure in place.							
Percentage of Sports Fixtures Cancelled or Postponed	(New 14/15)	33%					25%	A
	Impact of wet weather resulting in ten weekend cancellations of fixtures.							
Number of Paid Attendances at St David's Hall and New Theatre	410,402	80,759	43,864	133,026	152,324	409,941	382,000	G
Retained Income for St David's Hall and New Theatre	£1,391,486	£162,18~~~~	£224,~~~~	£533,871	£594,166	£1,514,509	£1,269,492	G

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Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Result 14/15	Target 14/15	R.A.G.
Number of Attendances At Cardiff Castle	266,927	80,975	97,375	50,578	45,357	274,285	275,000	G
Cardiff Castle Total Income	£3,022,365	£1,059,832	£1,253,954	£597,665	£456,011	£3,367,462	£3,105,000	G
Customer Satisfaction Level For Cardiff Castle	(85.8%)	NPS+57	NPS+35	NPS+60	NPS+60	NPS+53	NPS+45	G
Total Income For City Hall	£633,690	£203,952	£208,168	£168,078	£177,493	£752,540	£662,610	G
Customer Satisfaction Level for Bereavement Services	99%	100%	98.36%	98.44%	99.19%	99.09%	95%	G
Customer Satisfaction Level for Registration Services	(New 14/15)	100%	100%	100%	99%	99.8%	95%	G
Percentage of Funerals Carried out under City of Cardiff Council Funeral Service	(New 14/15)	17% — (Provisional result to date - excludes cremations)					8%	A
Visits / Attendances At Sports And Leisure Centres	2,266,061	532,043	565,082	481,856	523,268	2,102,249	2,297,591	A
	Impact of ten week closure of Pentwyn Pool for repairs and increased competition from budget gyms.							
Number of Live Active Cards	(New 14/15)	11,530	12,843	11,723	11,786	11,786	13,385	A
	Impact on sales resulting from the closure of Eastern Leisure Centre and increased completion from budget gyms.							
Financial Performance of Leisure	(New 14/15)	Data not yet available					£4,480,700	G
NSI Number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity. (LCS/002 (b))	9990.21	Data not yet available					9945	A
Cost Recovery percentage	(New 14/15)	Data not yet available					72%	A
Number of Apprenticeships, Trainee Schemes and Work Experience Placements Supported	(New 14/15)	10	24	26	28	28	25	G

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Directorate: Sport, Leisure & Culture

Q4 Challenges Identified

1. Achieving the financial targets for alternative delivery on Leisure Centres and Arts Venues.
2. Finding suitable community organisations to take over responsibility for play centre buildings.
3. Increase income across the portfolio to mitigate against future savings requirements.

Q4 Actions being taken

1. 2. & 3. Management actions and mitigations being implemented and further explored.

Q4 Risk Update

Corporate Risk				
Risk Description	**Inherent Risk**	**Residual Risk**	**Mitigating actions**	**Risk Owner**
N/a				
Emerging Risks Identified this Quarter				
Risk Description	**Inherent Risk**	**Residual Risk**	**Mitigating actions**	**Risk Owner**
Should timescale for procurement on Leisure Centres and Arts Venues alternative management not be met, savings achievement would be delayed.	**Red**	**Red**	Sound control by project board and team to drive procurement but ultimately dependent on procurement timetable and content of bids.	Chris Hespe
Update on Previous Quarters Emerging Risks				
Risk Description	**Inherent Risk**	**Residual Risk**	**Progress**	
Non achievement of budget savings in financial year – ambitious targets both new and historic allow little scope for manoeuvrability.	**Red**	**Red**	Despite in year mitigation measures, the projected end of year position remains an issue. Management actions and further mitigations being implemented into 15/16.	

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Directorate: Strategic Planning, Highways & Traffic & Transportation

Director: Andrew Gregory

Councillor: Ramesh Patel

Q4 2014/15

Budget	Outturn	Variance	Variance (%)
£26.892m	£26.888m	(£4,000)	(0.01%)

Number of Employees (FTE)	375
Sickness Absence YTD (Days Per Person)	8.61
PPDR Compliance (Half Year Compliance)	94.5%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£7.253m	£6.704m	£549,000	8%

Q4 Progress against Directorate Plan/Corporate Plan actions 2014/15 (12)

Green 58.3% (7)	Amber 33.3% (4)	Red 8.3% (1)

Q4 Progress against Performance Indicators (33)

Green 15.1% (5)	Red 12.1% (4)

36.3% 12 are annual and 36.3% 12 have no or limited results as yet

Progress on Challenges Identified Q3 (previous quarter)

1. Directorate restructure on programme to be effectively completed by year end.
2. In year financial management has been successful - budget position at end of year will be balanced.
3. Culture change task force in highways Operations and Directorate wide communications are about to move into implementation stage.
4. Transport interchange: On programme to Cabinet report in May. World-class architectural schemes being developed.
5. LDP on programme. Ongoing support will be required to respond to the 187 "Action Points" raised by the Inspectors at the Hearing Sessions which the Council have agreed with the Inspectors to submit by the end of April.
6. Work on-going on development of sustainable transport proposals in North West Cardiff – aligned to strategy presented in LDP hearings. On-going engagement with Welsh Government and regional officials to progress the Metro and regional transport agenda. Additional resources have been identified for the transport team to meet the growing programme of key project delivery. Work is commencing on World-Class Transport and Cycling Strategy in line with corporate priorities.

Q4 Service Delivery

Budget Position

To be provided by the Corporate Performance Team

Directorate Delivery Plan – unless completed the following objectives below will now cascade over in new City Operations Delivery Plan

Red status objectives at year end

Create among the most 'open for business 'planning and development services in the UK by December 2015 – Considerable in-year progress in terms of planning service productivity. Additional strategy development progressing re step change in design quality and customer engagement.

Amber status objectives at year end

Work with key partners to develop phased proposals for key transport projects including City Region Metro, phase 1 of North West Cardiff rapid transit corridor and Tram-Train link between the City Centre & Cardiff Bay by December 2014 - Still awaiting a decision and direction from WG following Mark Barry Report

Develop a world class transport strategy to help make Cardiff one of the most liveable cities in the world by April 2015 - LTP submitted to WG on time. Still awaiting WG approval. Transport Strategy production deferred to 2015/16.

Deliver new Master Planning and Development Proposals for the City Centre and Cardiff Bay Area by December 2014 – there is a need to understand the scope of the work to be completed and integration with wider masterplanning and potential development.

SP&T12 - Develop an effective city-wide partnership with hospitals, universities and colleges by December 2014 Regular meetings with University of Cardiff taking place. However, the wider approach of engaging with all public sector organisations and creating a single development partnership is seen as less critical at this stage given the priority attached to other objectives.

Green status objectives at year end

Deliver the Local Development Plan, including submission of Deposit LDP to Welsh Government by August 2014 and adoption by October 2015 - On programme - it is anticipated there will be an additional Hearing Session in mid-May to review the information submitted with the Council and Welsh Government before commencing consultation on the

suggested changes to the Plan arising out of the LDP Examination Hearing Sessions and "Action Point" responses

Develop plans for new Central Public Transport Hub by April 2015 - submissions were received and officers are working with developers to carry out technical appraisals.

Deliver a new Parking Strategy to help manage travel demand and improve management of the strategic highway network by March 2015 - Approval of Draft Parking Strategy has been deferred to September Cabinet. Preparation for new parking pricing structure implementation in progress.

Deliver new city regional planning arrangements with regional partners and the Welsh Government by April 2015 - Progress made re increasing closer regional working on coordination/governance, transport and planning.

Develop master plans for new world class settlements and neighbourhoods on greenfield / brownfield sites connected by rapid transit and accessible by walking and cycling in partnership with key private sector partners by April 2015 - Successful quarterly meeting with major housing developers. Ongoing work on masterplan and transport-led development approach

Create a coordinated approach to public realm, highways, transport and wider neighbourhood developments by December 2014 - Draft Public Realm Strategy completed and going to cabinet in September 15. Pilot project commenced at Penarth Road / Claire Road.   Further work is commencing relating to Hubs and the A469 corridor improvements.

Deliver new planning controls in those areas of the city with high numbers of students and HMOs by June 2015 - Letting Boards controls project on programme. A coordinated corporate HMO officer working group has been established and single 'action plan' produced. Revised SPG HMO (Saturation Policy and Planning) being developed to agreed programme.

Management

PP&DRs (year start) – 94.5% complete (260 of 275 reviews). Team Leaders have been made responsible to complete reviews by 31st May 2015.

Sickness Absence – Stats for Q4 show 8.61 over the target of 7.2 FTE days lost per person. However, a strong reduction of 1.67 has taken place from Q3 which was 10.18. We believe that the completion of the restructure process and staff engagement will support further improvement.

Health & Safety – For year end 2014/15 there have been 28 accidents/incidents reported of which 19 were near misses (no injury related), 202 days have been lost during the same period and no specified major injuries reported. The previous year shows 19 accident reports of which 10 were near misses (no injury), 62 days lost and no specified major injuries. The Directorate is currently compiling a schedule of H&S inspections which will help to mitigate possible accidents and incidents.

Key Performance Indicator Data – Q4 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 14/15	R.A.G.
PLA/003 – The percentage of appeals determined that upheld the authority's decision in relation to planning application decisions and enforcement notices.	56.5%	69.2%	71.4%	77.8%	41.7%	65%	G
PLA/004 (a) – The percentage of major planning applications determined during the year within 13 weeks.	25.7%	18.18%	54.55%	0%	0%	25%	R
Following the recent restructure productivity in this team has increased significantly (40% +). However, major new LDP 'major settlement' applications have proved difficult to deliver in 13 weeks – given their complexity. More resources are being put into the team as a matter of urgency.							
PLA/004 (c) – The percentage of householder planning applications determined during the year within 8 weeks.	74.5%	80.58%	68.28%	71.19%	63.20%	80%	R
Productivity in this team has increased by 50%+ since the recent restructure. However, caseload has increased. More resources are being put into the team to improve performance.							
CM07 – Percentage of Traffic Penalty Tribunal Decisions in Favour of Council	85%	80%	80%	83%	42%	80%	R
Q4 shows Indicative results due to time lags in tribunal decisions, The issues from the tribunals have been communicated to the design & delivery team who will use the lessons learnt to make improvements. As from Q1 Moving Traffic Offence figures will be included in this indicator but have not been in Q4 as background numerators and denominators would be distorted, if included the result would have been 70%.							

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HO5 – Percentage of Category 1 safety defects repaired by the next working day	New PI	N/A	72%	86%	86%	95%	R

The average result for the year is 81%, this is Due to a Directorate restructure, a long term sickness issue and related necessary staff changes, the introduction of a new software system and the demands related to the winter period the target performance was not met. To improve future performance, the importance of completing such defects within agreed timescales will be further reinforced, the software system has now been fully embedded, the staffing issue has been resolved and a new management structure is currently being installed.

Q4 Challenges Identified

- Although all key projects are being delivered on programme (either at Directorate or Corporate plan programme level) since the restructure formal directorate project board meetings have only been reformed end of March. As a result, although all projects have been challenged at senior level, OMs were not able to formally challenge each others projects.

Q4 Actions being taken

- Performance is always a priority for the Directorate. The programme board is now reconstituted.

Q4 Risk Update

Corporate Risk				
Risk Description	**Inherent Risk**	**Residual Risk**	**Mitigating actions**	**Risk Owner**
Hostile Vehicle Mitigation in Cardiff - Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing it.	Red	Red	**Q4 update** The CONTEST Protect/Prepare Group will continue to maintain the City Gateways Public Realm Enhancement Scheme to ensure that the proposed PAS 68/69 mitigation for the remaining gateways remains appropriate. This work also includes the estimated costs for the procurement and installation of the PAS 68/69 mitigation and ancillary services. The CONTEST Protect/Prepare Group will continue to monitor and review the scheme to ensure it is fit for purpose until it is fully installed. ▪ Additional funding must be secured to procure and install the PAS 68/69 mitigation at the remaining 30 gateways. ▪ The WIMAG wireless system for the automated bollards has been implemented to sites where there were issues with the detection loops. The failure of the bollards to damaged loops has reduced but there are still improvements to be made to the system. ▪ Partnership working has taken place with the Tabernacle with regards to their access and providing details of individuals that have TAGs and swipe cards. This work is ongoing but we have a database of all cardholders and the Tabernacle is now partners with respect to The Cardiff City Centre Access Control Protocol. ▪ Issues were highlighted in early December when West Midlands Police withdrew their Officers from the Streets and the published concerns for uniformed staff. CT awareness briefings for the CEO's have been completed.	Andrew Gregory
Preparation of Local Development Plan - Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	Red	Red / Amber	**Q4 update** Following support from the LDP team, the wider planning service and other relevant service areas the LDP Examination Hearing Sessions finished on 27th February 2015. Ongoing support will be required to respond to the 187 "Action Points" raised by the	Andrew Gregory

			Inspectors at the Hearing Sessions which the Council have agreed with the Inspectors to submit by the end of April.	

Update on Previous Quarters Emerging Risks				
Risk Description	**Inherent Risk**	**Residual Risk**	**Progress**	**Risk Owner**
Transport Infrastructure Delivery - Significant issues remain with regard to the delivery of transport infrastructure in terms of long term capital funding and partnership/governance. We are working closely with Welsh Government to identify potential EU, WG and other funding streams.	**Red / Amber**	**Amber**	At a senior corporate level alternatives to WG funding will need to be explored. Also, proactive work with WG officials are taking place to ensure sufficient support for Metro defined projects enable them to proceed. In the meantime, we are bringing forward bus-based proposals to address key infrastructure issues associated with the major new development.	Andrew Gregory

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CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

CABINET MEETING: 2 JULY 2015

CORPORATE RISK REGISTER – YEAR END REVIEW 2014/15

R**EPORT OF CORPORATE DIRECTOR RESOURCES**

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AGENDA ITEM: 4

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PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR GRAHAM HINCHEY)

Reason for Report

1.   To bring the Corporate Risk Register (CRR) to the attention of Cabinet, in order to consider the strategic risks facing the Council.

Background

2.   To support the arrangements for good corporate governance, it is necessary for the Council to have a clear statement of its overall position in relation to corporate risks which are reviewed on a regular basis.

3.   The CRR should identify the main risks facing the Council so that elected Members and senior management can make informed decisions and prioritise actions, with these high level risks in mind.   The process followed is to identify the risk and then to address it through the control environment and mitigations in place or planned within the Council. This exercise results in a residual risk score which should demonstrate the effectiveness of the controls in place to manage the risk.

4.   The Cabinet last sighted the CRR on 11 December 2014, which reflected the mid year position 2014/15, containing 24 risks.   The register continues to be updated quarterly and presented to the Senior Management Team to ensure their collective ownership and agreement of the strategic risks facing the Council. On this occasion the register has been updated to reflect the year end position 2014/15.

5.   The CRR is a key governance document and will continue to be brought to the attention of the Cabinet on a biannual basis.

Issues

6.   The CRR is currently made up of 25 risks, all of which are assigned to members of the Senior Management Team to ensure the most senior level of ownership and accountability by officers. This is one more than

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last reported as no risks have been removed, but one added around financial resilience, considered a strategic risk due to the concern over the impact on the Council's medium term position and the scale of the financial challenges faced by the Council. The detail of the new risk can be found in Appendix A.

7. Each risk has been reviewed and updated by the respective risk owner to reflect the year end position, and the full register was shared with all Directors at the Senior Management Team meeting on 05 May 2015, to gain their collective agreement. It is felt that the updates have strengthened the mitigating actions against the risks currently identified.

8. At the meeting with Senior Management the opportunity was taken to discuss the possibility of expanding the Hostile Vehicle Mitigation risk to accommodate wider concerns expressed around radicalization and the view was that the risk captured in the register should remain as it is, as it is considered to be one where the Council can take ownership and actively look to mitigate the risk where possible. The wider risk was recognised as important, as was the responsibility Council officers had to work with others, across the community, to seek ways to mitigate the risk.

9. During the quarter only three residual risk ratings changed, relating to Education & Lifelong Learning risks, raised from C2 (Medium Priority) to B2 (High Priority).

10. It should be acknowledged that there are some areas, such as Health & Social Care, Children's Services and Health & Safety, where there will always be an element of unpredictability which merits a high priority score irrespective of how well the service is managed. For these, the important aspect is to continue to be able to demonstrate sound management, a proactive approach to mitigating the risks and a robust monitoring process.

11. It is important to note that risks are liable to change as circumstances alter and the CRR presents the position at a point in time i.e. this report reflect the year end position. The register will continue to be refreshed quarterly and the identified risk owners have a responsibility to ensure the register remains focused and relevant.

12. In order to recognise the importance of monitoring and reviewing the CRR, the Cabinet will continue to consider reports on a biannual basis. Councillor Hinchey's role, as Member Risk Champion, includes raising the profile of risk management and promoting the benefits to Members, as well as promoting the accountability and responsibility of all staff within the Council as set out in the Council's Risk Strategy. The Member Champion will bring forward ideas from the Members to the Risk Management Steering Group which they consider relevant for the Corporate Risk Register.

13. To provide the Cabinet with a level of assurance, the Audit Committee through their Work Programme invite Directors to attend the Committee

to inform them of the corporate risks for which they are responsible. This gives the Audit Committee Members an opportunity to seek further assurance on the mitigating actions being taken by officers to address the corporate risks.

14. In recent months the opportunity has been taken to raise awareness around the CRR, through the Cardiff Manager programme, which now includes a separate training session on risk management. An e-learning module for risk management is also being developed.

15. It is appreciated that there is considerable detail in the complete register and, therefore, two appendices are attached; Appendix A details the complete register, Appendix B is a summarised version.

Reasons for Recommendation

16. As part of the arrangements for good corporate governance, it is necessary for the Council to have a clear statement identifying what strategic risks the Authority faces. The CRR will update Members and enable them to make informed decisions. In addition, the Council will be able to demonstrate that there are effective and robust systems in place for managing risk.

Legal Implications

17. There are no direct legal implications arising from this report. However, one of the benefits of identifying risk is that mitigation measures may be taken, if appropriate, and consequently successful claims against the Council may be avoided altogether, or reduced.

Financial Implications

18. There are no direct financial implications arising from this report. The Corporate Risk register will be used to guide the Internal Audit Plan and the Council's resource planning processes and forms an important part of the governance arrangements for the Council.

Recommendation

The Cabinet is recommended to note the content of the Corporate Risk Register.

CHRISTINE SALTER
Corporate Director
26 June 2015

The following Appendices are attached:

Appendix A – Corporate Risk Register (Detailed)
Appendix B – Corporate Risk Register (Summary)

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
					EVENT DRIVEN RISKS					
Social Services and Wellbeing (Wales) Act The implementation of the Social Services and Wellbeing (Wales) Act will place new duties and responsibilities upon already pressured services.	Reputational / Financial / Stakeholder / Service delivery / Legal /Partnership/ Community • Consequences arising from Bill are well documented and the subject of updates and progress reports from the WLGA and elsewhere • WG in the lead up to the Act has presented this as a nil cost policy intervention. There are clear consequence for changed delivery models and processes across wide areas of delivery in adult social care and in some key areas of children's services. The major implications will not be realised until the medium to long term when the fuller effect of the concept of 'well being' which the Act introduces becomes clearer; there are potential risks however that this may open up opportunities for legal challenge around interpretation of 'duties' under the 'well being' concept.	B	1	**High Priority**	Agencies are required to prepare an assessment of readiness in relation to Act implementation and this is to be submitted as a single regional document set out on a consistent national template. This has been facilitated by a regional coordinator dedicated to the task of supporting Act implementation. In Cardiff both Directorates have assessed readiness in relation to those areas of the Act where guidance has been issued. This has enabled awareness raising across a wider section of managers and the workforce and has provided a degree of reassurance that we are moderately place in terms of readiness across most areas; the second tranche of guidance is not yet available. A new management structure has been agreed which will establish a single Social Services Directorate bringing together Children's and Adult social care. This will provide for singular and integrated professional direction, oversight and leadership, consistent with the new Act and will facilitate more effective direction of shared capacity. • A Regional Adoption Manager has been appointed and the new regional service will commence on 1st June 2015, after which Cardiff Council will no longer directly provide adoption services • The Cardiff hosted National Adoption Service (responsible for overall performance management, national strategy and governance) is now established and delivering an effective service. • Integrated Health and Social Care work streams are being delivered through shared C&V funding from the RCF, ICF and Transformation grants from Welsh Government • Contract awarded to provide Payment by Results enhanced fostering scheme following from mandate to introduce a Social Impact Bond. • New guidance setting out the terms of the Social Care Development Workforce Partnership Fund was issued in early March and requires agencies to establish new regional partnership governance arrangements and a delivery plan for 2015-7. Early anticipation of this has enabled preparatory work with the VoG but this now require urgent acceleration in to order to secure grant against very unrealistic WG expectations. Meetings to ensure delivery are arranged.	B	1	**High Priority**	• The Director of Social Services Annual Report for 2013/14 has been presented and accepted at full Council following consultation with the Joint CASSC and CS Scrutiny Committees. This has taken account of the CSSIW annual evaluation letter. • Reference to delivery of the Act and continuing consultation programmes will be delivered within a joint 'Social Services Business Plan' to reflect the imminent new management structure for social care. • Joint approaches to developing opportunities across Cardiff, the Vale of Glamorgan and UHB have been closely monitored through the H&SC Service Development Programme Board and the IHSC Strategic Implementation Group, Leadership Group & Governance Group involving senior Directors, Chief Executives, Cabinet Members and Leaders of both Council's and the UHB. It is not anticipated that management restructure will substantially alter these arrangements.	**Tony Young** **&** **Siân Walker**
Hostile Vehicle Mitigation in Cardiff Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing it.	Service Delivery / Reputation / Legal / Financial / Health & Safety / Financial / Partnership / Community & Environment / Stakeholders Potential for:- • Large no's of fatalities, injuries to public in crowded place. • Extensive structural damage and/or collapse of surrounding buildings. • Major fire. • Damage/disruption to utilities (gas, electricity, water etc.) • Immediate impact to businesses in the Cardiff area. • Media coverage affecting public perception, leading to a loss of public confidence directly resulting in reduced business, retail and tourism revenues generated in the city. • Area to be viewed as a risk for potential future business investment. • Inability to attract major future national and international events (political, sporting etc.) • Increase in demand for council services/support for all affected. • Current economic climate to reduce the effectiveness of any recovery/regeneration of the area	B	1	**High Priority**	• All existing identified high risk; crowded places have been formally assessed. • Most crowded places have an extremely limited and in some cases 'third party managed' access control process to operate them; providing little/no challenge. • Most crowded places have varying standards of boundary treatments protecting them; providing a limited/cursory visual deterrent but little/no protection from a hostile vehicle. • CONTEST Protect/Prepare Task & Finish Group has developed a City Gateways Public Realm Enhancement Scheme, with agreed options for suitable PAS 68/69 mitigation for appropriate boundary locations; referred to as 'gateways'. • 20 (40%) of the identified 'gateways' into the crowded places already benefit from PAS 68/69 mitigation in place, implemented as a direct result of Home Office (Crowded Places) and Olympic Legacy funding. • Wales Extremism and Counter Terrorism Unit (WECTU) Counter Terrorist Security Advisor's (CTSA's), the Emergency Services & Cardiff Council provide Project Argus and EVAC/Griffin training across the city to raise awareness for likely impacts associated with major incidents and in particular, terrorist attacks. The sessions also cover the support likely to be immediately available from the emergency services and Cardiff Council, the practical and simple preparations people/organisations can make prior to incident occurring to help themselves manage and recover from its impacts.	B	1	**High Priority**	• WECTU CTSAs, the Emergency Services & Cardiff Council continue to promote and provide Project Argus and EVAC/Griffin training across the city. The revised products were launched nationally in November 2014 and are now being rolled out in South Wales. • The CONTEST Protect/Prepare Group will continue to maintain the City Gateways Public Realm Enhancement Scheme to ensure that the proposed PAS 68/69 mitigation for the remaining gateways remains appropriate. This work also includes the estimated costs for the procurement and installation of the PAS 68/69 mitigation and ancillary services. • Work is ongoing with Strategic, Planning, Highways, Traffic & Transportation (SPHTT) to advise developers across the city in relation to appropriate mitigation required. • The CONTEST Protect/Prepare Group will continue to monitor and review the scheme to ensure it is fit for purpose until it is fully installed. • Additional funding must be secured to procure and install the PAS 68/69 mitigation at the remaining 30 gateways (currently). • The Cardiff City Centre Access Control Protocol is currently operating at the heightened response level, reflecting the UK National Threat Level; permitting vehicles onto the pedestrianised areas within Cardiff City Centre using strict parameters. • Further work has been undertaken to incorporate the car parking requirements of the Tabernacle, with an annex document being developed to better manage its 'users', covering their requirements whilst adhering to the existing Traffic Regulation Order. 'Sign-off' for this document is anticipated shortly. • Two CT briefings were held in 15th & 22nd January 2015 for Civil Parking Enforcement staff to raise awareness of in relation to the Access Control Protocol, the National Threat Level and the ways in which they can support the work of CONTEST. • The CONTEST Protect/Prepare Group will continue to support SPHTT in the delivery of all outstanding and future works associated with this risk.	**Andrew Gregory**

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Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	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, Universal Tax Credit, localisation of Council Tax Benefits, Social Fund reform, Introduction of the Benefit Cap and size restrictions for social tenants. Lack of information, short timescales for implementation and the large number of citizens affected makes this a significant risk.	• Private landlords stop renting to benefit claimants • Increased homelessness and demand for temporary accommodation • Increased rent arrears • Redeployment / Severance for 140 staff • Changing demands on Council stock resulting in increased voids and/or undersupply of smaller properties. • Funding issues with Council Tax Reduction Scheme • Emergency help not available to those in need if Discretionary Assistance Fund (replacement for Social fund does not operate effectively.	A	2	**High Priority**	• Communities staff continue to work closely with private landlords and advice agencies to mitigate wherever possible the reduction in benefit. To date this private landlords have not withdrawn from the benefits market but changes in the economy could influence this in the future so this will continue to be monitored closely. • Discretionary Housing payments are being used to top up the benefit claims of those most affected by the changes and to pay rent in advance and bonds to help private tenants to move accommodation where necessary. • Timely information is being given to claimants to help them respond to the changes. • Council Tax Reduction scheme worked well in 2014/15 and has been continued for 2015/16. Currently the reduction is based on 100% of liability so there has been no across the board cut to benefit. However funding issues could prevent this in the future. • A streamlined process is in place for re-housing tenants who need to downsize as a result of the social housing size restrictions. DHP is being used to pay removal costs and to cover shortfall while tenants are waiting to move. Unfortunately the DHP grant has decreased in 2015/16 • While arrears have increased this increase was much lower than anticipated due to effective management of the DHP fund and close monitoring of arrears. Many tenants remain affected and concern remains that arrears could rise further in the future • The number of properties becoming vacant has increased as a result of Welfare reform and this combined with other issues has resulted in a significant increase in void rent loss. Work is being done to encourage exchanges rather than transfers as this will prevent properties becoming vacant as a result of the changes. • The number of tenants in temporary accommodation has increased, however there are a number of factors contributing to this, this is being monitored carefully and has recently started to reduce. • The benefit cap - the impact on rent arrears of this change is being monitored. Schemes have been put in place to protect those in Temporary accommodation and to encourage other tenants affected to return to work. • The communication plan is working well Factsheets have been developed and are constantly being updated as more is understood about the changes. Briefings are sent to external stakeholders updating them of any changes. • The Welfare Reform Task Group is working well in coordinating multi-agency activity and developing appropriate interventions during a difficult transition period for many people affected. • Briefings continue to be provided to Members on Welfare Reform and further information is sent as appropriate. • The date of the commencement of the transition to Universal Credit is Autumn 2015 however this will initially affect only a small number of clients, planning for staff reductions is still not possible. The scheme has been changed to include more information sharing for landlords and this should offset some of the risk. Work on digital inclusion and banking project is going well and training is provided across the city. • The Advice Hub in Marland House is working well, providing comprehensive advice services for those affected by Welfare Reform.	B	2	**High Priority**	• Workforce plans will be developed once the exact details of the Universal Credit changes become available, at present there is still no detailed migration plan. Officers are working with the DWP on the Local Services Support Framework which may result in an ongoing role for local authorities under Universal Credit, meetings will be taking place on this during the Spring / Summer. • Digital inclusion training and banking support is ongoing and the success of this will be monitored during the year • Additional resource has been agreed for supporting tenants with the Universal Credit changes and staff are being recruited to assist with this. • Work has been undertaken to cost the potential risks of Universal Credit and this will continue to be updated as the more information is known. • Size restriction for social tenants and the Benefit Cap remains a significant risk with potential increased arrears and homelessness, procedures are being kept under review to identify any further action that can be taken, including more support for those wishing to exchange. Regular meetings are held with social housing providers to monitor and improve processes. The DHP fund is reducing during 2015/16 and it will be necessary to review the support available to those affected by these changes during the year.	**Sarah McGill** **(Jane Thomas)**
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 treatment.	Reputational / Financial / Stakeholder / Service delivery / Legal / Environmental / Community • Significant financial penalties for failure at up to £200/tonne. • Procure landfill elsewhere with additional costs. • Reputation damage • Increased costs of landfill and alternative treatment markets • Risk to grant funding currently £7.25m 2013/14 • No MTFP for future grant funds or capital confirmed by WG	B	1	**High Priority**	**Policies / Strategy** • Previous updates contain the policy position improvements between 2008-2013. • Waste Management Strategy 2011-2016 was approved on 13th Jan 2011 and remains current however is due for review. • Several progress reports have been made to Cabinet and Environmental Scrutiny in that period. • Monthly performance tracking of recycling has been established to help predict the end of year position. • Steps taken to improve MRF processing rates in Qtr 3 means less waste to landfill. • Commercial recycling centre opened march 2014. • Focus on pre-sort on the HWRCs is showing improvements in site recycling. **Contracts / Projects** • Several Contracts have been put in place for additional materials to be recycled from the HWRC's. • Interim contract in place for disposal of biodegradable green/food waste • A flexible Interim Disposal Contract in place with Biffa for 2-10 years; commenced April 2009. • Aggregate recycling is now in place. • Recycling litter bins are in place in the city centre. • New initiatives such a charging for bulky waste, commercial recycling centre, sweepings, mattress and carpet recycling schemes are all underway. • New HWRC delivery model has been implemented from November 13.	B	2	**High Priority**	**Risk of Fines** The minister still has yet to determine whether the council will be fined for the 13/14 failings. Therefore, the risk rating remains high. **Policy / Strategy** • The outline waste strategy has been approved by Cabinet and work continues on the detailed planning. A future waste strategy options consultation was undertaken in 2013 and the next wave of consultation will being in Qtr 3. Future collection option modelling has begun and is being supported by WRAP. • Flats Strategy to improve waste and recycling collections from flats is designed to enable greater recycling and food waste form hard to capture areas • Stockpiling of sweepings until a suitable recycling contract can be procured. • Exploring reuse partners. • Working with other Local Authorities to explore TEEP business cases and/or exploring joint working options **Contracts / Projects** • Progress the Organic procurement is to timescale to SCD of 01/04/16. Interim contracts remain valid. • An interim Contract for residual treatment is in place for when the landfill closes and to ensure LAS targets are met and tax avoided wherever possible.	**Jane Forshaw**

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Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
					This year, placing the focus on pre sort high quality recycling and removing the reliance on post sorting of waste. **Prosiect Gwyrdd** Financial Close occurred December 2013 Viridor are the appointed contractor which commences Sept 2015. **Organic procurement** IAA drafted and reports have been completed to both Cardiff and the Vale of Glamorgan Cabinets who took a decision in October to continue with the current procurement process and governance arrangements, delegate to officers all aspects of the procurement up to preferred bidder stage, the decision to appoint will be a full Council decision and approved that the Council enters in to a Inter Authority Agreement with the Vale of Glamorgan Council. **Household & Commercial Waste Collections** Household Waste collections were changed further towards the WG recycling blueprint in 2011 by changing to: fortnightly black (with accompanying hygiene services and weekly food and dry recycling and fortnightly green. National government discussions on comingled recycling remain an issue. **Collaboration work** Working and engaging with Welsh Government on legal and policy changes.				• **Project Gwyrdd** - Financial Close occurred December 2013 Viridor are the appointed contractor which commenced Sept 2015. Planning transitional management & contractual commencement arrangements **Collections** • Commercial waste operations have refined the marketing package for recycling in the commercial sector to increase recycling from commercial waste collected by the Waste Collection Authority that is included in the total MSW (and therefore relevant to statutory targets). • Set and achieve new commercial recycling opportunities for new materials and new income opportunities – targeting food collections and schools. • Risk remains high that recycling performance and weather impacts on green waste could lead to a status quo in recycling performance or at worse a drop in performance form below 52%.	
Preparation of Local Development Plan Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	Service delivery / Reputation / Legal / Financial / Partnership / Community & Environment & Stakeholder • Preparing a plan which the independent Inspector considers 'unsound' and therefore cannot be adopted. • Reputational issues for the Council. • No adopted plan in place would mean the Council would not be in a position to effectively manage and control development- its ability would be significantly reduced. • Failure to achieve corporate priorities which the LDP would help deliver relating to economic, social and environmental objectives. • Possible breakdown of key strategic partnerships and with stakeholder groups. • Delays in preparation. • Possibility of planning applications being submitted in advance of plan adoption. • Possible negative publicity on delay. • Stakeholder concern at delay to timetable. • Potentially significant objections raised by objectors and / or legal challenge submitted against Council impacting on timetable and plan content. • Infraction proceedings against the Council resulting in significant financial penalties. • Insufficient resources. • Staff resource and monies required to undertake technical studies and other specialist advice considered necessary.	B	1	High Priority	• Use of project management techniques to effectively manage process and regular update meetings between Senior Officers and Members. • Monitor emerging legislation/guidance/evidence and respond early to changes. • Monitor budget spend and consider additional resources when required. A medium term financial bid has been agreed for 2013/14. • Undertake Scrutiny process together with wider Member Briefing to raise awareness. • Build in effective consultation and engagement into process to ensure stakeholders are informed at all stages. • Close liaison with the Welsh Government Planning Division and Planning Inspectorate to: • Ensure early warning of any problems (e.g. Consultation on LDP) • Ensure LDP is sound, founded on a robust evidence base with sustainability appraisal and well audited community and stakeholder engagement. Undertake tests of soundness 'self assessment' at all stages of LDP preparation as recommended in national guidance • Ensure procedures, Act, Regulations etc, are complied with and no undue risks taken • LDP Corporate Officers Working Group • A revised timetable for preparation of the LDP has been agreed by Executive and Council in November 2011. The revised timetable for the Delivery Agreement was agreed by WG in December 2011 • Initiated schedule of meetings with Authorities within South East Wales and other stakeholders to discuss cross border and consistency issues to meet the tests of soundness • Meetings held with Authorities within South East Wales and other stakeholders to discuss cross border and consistency issues to meet the tests of soundness. Report of Findings agreed and forms a background paper to the Preferred Strategy. • A Flood Study Report to investigate fluvial food risk from reens in the Wentloog Levels has been completed and evidence presented in the report has informed the assessed candidate sites and inclusion of an additional strategic site. • The LDP Preferred Strategy was approved by Cabinet on 18th October 2012 and Council on 25th October 2012. • A consultation on the Preferred Strategy was completed on 14th December and over 1000 responses have been received. • Final report has been completed on population and household projections as part of the evidence base to support the Deposit Plan. Report recommends reducing the overall level of housing growth in the Plan by approximately 4,000 dwellings. • Final draft Gypsy and Traveller study investigating potential new sites has been completed and circulated for Member agreement. • Report on Masterplanning general principles was approved by Cabinet on 16th May. These principles inform the preparation of the schematic Masterplans. • Workshops held with officers to help inform the development of the strategic sites specific frameworks. • A Masterplanning Framework Document has been prepared as a background paper to the Deposit Plan. • The Deposit Plan was approved by Cabinet on 12th September 2013 and Council on 26th September 2013 for consultation purposes. • Consultation on the Deposit Plan was completed on 26th November 2013 and over 400 responses have been received. • Consultation on the Alternative Sites was undertaken between 11th February and 4th April 2014.	C	1	Medium Priority (Red/ Amber)	• To ensure effective partnership with service areas across the Council and seek to respond to the 187 Action Points raised by the Inspectors at the LDP Hearing Sessions by the end of April 2015 to support the LDP at examination. • Additional funding over the financial year 2015/16 will be needed to meet statutory requirements and support the ongoing examination of the LDP and commitments made in the LDP Delivery Agreement, which sets out a timetable agreed with Welsh Government for preparation of the LDP. Main expenditure headings over this year include the cost of the ongoing examination including planning Inspectorate costs, legal costs and other independent advice costs and publicity and printing costs relating to the Matters Arising Changes Schedule and adoption of the final version of the LDP following the publication of the Inspectors Report. • Key dates remaining in the process are consultation on the Matters Arising Schedule, publication of the Inspectors Report in August 2015 and adoption of the Plan in October 2015.	**Andrew Gregory**

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
					• Following approval by Council on 26th June, 2014 the Deposit Plan and supporting information was submitted to the Welsh Government and Planning Inspectorate for examination on 14th August 2014. • Following commencement of the examination, the Council submitted Statements relating to the "Matters and Issues" raised by the Inspectors and the LDP Examination Hearing Sessions were held in January and February 2015. These Statements included Statements of Common Ground agreed with key stakeholders.					
Education – Schools - SOP Very ambitious timescales for project delivery, by a lean team, with restricted capital allocations to support reorganisation, improvement and expansion of school provision to meet growing pupil population.	Reputational / Legal / Financial / Social / Stakeholder / Health & safety. • Insufficient primary places in some areas of the City. • Further degeneration of school buildings • Reducing educational standards. • Project cost and time overruns • Risk that Welsh Government do not support the revised strategy and associated capital bid incl agreement to the additional funds requested and/or withhold individual project funding if not satisfied with Business Cases. • Difficulties associated with data source and production could undermine proposals and stakeholder trust in the SOP change process	B	1	**High Priority**	Proposals to balance supply and demand at primary level to reduce risk of insufficiency incl: • Consultation in the autumn term included a proposal to establish a new build 2FE English-medium community primary school on the Howardian site from September 2015. A statutory notice was published on 24 February and objections have been received. The Cabinet at its meeting on 28 May will consider whether to implement the proposal for implementation in September 2015. • Consultation in the spring term included the proposed consolidation of Gabalfa Primary school at 1FE from September 2017, the permanent establishment of Ysgol Glan Ceubal at 1FE from September 2016 with the establishment of nursery provision from January 2016 on its existing site and the transfer of Glyn Derw High School onto the Michaelston Community College from January 2016. Reports on the outcome of the consultations are due to go to the May Cabinet meeting. • Consultation on the provision of additional Welsh-medium and English-medium primary school places in and around Butetown, Canton, Grangetown and Riverside and options which respond to the rising demand for English-medium and Welsh-medium primary school places in the Adamsdown and Splott wards will be undertaken in the Summer term. • Realigned 21st Century Schools Programme of a greater value was approved by Cabinet on 19 March. Approval in principle of the realigned strategy the Welsh Government is required including the additional grant funding requested. Funds to target reduction of asset liabilities as part of the overall consideration in prioritisation of projects to go forward and options for resolving issues in place. • Capital bid submitted to meet suitability and sufficiency issues - suitability and sufficiency was approved as £500k per year, 2015/16 to 2019/20. • Assets being considered corporately to maximise the opportunity to focus funds realised within the Council and through other sources on fewer high quality buildings. • Alternative models of design, procurement and construction in the initial stages of implementation with a view to reducing likelihood of cost overruns and reduce time required to complete the whole process. For example the Eastern High two stage tender process and incorporation of standardised design approaches. • Extensive work on the 21st Century Schools realignment undertaken in conjunction with the Welsh Assembly to ensure the bid is consistent with their aims and expectations prior to submission. • All training specific to 5 case business training has been undertaken by several member so the team and close contact with the Welsh Government officers during preparation of bids is improving quality and resulting in good outcomes on detailed business case approvals. • New member of SOP staff employed to support data refinement and processes	B	2	**High Priority**	All risks being monitored and reported to Schools Programme Board. • Pursue 'Turn Key solution' i.e. one contract, single point of management and responsibility • Two step procurement methods being trialled • Standardised design methods being pursued • Continued active dialogue with Welsh Government and other professional parties to support progress and development • Prioritise population data development to support accurate projections and forecasts for existing resident populations and to support effective s106 negotiations going forward	**Nick Batchelar** **(Janine Nightingale)**
Education Consortium & Attainment 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.	Reputational / Legal / Financial. • Budget implications. • Educational standards falling behind other LA's. • Potential impact on Estyn judgement for LA. • Intervention from WG	B	1	**High Priority**	• The new Director of Education and Lifelong Learning continues to be part of the officer governance arrangements at CSC and the Cabinet Member for Education is part of the Joint Committee governance arrangement for the JES. The Director of Education and Lifelong Learning also continues to work alongside colleagues at ADEW and the WLGA to work through a consistent response from an All Wales perspective. • A strengthened challenge and support framework is becoming embedded and the performance management of Challenge Advisors has been prioritised to provide consistency in the quality of service received. • Officers from Education work with the Central South Consortium to provide challenge and support to Head teachers and Governing Bodies. • Schools identified as requiring additional support are required to meet with the Cabinet Member for Education and Lifelong Learning and the Director of Education and Lifelong Learning. • Council make full use, if necessary, of formal warnings and powers of intervention. • Actions to improve challenge and support arrangements for schools and to raise standards are being closely monitored via the Estyn Action Plan by EMT and EIG, which includes the Chief Executive and Corporate Services. • School performance is now being tracked In Year via the regular collection of currently secure results from schools.	B	2	**High Priority**	• Officers will continue to monitor risks and report to corporate management, EIG and the Cabinet. • Establish a clearer commissioning relationship between the Council and CSC, to more robustly hold the consortium to account. • Respond to Improvement actions identified by the Estyn March 2015 monitoring visit. • Development of a refreshed directorate delivery plan with clear accountabilities and performance measures.	**Nick Batchelar** **(Angela Kent)**

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Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
ICT Platforms Unsuitable/ Outdated The ICT platforms (desktop, software, network, servers, and telephones) will not be able to support the technologies required by the corporate change programme and deliver effective service to the council, or will not provide a reliable service due to age and condition of equipment and systems.	• Reputational / Financial / Stakeholder / Service delivery. • Loss of PSN services. • Service delivery impacts from unreliable/unavailable ICT systems. • Cardiff seen as unable to deliver on aspirations. • Poor morale from frustrations with inability to deliver services. • Potential for income losses from revenue collection impacts. • Unable to meet delivery deadlines on both business as usual and transformation projects.	A	2	**High Priority**	• Measurements put in place to track impact. • Existing ICT budget spend focused on dealing with critical issues, capital and revenue budget resource provided in 2012-15 to address major issues, medium term financial plan investment programme in place for subsequent years. • Spending complete for renewal/upgrade of highest risk items, in particular firewalls, core servers/switches and external bandwidth. • New system down analysis process in place to ensure that key pressure points are rapidly identified and fixed at minimum cost until full programme can be initiated. Recent issues with telephony have resulted in retargeting of some resources to focus on weak points now identified. • New deliveries are all being designed for a 99.99% minimum uptime, with critical systems targeted at 99.999% (equating to less than 6 minutes per year). • Active projects underway and the current aged file storage solution have been replaced and cloud based storage for additional resilience and flexibility is being assessed. Other projects underway to replace many of the core older back end servers. • Corporate file storage systems replaced and new disk to disk backup option installed to improve performance and resilience. • Due to mitigation actions so far to reduce the risk, the risk of critical service downtime has been reduced to medium. • Additional load balancers to be purchased for application resilience in key systems. • All SAP hardware was replaced in 2014/15 and virtualised where possible	C	2	**Medium Priority** **(Red/ Amber)**	• Define a renewal programme for all desktop, software, network, servers, and telephones, appropriate to Cardiff's ambitions and resources. • Continued assessment of priorities for replacement – applications infrastructure and servers are the next priority. • Refresh of existing SAP, thin client and virtual server farms. • Development of lifecycle monitoring. • Successful pilot leasing scheme within schools to be considered for corporate desktop estate.	**Christine Salter** **(Phil Bear)**
					ONGOING RISKS					
Budget prioritisation The delivery of a balanced budget in February 2015 for 2015/16 remains a key concern alongside the deliverability of further significant savings over the life of the Medium Term Financial Plan.	Reputational / Financial / Legal / Service delivery / Stakeholder • Risk of failing to meet statutory budget setting deadlines • Risk that service delivery impacted due to decreasing resources or failure to effectively prioritise spend inline with Corporate Plan Objectives • Risk that savings identified as part of business as usual and efficiencies are not achieved as planned Risk that financial constraints lead to increased instances of non compliance and financial impropriety • Risk that annual budget settlement frustrates medium / longer-term planning and that the cycle does not integrate with other business cycles and vice versa • Risk of unbalanced budget as savings required over the medium term become harder to achieve and their impact on service delivery more difficult to manage. • Failure of financial organisations with whom the Council has invested money. • Risk that organisational development does not align to the financial strategy in relation to budget reduction requirements.	A	1	**High Priority**	2015/16 Budget Setting The 2015/16 Budget Report was set in February 2015 and included savings of £32.476M and savings from a capitalisation direction of £3.487M. The challenge now is in respect of delivery of these savings. 2016/17 and Medium Term The MTFP set out in the February 2015 Budget Report identifies a Budget Reduction Requirement of £51.1M for 2016/17 and a requirement over the 3 year period of £120.1M.	A	1	**High Priority**	2016/17 and Medium Term Given the ongoing significant financial challenge the July Budget Strategy Report will include the updated Budget Reduction Requirement and a profile of savings targets over a 3 year period as well as consideration of a longer term funding outlook for the Council. • Directorates will be asked to submitted savings, pressures and capital proposals. • The Provisional Settlement for 2016/17 is due in early October.	**Christine Salter** **(Marcia Sinfield)**
Financial Resilience The financial resilience of the Council is likely to reduce over the medium term given the scale of the financial challenge ahead	Reputational / Financial / Legal / Service delivery / Stakeholder • Risk that the financial position of the Council is not understood by key stakeholders • Risk that relevant, timely action commensurate with the Council's financial challenges are not taken • Risk that this leads to intervention and increasing issues in respect of financial resilience	A	1	**High Priority**	• The Council regularly reports in relation to its financial performance. • The Budget Report brought together a number of key statements in respect of financial resilience and identified the further work that was to take place.	A	1	**High Priority**	• A financial snapshot is being developed in respect of the financial resilience of the Council at the point the budget was set. • Key stakeholders will be briefed on this position. • Financial triggers against this snapshot are being developed. **PROPOSED RISK**	**Christine Salter** **(Marcia Sinfield)**
Budget Monitoring 2014/15 The Council's 2014/15 Budget included budget savings of £48.6 million of which £43.8 million were identified by directorates with a further £4.8 million to be achieved via the imposition of a workforce package and other corporate savings. This level of in-year savings is significantly higher than in previous years and poses a significant risk to the budget monitoring and the achievement of a balanced spending position for	• Inability to balance spend, against budget, for the financial year. • Requirement to implement emergency measures to reduce spending during the financial year. • Requirement to drawdown from General Reserves at the year end. • Impact on the 2015/16 Budget where issues remain with achieving 2014/15 budget savings.	A	1	**High Priority**	• Clear financial procedure rules setting out roles and responsibilities for budget management are in place. • In recognition of the quantum of savings and the risks posed a £4 million General Contingency was allocated in the Budget. • Full financial monitoring processes are in place for month 3 to 11 of the financial year including achievement of budget savings. • Monthly meetings are held between service accountants, directors and Cabinet Members. An initial review of the budget savings took place in month 2 with full directorate / portfolio monitoring meetings having been undertaken for months 3 to 11. • Availability of General Reserve should this be required. • Full Council monitoring reports were presented to Cabinet in September, November and February. The February report was based on month 9 and projected a balanced position overall. Within the overall position	B	1	**High Priority**	• The management actions implemented by the Chief Executive to reduce the level of spend across the Council will remain in place during the remainder of the year. • The final outturn position will be reported to Cabinet in June. • Any savings not achieved in-year during 2014/15 will be monitored during 2015/16 as part of the monitoring arrangements for that year.	**Christine Salter** **(Allan Evans)**

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Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
the financial year. At the time the budget was set the achievability risk ratings for the directorate savings identified that of the £43.8 million only £12.5 million was rated green with a further £20.9 million rated amber green. The balance of £10.4 million was rated red amber or red. In addition, the planning status of the savings indicated that whilst £35.2 million were in the detailed planning stage or already realised, £8.6 million had a higher degree of risk as only general planning had been undertaken at that date.					however, directorate budgets reported a projected overspend of £8.8 million including a projected shortfall against savings targets of £7.175 million. • The final outturn position will be presented to Cabinet in June. • The Chief Executive has implemented a range of management actions to reduce the level of spend across the Council with a view to improving the overall position as the year progresses. • The Cabinet Member for Corporate Services & Performance and the Corporate Director Resources have held challenge meetings with cabinet members and directors in those areas where significant overspends are reported.					
Health and Safety Ineffective compliance of health and safety through poor application and embedding of the 'Framework for Managing Health and Safety in Cardiff Council.	Reputational / Legal / Financial / Service delivery • Fatalities • Serious injuries • Prosecution – fines for body corporate and/ or fines/imprisonment for individual • Claims	A	1	**High Priority**	• Dedicated team of competent Health and Safety Advisers providing specialist advice and guidance (Christina Lloyd). • Implementation of the 'Framework for Managing Health and Safety' based on the HSE model for successful health and safety management as detailed in the Council's Health and Safety Policy (revised 2014). • The five key elements of the management system model for occupational health and safety are:- • Policy 2. Organising - Control, Co-operation, Communication, Competence 3. Planning 4. Measuring Performance and 5. Audit and Review. (These elements encompass a wide range of actions including development and implementation of relevant policies and procedures, risk assessing, Annual Directorate Health and Safety Action Plans, corporate health and safety objectives, Directorate and Council Annual Health and Safety Reports, monitoring by Directorates , training, consultation with trade unions through corporate and Directorate meetings, accident reporting and investigation and auditing). • Directorates carry out suitable and sufficient risk assessments as appropriate and ensure any necessary control measures are implemented and monitored. • Health and Safety Advisers carry out a programme of health and safety audits, focussing on high risk activities, and undertake other inspections / investigations as necessary. • Annual Business Objectives for Health and Safety Advisers. • Code of Guidance on Leading Health and Safety for Senior Managers and Headteachers included on CIS – Spring 2012. • Health and Safety Leadership Action Plan 2012/13 for all senior managers OM and above.	B	1	**High Priority**	• Update Directorate Health and Safety Policies using 2014 Policy template ensuring more detail and cross referencing of operational documentation (All Directors / Chief Officers / Heads of Service). • H&S awareness sessions to Members (Christina Lloyd – ongoing). • Address corporate H&S objectives for 2014/15 (Christina Lloyd and All Directors / Chief Officers - to be completed by April 2015). • Business objectives in Team Plan for H&S Advisers for 2014/15. • Implementation of Directorate H&S Action Plans by Directorates (All Directors / Chief Officers). • Operational Manager – Health and Safety met all new senior managers except the Chief Executive - this will be arranged in 2014. New senior managers to complete revised Senior Leadership Action Plan in 2014.	**Christine Salter** **(Christina Lloyd)**
Climate Change & 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.	Reputational / Financial / Stakeholder / Service delivery / Legal / Partnership / Community / Health & Safety Flooding & increased frequency and severity of storm events: • Loss of life and personal injury • Direct damage to property, infrastructure and utilities • Contamination and disease from flood and sewer water and flood on contaminated land • Increased costs of insurance • Break up of community and social cohesion • Blight of land and development Increased summer temperatures: • An increase in heat related discomfort, illness and death, increasing pressure on health and emergency services • An increase in demand for limited water supplies • Damage to temperature sensitive infrastructure (transport systems, electrical systems). • Migration of biodiversity. Inconsistent energy supply and cost: • Inability to deliver public services • Decrease in economic output • Disruption to the supply of utilities • Increased transport costs • Increased costs for heating / providing services to buildings • Increased fuel poverty	B	1	**High Priority**	**Emergency Management Unit** • Cardiff Council Emergency Management Unit is working with Utility (including Dwr Cymru) and Telecom companies to ensure planning is carried out with consideration of flood risk. • Cardiff Area Community Risk Register is developed by the Cardiff Area Risk Group (ongoing with added impetus of Olympics preparation). • Cardiff Area flood group meet regularly to exchange information, this group consists of EAW, Met Office, Emergency Services and Council Departments with a response to flooding. • Cardiff Council Emergency Management Unit are carrying out a large and long term communication strategy in Cardiff in conjunction with partner agencies, mainly the Environment Agency, highlighting flood awareness alongside other emergency eventualities and how residents, businesses and communities can be aware of the risks in their area and hence better prepare for them should that risk materialise. • Emergency Management Unit maintain up to date flood warning information from the Environment Agency Wales on the Council C Maps and Map Info system. • Climate change related issues are addressed in corporate and service area business plans. **Energy Management Unit** • The Energy Management Team, in conjunction with Service Areas continues to promote initiatives to reduce energy consumption and carbon emissions, with the establishment of various loan funds, coupled with capital bids and allocations. • The Council procures competitive energy contracts through the Welsh Purchasing Consortium. • Key sites are fitted with back up generators for short term issues. • Council Carbon Management Programme • Renewables – October 2011 EBM considered Wind and Solar PV Opportunities in the Council Estate and approved the recommendations. **Local Flood Risk Management Strategy** A Local Flood Risk Management Strategy was produced by the end of	B	1	**High Priority**	• A public and key stakeholder consultation exercise has been completed, and the Local Flood Risk Management Strategy drafted for cabinet approval. • An officers flood working group has been establish to improve internal and key stakeholder communications on flooding issues. • The proposal to further progress Surface Water modelling further in line with national guidance and deadlines to inform the Cardiff Area Flood Plan awaits the next guidance from the Welsh Government • Identify where flood risk information is in place for key social and civil infrastructure and identify where there are gaps (i.e. contaminated land).The Flood Regulations 2009 require Flood Hazard & Risk Maps to be produced showing impact and extent of future significant flood events (City Services by June 2015) • To consider flood risks recognised in the Community Risk Register in the Community Planning/Integrated Partnership process. Community resilience workshops continue in high risk areas • Strategic climate change resilience action plan approved by Cabinet on 11th July as part of a wider One Planet Cardiff Cabinet Report. Actions and recommendations in the plan cover heat planning and flooding issues. • Corporate PI on climate change resilience developed to ensure that the authority and its services are prepared for a changing climate, and to enable robust reporting to WG on this work (in line with the potential reporting requirements of the Climate Change Act and Well-being of Future Generations Bill). To focus on different aspects of climate change resilience annually - to enable Directorates to consider impacts from climate change to their assets, infrastructure, service delivery, strategy and partnerships, and to identify actions for improvement from this process. Meetings held with Performance to embed within corporate	**Jane Forshaw**

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
					2012 based on WG's Flood & Coastal Risk Strategy guidance. Which integrates; the PFRA, a coastal protection strategy, stakeholder communications and set a clear corporate approach to flood management and risk was presented to the Environmental Scrutiny on 2 Oct 2012. Public consultation was undertaken on the full strategy between January and March. **Planning** • Flood Consequence Assessment to inform LDP process (ongoing). • A Flood Study Report to investigate fluvial food risk from reens in the Wentloog Levels completed to inform the assessed candidate sites. • Compliance with WAG TAN 15 (Development & Flood Risk - 2004) is already part of the planning process. **Sustainable Development Unit** • Carbon Lite Cardiff Vision Forum project - Carbon Lite Cardiff Action Plan • Changing Climate, Changing Places pilot project. • Further guidance to be disseminated to service areas on climate change issues as and when new information becomes available. • Share learning experiences of climate change related risks with Integrated Strategy partners as and when information becomes available.				processes. Guidance and training for directorates developed and briefed to Sustainability Advocates and Improvement Officers. PI came into force 2014/15. Issue of compliance from Directorates. • To consider the long term planning implications for coastal protection owned/managed by the Council (will be considered under the Local Flood Risk Management Strategy). An initial coastline survey has been completed and added to the strategy report, which indicates high levels of coastal erosion in south east Cardiff, further study is required into the high priority sites identified consideration of strategic defences is required alongside Welsh Government. •A new energy policy and carbon reduction map has been developed which focuses on electricity and gas. This will be implemented from 2015/16 and run through until 2022 and will set an overall carbon target as well as site specific including a project programme. • Progress has been made to establish up to date energy budgets. These budgets are currently paid centrally which provided little incentive for Directorates to reduce their consumption. These budgets are scheduled to be disaggregated to Directorate level by 2015/16 in order to put the onus of energy reduction on the energy consumer. • Deliver development of local power generation within city boundaries and with neighbouring LAs by securing heat networks, deliver the fuel Poverty strategy through measures such as Cyd Cymru, ECO and Green Deal opportunities, provide supplementary planning guidance on passive and renewal heating systems to new build and retrofit schemes. • Energy security related issues to inform corporate financial systems revised buying and power consumption monitoring arrangements to save money and reduce demand and provide corporate & community planning for Energy City Wide to Business and public sector. • Further guidance to be disseminated to service areas on energy security and energy savings opportunities such as implementation of Carbon Culture, delivering extensive energy invest to save programmes on the Council Estate. • Delivering renewables within larger properties to lower dependency to grid supply. • Energy Performance certificates undertaken to Council owned stock to improve understanding along with a variety of energy efficiency measures (cavity / loft / external wall insulation and boiler upgrades) funded via ARBED, ECO and Green Deal.	
Information Governance Information handled inappropriately leads the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools	Reputational / Financial / Legal / Service delivery / Stakeholder • Leads to the Information Commissioner issuing notices of non compliance and implementing financial penalties	A	1	**High Priority**	• Information Security Forum held monthly, and Information Security Board chaired by the SIRO held quarterly. • Suite of Information Governance Policies in place. • Processes for Information Requests, Data Loss in place. • The Information Governance Training Strategy in place. • Information Requests and Training compliance monitoring reports provided and reported to Information Security Forum/Board, SIRO, SMT and Cabinet. • The processing of CCTV requests (section 35 requests) has been centralised to ensure that these are dealt with appropriately • ICO Consensual Audit has determined that the Council is considered to have a 'reasonable level of assurance' in place • Education Directorate Delivery Plan includes an action to investigate delivery of an Information Governance Service by the Council's Improvement and Information Team via a Service Level Agreement • Procurement contracts to include a clause regarding 3rd Parties processing personal data	A	2	**High Priority**	• The Internal Annual Review completed end March 2015 and a review of the Information Security Board/Forum will be undertaken and revised as appropriate • The Council's CCTV Policy was approved by Cabinet during 2014/15 and is now operational. • The Improvement and Information Team who are responsible for the Governance of CCTV have compiled a register of all CCCTV devices owned by the Council. A review of the use of these devices is being undertaken through the council's Information Security Board and the nominated Directorate Information Asset Owners.	**Christine Salter** **(Vivienne Pearson)**
Children's Potential for mismatch between children's needs and capacity to meet them if current trends continue, for example in children needing to be safeguarded, looked after and/or receive other services to support families and carers to care for them.	. Reputational / Social / Legal / Financial / Stakeholders / Service delivery • Timeliness and quality of assessments and interventions to safeguard and promote children's welfare is compromised. • Achievement of good outcomes for children is compromised. • Shortage of appropriate services including placements. • Inability to meet key objective and targets. • Budget pressures. • Increase in legal proceedings to safeguard children resulting in increased pressure on legal services. • Statutory requirements not met (in relation to young	B	1	**High Priority**	Children's Services Improvement Board established chaired by CX with strong focus on performance improvement including the following:- • A new 'Legal Surgery' based on national best practice established. • Increased social worker capacity • Workforce – recruitment and retention • The development of a preventative strategy • Identification of change capacity • Remodelling of front door on integrated basis with police and health (MASH) • Vulnerable Families Partnership Board - new board established and agreed priorities to ensure better alignment of commitments and capacity to deliver key changes	B	2	**High Priority**	• Children's Services Improvement Plan and programme together with effective corporate governance arrangements in Q1. • External expert review of the effectiveness of the current multi agency Strategy for Disabled Children and Young People commissioned and draft report produced. Next steps agreed and include joint funded Change Manager to deliver implementation of new model. • New model under development (UHB led) to redesign services for children with early emotional, behavioural or mental health difficulties. • Independent research commissioned to ascertain the factors driving the growth in the LAC population. New Placement Strategy to be developed in light of research evidence.	**Tony Young**

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Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
	people remanded to custody). • Representations from carers in receipt of Special Guardianship Order and Residence Order allowances.			High Priority	• Local Safeguarding Board Executive - now leading key areas of improvement and development to mitigate risks e,g MASH			High Priority	• Improving quality and range of family support interventions in collaboration with partners.	
Health & Social Care Changing demographics and increasing expectations of vulnerable people put more pressure on services, increasing risk of budget overspend.	Reputational / Legal /Financial / Social / Stakeholder / Service delivery • Increased pressures from partners, especially Health – to reduce Delayed Transfers of Care (DToC). • Increased demand on future services including POVA referrals • Increase in number of adults waiting for an assessment & risk of individuals deteriorating whilst they are waiting.	B	1	High Priority	• Close scrutiny of budgetary information for all aspects of the service to ensure effective budgetary control and take mitigating actions. • Proactive weekly and monthly monitoring of service performance key indicators. • Continued progression on integration with Health, Partnership / Governance arrangements for Mental Health, Learning Disabilities and frail older people. Development of integrated complex hospital discharge team across Cardiff, The VOG and the UHB. • Commissioning Strategies in place for Physical Disabilities and Sensory Impairment, Older People and Day Opportunities for people with Learning Disabilities. • Progression of integrated delivery of MH Commissioning Plan. Market position statements across the service areas being drafted. • Joint work with UHB and Housing/Communities to improve the gateway access to services and expand reablement/rehabilitation service to improve outcomes for citizens. • Planned improvements show monthly increases in offer of Direct Payments to service users • Brokerage support to reablement and Dom Care Providers, together with the new Dynamic Purchasing (Matrix) system on line for commissioning domiciliary care. • Regular review meetings instituted with CSSIW to ensure open and robust framework for demonstrating service improvements within H&SC.	B	2	High Priority	• Continued proactive engagement with Health for stronger collaborative working in relation to performance on DTOC with weekly monitoring and reporting to the Director H&SC on DTOC. • Creation of combined Health & Social Care Locality Community Resource Teams to increase efficiency and effectiveness. • Current case management system is being reviewed and case quality audit advanced. • We are progressing a whole systems review and remodelling of services for disabled children and young adults and as part of that will review and improve our database. • Internal Review team within Assessment & Care management continues to focus on delivery of targeted reviews and "right-sizing" packages of domiciliary care for individuals tracking and achieving savings on a weekly basis • Strategic feasibility exercise and report completed to assess the potential for a VoG, Cardiff Council and UHB integrated service for disabled children 0-25 years. Next steps to be managed through the OD work stream – Services to Vulnerable Children Board. • Changes to Care First (social care records database) and business solution procured and to be implemented by April 2015 which will impact on ability to track demand and performance • Assessment & Case Management Business Process Review has commenced with corporate resources to deliver • On-line procurement systems implemented for residential and nursing home placements for Domiciliary care • Development of tender for external Supported Living Services for People with learning disabilities, will deliver on time (July 2015).	**Siân Walker**
Safeguarding - Health & Social Care Failure to safeguard vulnerable people.	Reputational / Legal /Financial / Social / Stakeholder / Service delivery • Increased pressures from partners, especially Health – to reduce Delayed Transfers of Care (DTOC) • increased demand on future services • Risk of external intervention	B	1	High Priority	• POVA reviews are carried out to ensure compliance with national standards • Senior management involvement at OM level in governance and quality audit as well as management involvement throughout the operational structure • Good working relationships across other partners e.g. All Health Boards, Police, Probation, Fire Service and Providers. • Good system of sharing learning across the department from safeguarding case management outcomes in partnership with Learning & Development service (Training)	B	2	High Priority	• The Regional (Cardiff & VoG) Safeguarding adults Board and Safeguarding Childrens Board have been constituted for Council wide safeguarding responsibility • Case management systems have been reviewed and case quality audit advanced. • Current revision of operational processes and procedures to ensure robust attention to detail throughout the safeguarding process • Implementation of different levels of POVA training for different staff grades (appropriate to their responsibility within the process) • Escalating Concerns Policy has been implemented across H&SC to manage quality and Provider performance concerns in H&SC. • POVA team now working as part of the All Social Services Safeguarding Service (based in Children's Services)	**Siân Walker**
Performance Management A performance management culture is not embedded within the Council leaving the Council exposed to intervention by Welsh Government in line with the Local Government (Wales) Measure 2009 and associated requirements	Reputational / Service delivery / Stakeholder • The strategic and corporate level changes do not have the intended impact because they are not fully embedded in operational practices. • Council unable to accelerate performance improvement as planned/desired. Outcome Agreement 2013/16 Financial • The WG guidance for the Outcome Agreement for 2013/16 means that there is a risk of not securing all or part of the £3.2m funding for 2013/14 and subsequent years	B	2	High Priority	• The Council's Corporate Plan sets the priorities of the Council and was approved alongside the budget in February 2014 • The content of the Outcome Agreement with the Welsh Government agreed which provides a number of priorities that the Council is required to deliver and monitor • The Performance Management framework for the Council has been revitalised, involving much greater corporate challenge and member engagement than was previously the case, with service and financial performance being discussed together on a monthly basis. In addition, specific arrangements have been developed for areas targeted for specific improvement, involving peer challenge and support.	B	2	High Priority	• The commissioned external review of the Performance Culture has been concluded. The findings regarding the opportunity to improve the scrutiny of performance reports and performance more generally across the Council is being taken forward during 2015/16. • Improved alignment of financial monitoring and performance reporting in the quarterly Performance and Delivery Reports is in place. The Proposals for Improvement the recent National Study by WAO will be reviewed to establish where best practice exists and bring this learning into the Council's approach. • The restructure of the Improvement Team based in the Improvement and Information Section will be fully operational from May 2015 • A regular programme of meetings of the Performance Leads is in place to ensure that these key staff across the Council work to deliver what is required at the right time and in line with the Council's requirements. • A new Corporate Plan for 2015 -17 has been approved which focuses on the priorities of the Council and the	**Christine Salter** **(Martin Hamilton)**

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
									delivery of objectives. Balanced Scorecards are in draft and will be in place for Quarter 1 2015/16. • Directorate Delivery Planning (second year) process will improve the connection with benchmarking and measurement. To supplement this process a draft Benchmarking Strategy which clearly sets out the Council's vision will be in place by the end of Quarter 1 2015/6 • Work continues to improve the alignment of objectives from the Corporate Plan / Service Plan into PPDRs of staff and a sampling exercise will be undertake post June 2015	
Organisation Development OD projects fail to deliver the radical change required to deliver efficiency savings and service changes, due to service and resource pressures.	• The Council's budget constraints are so severe that the consequence of not delivering large-scale change could have a major impact on customer services. • Radical changes to service delivery models may impact on the Council's reputation if not planned, co-ordinated and governed effectively. • If change is not delivered, there could be unplanned reduction in staffing to achieve savings, which would result in loss of business knowledge and resources to implement change. • Reputational impact if services do not meet increasing customer expectations. • If change is not effectively planned, managed and implemented it may be delayed and subsequently impact on the Council's ability to achieve necessary savings and service improvements. • With the increased budget pressures, the Council may not have sufficient capital and revenue to invest in technology which would achieve medium and long-term improvements and savings.	B	1	**High Priority**	• Governance arrangements established, led by the Chief Executive and Programme Boards, chaired by Directors to ensure change is delivered • Disciplined approach, where risk assessment forms an integral part of the approach to change • Programmes initiated with dedicated resources • Experienced gained by managing programmes and projects over a number of years, building on lessons learned • Building capacity and capability across the organisation through development opportunities and skills transfer • Appropriate engagement and stakeholder management, including Business Change Trade Union meetings and updates for PRAP, Scrutiny and Internal Audit • Improving compliance to project and programme management governance standards by streamlining core processes and enhancing reporting, increasing transparency across change initiatives. • Implementation of Programme & Project Management Database to enhance management information and reporting. The database has replaced spreadsheets and double-handling of information and will support the enforcement of a standardised approach to corporate policies; improving governance and ensuring that PQA Programme & Project management processes are being used across the Council. • Audit of BCM Decision Making has determined a list of actions to improve information and support rapid decision making and issue resolution.	B	2	**High Priority**	• Investment Review Board initiated in April 2014 to provide additional challenge of Business Cases and prioritisation of resources • Standardised approval process for Business Cases being implemented, • Business change responsibilities to be written into the Job Description and PP&DRs of senior managers • New Programmes & projects being initiated as part of Organisational Development – driving change from within Directorates, but Corporately governed. • Organisational Development Board approved in October 14 the prioritisation of infrastructure Services, Children's Services and Health & Social Care with appropriate resources. • Enabling technologies to be realigned as appropriate to the priority areas. • Implementation of the LERC approved Lean Competency System to develop in-house change capabilities. • People & Organisational Development Programme being initiated to improve the Council's capacity to manage risk within a change environment. This programme will include workforce planning & engagement; performance management and stakeholder engagement & communication. • Strengthened governance arrangements put in place in February 2015;	**Christine Salter** **(Martin Hamilton)**
Business Continuity Large scale incident/loss affecting the delivery of services.	Reputational / Legal / Financial / Stakeholder / Service delivery / Health & safety • Inability to operate in a timely and efficient manner. • Potential impact on health and safety. • Impact on key services to the public. • Inability to meet business obligations e.g. partnership arrangements.	B	1	**High Priority**	• The Council has a BCM Champion who sponsors BCM at a strategic level and is actively supporting the BCM Programme. • We have an approved Business Continuity Policy which is aligned to ISO22301. • BCM Intranet web page. • BCM toolkit is now available on CIS allowing all service managers to develop an appropriate BCM response for their services allowing future effective maintenance and audit. BCM workshops are available from the BC Officer on request. • The Council has employed a Business Continuity Officer (appointed October 2010). The officer is a qualified ISO22301 lead auditor. • The Council worked with Marsh to complete a corporate exercise to identify and prioritise all activities. Marsh conducted a follow up BCM session at CMB on the 24th May 2011 which concluded the work on prioritising and classifying all of the Councils activities. This work to prioritise activities continues to be reviewed annually by the senior leadership team to keep the work live. • The Red and Amber activities were last reviewed in July 2014. The BCM Champion presented a report to the SLT on the position on all the Red and Amber activities. Directors, Assistant Directors and Chief Officers were tasked with ensuring that their Red and Amber activities had business continuity plans produced and audited by the end of 2014/2015. • A partnership approach between the Emergency Management Unit and the Corporate Risk Steering Group is helping to raise awareness and drive forward the BCM programme. • 58 % of our most time critical activities (Reds) now have Business Continuity plans which have met, or are going through, audit. Work on the remaining plans is ongoing to close gaps and bring them up to date and in line with the corporate audit requirement • 24 % of our Amber activities now have business continuity plans which meet the business continuity audit requirement. • The Council now has a 24 hour Incident Management structure for Gold and Silver Officers. This structure was exercised in a corporate exercise OTAN run by the Emergency Management Unit in 6th and 9th of June 2014. This exercise also gave BC plan owners the opportunity to exercise their own BC arrangements. • The existing and well tested corporate emergency management structure was successfully and extensively used in the preparation for and over the NATO summit period. This structure was ready to manage	C	1	**Medium Priority** **(Red/ Amber)**	• It was agreed by SLT in July 2014 that a target date for completion of effective up to date Red and Amber business continuity plans would be put in place and this would have a target date of the end of 2014/2015, individual Directorates are responsible for progressing this work. • The BC Officer has started working with Directorates to start building business continuity plans for the Councils 62 Amber activities (activities that need to be recovered between 1 hour and 24 hours following business disruption • The Emergency Management Unit has developed an Incident Management Plan (Cardiff Councils Emergency Management Plan) to ensure alignment with ISO22301 this has been distributed to all Directorates. • The BC Officer is working closely with Facilities Management to ensure they have effective plans in place to help manage possible business disruptions to our four core buildings. • Continue to promote the need for the Office Rationalisation Project to incorporate a solution to manage the risk and impact of loss of work space effectively, to limit impact on the provision of council services should there be a business continuity incident. This would probably be best achieved through roll out of an effective mobile working solution. A solution has been identified and is available to staff. Internal services have been working to improve the resilience and capability of infrastructure to support the use of this solution. • Work with ICT to ensure our core infrastructure is as resilient as practical to support a resilient and effective delivery of essential ICT services and the effective planning for recovery of critical IT services after an incident that affects our IT. • Work with the teams involved with looking at the potential of using alternative delivery models for council services. Identifying risks associated with alternative delivery models for specific services and recommend potential risk management solutions for implementation, to protect the delivery of our most critical services. • Facilities Management have identified a vulnerability within one of our electrical emergency generator supplies which the BC Officer is working to support the closure of this	**Martin Hamilton**

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Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
					a corporate response to any incident. • Cardiff Council is a member of the Core Cities Business Continuity Group and has been for the last 4 years. This membership allows the sharing of best practice and joint initiatives between group members. • The Business Continuity Officer has been working closely with the procurement section of Resources to ensure that the resilience of suppliers is considered carefully when procuring services which are important to our most time sensitive activities, our Red and Amber activities.				vulnerability. • The BC Officer is actively supporting the development of an appropriate *Threat and Response Policy* to support council security arrangements.	
Education – Schools Delegated Budgets Secondary Schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools.	Reputational / Legal / Financial. • Budget implications. • Reducing educational standards. • Intervention from WG	A	2	**High Priority**	• 2014/15 Budget allocations issued to schools in early March 2014 and monitoring arrangements put in place for those schools showing financial concern • Officers from Education and Financial Services worked with individual schools through Headteachers and Governing Bodies to formulate Medium Term Financial Plans (MTFP) to seek to either balance individual school deficits within four financial years or to ensure that the accumulated deficits were frozen or slowed as much as possible. . • The fall in pupil numbers for certain schools made it clear that a longer period than four years was needed in order to achieve a balanced medium term position • 2014/15 resulted in a significant number of redundancies which exceed budget by approximately £1.9 million. A combination of spreading the cost over five financial years and looking at alternative funding arrangements has ensured that the individual position for each secondary school was not disproportionately impacted. • Officers continue to monitor and challenge those schools in deficit before allowing any additional financial commitments, both staffing and other expenditure. • The 2015/16 Budget process commenced in July 2014 and Budget Forum has been regularly updated with the difficult financial challenges facing the Council and the potential impact on schools. This has resulted in a school budget which exceeded WG protection levels albeit there was an acknowledgment that the financial pressures facing schools exceeded the additional funding. • January 2015 letter written to all Chairs and Head Teachers providing a clear explanation of the financial challenges facing schools and the Council. • Work ongoing with all schools but focussed targeting on specific secondary schools to continue to dampen the growth in deficits and ensure that those that do occur are recoverable. • All Primary schools holding surplus over £50,000 were instructed to stay within WG levels but no surplus were reclaimed as there was a recognition by Council of difficult budget facing schools for 2014/15 and 2015/16. However, any sustained level of high surpluses will be recovered during 2015/16. • 2015/16 Budgets issued in early March 2015 with a focus on protecting or increasing the AWPU. This was an acknowledgment that schools with pupils needed some element of funding. The Grants are increasingly focussing on need thus the need to use any school funding formula for those with pupils. • Medium term budgets have been produced for 2016/17 and 2017/18 at very cautious levels in the absence of any indicative budgets at WG level and the need to manage expectations of the Council budget in the absence of any decisions yet made for 2016/17 in respect of school budget. MTFP shows a potential £10 million financial pressure on school budgets but it is unclear whether this pressure can be relieved by additional funds. The pressures are both in terms of inflationary and demographic of nature. • Officers from Education, HR, finance and legal looking at potential intervention strategies and developing a protocol for intervention. • Reviewing closely with Education Management Team and SOP in particular as to the opportunities available to address short medium term fall in pupil numbers for certain secondary schools. Some schools are unviable in short term but the spaces will be required in the next five years so financial plans required to get over the next few years with low pupil numbers. • For each school in deficit, the Council has identified a monitoring officer to provide an independent challenge to the school. This is in addition to the LFM Officer currently supporting that school • Individual school budget monitoring positions reported to Education Management Team on a quarterly basis	B	2	**High Priority**	• Council make full use, if necessary, of formal warnings and powers of intervention. • Officers exercise the statutory powers of intervention on a school or schools in deficit who are unable to provide a medium term financial plan, this may involve removing delegation from a Governing Body. • Officers explore through the School Organisation Planning process how different organisational arrangements for schools would affect the supply of pupils to schools thus affecting their delegated budgets. This will include an understanding of the long term impact of any unused school supply places on the funding formula. • School Budget Forum has agreed a revised protocol for responding to schools in deficit and this needs regular review with a tightening on the number of deficit budgets accepted. This has been reflected in the harder message contained within the 2015/16 school budget letters and the 2015/16 Budget Report. • Finance Officers continue to meet with System Leaders to discuss individual schools in respect of their financial and school standard performance. • Draft 2015/16 budgets have been drawn up and several schools have been identified as requiring meeting with S151 officer and senior education officers. These meetings need to take place in April and early May. • Continue to work with Budget Forum and consortium to ensure that the formula funding mechanism is transparent and remains fit for purpose whilst considering any interaction or impact of any grant allocation decisions. • Maintaining the need for financial probity whilst ensuring that each school has the opportunity to improve school standards. • Working with consortium to ensure that maximising value from constituent parts of Education Improvement Grant is secured and that there is clarity of allocation mechanism for 2016/17 and beyond. • Developing the budget strategy for 2016/17 and providing early notification to budget forum and individual schools of likely impact of said strategy	**Nick Batchelar** **(Neil Hardee)**

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
Legal Compliance Changes in services and staff roles across the Council resulting in: - gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate; - inability to deliver the services in accordance with all duties and responsibilities due to lack of resource: in each case leading to increased risk of challenges. Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.	• Reputational / Legal / Financial / Service delivery • Increase in number of challenges with consequences in terms of already stretched resources and impact of adverse decisions • Implementation of decisions delayed due to challenges and potentially fatally disrupted. • Impact on projects if reputation for sound management and implementation of projects is damaged • Major incident. • Adverse press/media reaction • Involvement from Welsh Government in terms of performance standards or measures. • Increased costs on external legal support	B	2	**High Priority**	• Professional internal legal and financial advice provided to a high standard. • Legal Services repositioned in the senior management structure. • Maintaining robust decision making process with legal implications on all reports. • Appropriate use of South Wales Legal Consortium external legal services and external barristers through separate framework to increase resilience. • Dedicated teams in specialist areas e.g. equalities, FOI / DPA. • Sharing training/publications received	C	2	**Medium Priority** **(Red/ Amber)**	• Prioritisation of work to make best use of internal expertise (including programme of projects in accordance with SMT decision) • Continue efforts with exploration of collaboration with other legal services to see if there is the potential to increase resilience and / or efficiencies. • Development of toolkits (led by Corporate resources) for major projects to reduce repetitive work and standard precedents with guidance for use in case of low value/low risk matters • Increase training programme Council wide to cover legal, financial and regulatory matters but with sharing to develop knowledge within Directorates of specific statutory functions. • Ensuring reports are discussed at preliminary stage in development to ensure all legal, financial and regulatory issues are addressed early	**Christine Salter** **(Shaun Jamieson)**
Fraud Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.	Reputational / Financial / Legal / Service delivery / Stakeholder • Increase in frauds and losses to the Council. • Reputational risk as more frauds are reported. • Increased time investigating suspected fraud cases. • Reduction in resources to combat fraud following transfer of 4 experienced, professionally trained investigators and 1 admin assistant to the Department for Work & Pensions as part of the 'Single Fraud Investigation Service' (SFIS).	B	2	**High Priority**	• Financial Procedure Rules, Contract Procedure Rules for staff to follow. • Proactive work of the Internal Audit team • Professionally trained and experienced investigators to prevent, deter and detect fraud against the Council. • Following the transfer of staff to the Single Fraud Investigation Service a small investigation team was retained dedicated to combat fraud and financial impropriety. • Audit Committee review and assess the risk management, internal control and corporate governance arrangements of the authority. • Wales Audit Office • Procurement team monitor spend and compliance with procedure rules • Management awareness as voluntary severance business cases are constructed and restructures considered. • Regular reports to the Audit Committee • Regular review of Anti Fraud policies and procedures e.g. the Anti-Money Laundering Policy; the Fraud, Corruption and Bribery Policy has recently been updated and presented on 23 March 2015 to Audit Committee. • Ongoing training sessions provided for Officers, Head Teachers and Governing Bodies on Financial Procedure Rules and Contract Standing Orders and Procurement Rules. • Senior Management Assurance Statements. • Increased role and awareness now that the Discipline module is live in DigiGov. • Compliance with Treasury Management practices and segregation of duties.	B	3	**Medium Priority** **(Red/ Amber)**	• Continued vigilance • Continue to provide the Chief Executive with regular briefing notes • Continue to produce regular reports for Audit Committee • Continual assessment of training needs for 'Rules'. • Considering forum for sharing investigation outcomes, raising profile of fraud work. • The revised Fraud, Corruption and Bribery Policy to be presented to Cabinet in May 2015 for approval. • Formalise a policy for Monitoring Employees at work to provide Managers with the tools to undertake effective investigations. • Development of training programme for Senior Management regarding Fraud Awareness targeting disciplinary chairs and HR to help with (employee) fraud prevention. • Review of induction material relating to Fraud. • An e-learning tool for fraud and money laundering to be developed. • Audit Committee have set up a sub Group to look at the robustness of the investigation process and seeking assurances on how investigations have followed proper processes. • Attendees of the Cardiff Manager Programme to receive specific training on the Council's Procedure Rules demonstrating the importance of compliance with the rules.	**Christine Salter** **(Derek King)**
Asset Management Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	Reputational / Legal / Financial / Health & Safety / Stakeholders • Poor use of assets / VFM. • Lost opportunity for capital receipts. • Increased maintenance. • Prosecutions / fines.	B	2	**High Priority**	• Cabinet formally approved a new Property Strategy in November 2014. • Corporate Asset Management Board and supporting Working Group now set up to raise property profile and introduce more structured, disciplined approach to management of property and the Office Accommodation Rationalisation Programme. • Established rolling programme of 'Fitness for Purpose' reviews of all council properties providing high level assessment of the current performance and value of buildings. • Carbon Management / Energy Efficiency - Certificates / General Awareness / Introduction of Energy Renewables Strategy. • Established Implementation Plan for the new Property Strategy. • Determined governance and work programme updates for new Corporate Asset Management Board at meeting in January 2015.	C	2	**Medium Priority** **(Red/ Amber)**	Review of Investment portfolio completed. Report on future strategy and direction of non-operational estate presented to PRAP in January 2015 for onward consideration by Cabinet in June 2015.	**Neil Hanratty**
Workforce Planning Importance of forecasting and planning to building capability and capacity is not recognised and is not fully embedded.	Reputational / Financial / Stakeholder / Service delivery • Poor service delivery due to ineffective use of resources. • Loss of resources and recruitment problems. • Poor morale • Loss of experienced staff members including managers • Reduce the likelihood of attracting high calibre managers to Cardiff Council • Risk of not meeting statutory and legislative requirements in relation to specific workforce requirement e.g. social care.	B	3	**Medium Priority** **(Red/ Amber)**	• Flexible retirement policy agreed and implemented • A Workforce Planning Project (PL04) forms one of the projects within the People and Leadership Programme: • Arrival of external expertise in mid-Feb 2011 to work with key stakeholders in the Authority to review, develop and implement the workforce planning project • Workforce planning Stage 1 Design is completed producing a number of key reports outlining required next steps for workforce planning in Cardiff • A number of required enablers have been outlined • Workforce planning Stage 2 Development and Implementation project brief and project plans have been developed to deliver the identified enablers • Spec• HRPS provided the Workforce Planning data (within the Resources/Staff section of Directorate Delivery Plan) and commenced work with Directorates/Service Areas on the Workforce Planning agenda	B	3	**Medium Priority** **(Red/ Amber)**	• Draft workforce strategy developed and consultation commenced which will have workforce planning as a key component. • Research and benchmarking planned with core cities during Q3 to review the effectiveness of current workforce planning approach and toolkit • Need to revisit options appraisal to deliver a workforce planning IT solution. • Workforce Strategy consultation completed with key stakeholders – strategy and accompanying employee charter to be considered by Cabinet on 2nd of April. Workforce planning identified as a key priority. • Workforce planning dashboard data provided to each Directorate to inform Directorate Delivery Planning discussions and development. The alignment of DDP's and	**Christine Salter** **(Philip Lenz)**

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
					in March ific work packages have been identified outlining the key enablers for effective workforce planning and developments of some are underway. • After consultation the Workforce Planning Project has implemented a Behavioural Competence Framework. The framework has 12 behavioural competencies set out in 4 levels. All roles within the Council will be described using the framework. This will be the first step in gaining consistency in the way in which the Council describes its people and jobs. • The Workforce Planning project continues to introduce consistent ways of describing people and jobs in the Council. All new and redesigned jobs are being described and advertised through role profiles. • A Competency Assessment Toolkit is being used to develop individual profiles which can then be mapped against role profiles. • Work is being carried out on linking processes that can be used for the identification and development of potential e.g. Recruitment & Selection, PPDR and Cardiff Academy and underpinning these with the Competency Frameworks. These processes will be used to determine the current knowledge and skills held within the Council and identify any areas where there are gaps. This will enable development opportunities to be prioritised in line with Corporate Objectives and the vision for the Council. • Development Opportunities within Cardiff Council Academy have been aligned with the Behavioural Competency Framework. • The Workforce Planning approach for 2014/15 commenced with the roll out of the new tool and managers guide in March 2014. Whilst awaiting an IT solution, a new tool has been developed to enable the organisation to take a snapshot of where they are currently and to start to consider the 'skills' requirements piece • Managers' guide to WFP developed and disseminated to Directorates March 2014. • The Behavioural Competency Framework has been piloted. Stakeholder feedback is being collated to inform the revised approach. Anticipated roll out – May / June 2014. • Additional research and benchmarking undertaken to help inform WFP approach going forward; including – attendance at WLGA – Work Force Planning Wales event. LGA/ Skills for Local Government hosted COP event. • HR working with Directorates where required, to help identify appropriate strategies to support their WFP agenda. • Options around the roll out of role profiles and other process efficiencies are also being considered and will be taken forward as part of the HR Delivery Plan for 2014/15.				the Workforce Strategy has been piloted within Children's Services. To be reviewed before role out a version of which will be incorporated into the Delivery Plans, integrating Workforce planning and business planning. • VSA (value stream analysis) route identified as potential alternative engagement approach to understand directorate's needs relating to workforce planning, prioritising Vulnerable Adults and Vulnerable Children. Service Area Review Toolkit also provides opportunity for workforce planning questions to be incorporated – discussions with relevant stakeholders to be held in Qtr 1 – 15/16.	

Risk Description	Inherent Risk	Residual Risk	Risk Owner
EVENT DRIVEN RISKS			
Social Services and Wellbeing (Wales) Act The implementation of the Social Services and Wellbeing (Wales) Act will place new duties and responsibilities upon already pressured services.	High Priority B1	High Priority B1	**Tony Young & Siân Walker**
Hostile Vehicle Mitigation in Cardiff Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing it.	High Priority B1	High Priority B1	**Andrew Gregory**
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, Universal Tax Credit, localisation of Council Tax Benefits, Social Fund reform, Introduction of the Benefit Cap and size restrictions for social tenants. Lack of information, short timescales for implementation and the large number of citizens affected, makes this a significant risk.	High Priority A2	High Priority B2	**Sarah McGill (Jane Thomas)**
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 treatment.	High Priority B1	High Priority B2	**Jane Forshaw**
Preparation of Local Development Plan Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	High Priority B1	Medium Priority (Red/Amber) C1	**Andrew Gregory**
Education – Schools - SOP Very ambitious timescales for project delivery, by a lean team, with restricted capital allocations to support reorganisation, improvement and expansion of school provision to meet growing pupil population.	High Priority B1	High Priority B2	**Nick Batchelar (Janine Nightingale)**
Education Consortium & Attainment 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.	High Priority B1	High Priority B2	**Nick Batchelar (Angela Kent)**
ICT Platforms Unsuitable/ Outdated The ICT platforms (desktop, software, network, servers, and telephones) will not be able to support the technologies required by the corporate change programme and deliver effective service to the council, or will not provide a reliable service due to age and condition of equipment and systems.	High Priority A2	Medium Priority (Red/Amber) C2	**Christine Salter (Phil Bear)**
ONGOING RISKS			
Budget prioritisation The delivery of a balanced budget in February 2015 for 2015/16 remains a key concern alongside the deliverability of further significant savings over the life of the Medium Term Financial Plan.	High Priority A1	High Priority A1	**Christine Salter (Marcia Sinfield)**
Financial Resilience The financial resilience of the Council is likely to reduce over the medium term given the scale of the financial challenge ahead (New Risk)			**Christine Salter (Marcia Sinfield)**
Budget Monitoring 2014/15 At the time the budget was set the achievability risk ratings for the directorate savings identified that of the £43.8 million only £12.5 million was rated green with a further £20.9 million rated amber green. The balance of £10.4 million was rated red amber or red. In addition, the planning status of the savings indicated that whilst £35.2 million were in the detailed planning stage or already realised, £8.6 million had a higher degree of risk as only general planning had been undertaken at that date.	High Priority A1	High Priority B1	**Christine Salter (Allan Evans)**
Health and Safety Ineffective compliance of health and safety through poor application and embedding of the 'Framework for Managing Health and Safety in Cardiff Council.	High Priority A1	High Priority B1	**Christine Salter (Christina Lloyd)**
Climate Change & 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.	High Priority B1	High Priority B1	**Jane Forshaw**
Information Governance Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools	High Priority A1	High Priority A2	**Christine Salter (Vivienne Pearson)**
Children's Potential for mismatch between children's needs and capacity to meet them if current trends continue, for example in children needing to be safeguarded, looked after and/or receive other services to support families and carers to care for them.	High Priority B1	High Priority B2	**Tony Young**
Health & Social Care Changing demographics and increasing expectations of vulnerable people put more pressure on services, increasing risk of budget overspend.	High Priority B1	High Priority B2	**Siân Walker**
Safeguarding - Health & Social Care Failure to safeguard vulnerable people.	High Priority B1	High Priority B2	**Siân Walker**
Performance Management A performance management culture is not embedded within the Council leaving the Council exposed to intervention by Welsh Government in line with the Local Government (Wales) Measure 2009 and associated requirements	High Priority B2	High Priority B2	**Christine Salter (Martin Hamilton)**
Organisation Development OD projects fail to deliver the radical change required to deliver efficiency savings and service changes, due to service and resource pressures.	High Priority B1	High Priority B2	**Christine Salter (Martin Hamilton)**
Business Continuity Large scale incident/loss affecting the delivery of services.	High Priority B1	Medium Priority (Red/Amber) C1	**Martin Hamilton**
Education – Schools Delegated Budgets Secondary Schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools.	High Priority A2	High Priority B2	**Nick Batchelar (Neil Hardee)**
Legal Compliance Changes in services and staff roles across the Council resulting in: 1) Gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate; 2) Inability to deliver the services in accordance with all duties and responsibilities due to lack of resource in each case leading to increased risk of challenges. Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.	High Priority B2	Medium Priority (Red/Amber) C2	**Christine Salter (Shaun Jamieson)**
Fraud Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.	High Priority B2	Medium Priority (Red/Amber) B3	**Christine Salter (Derek King)**
Asset Management Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	High Priority B2	Medium Priority (Red/Amber) C2	**Neil Hanratty**
Workforce Planning Importance of forecasting and planning to building capability and capacity is not recognised and is not fully embedded.	Medium Priority (Red/Amber) B3	Medium Priority (Red/Amber) B3	**Christine Salter (Philip Lenz)**

CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

CABINET MEETING: 2 JULY 2015

CORPORATE SAFEGUARDING GOVERNANCE

REPORT OF THE DIRECTOR OF SOCIAL SERVICES

AGENDA ITEM:5

PORTFOLIO: DEPUTY LEADER & CABINET MEMBER FOR EARLY YEARS, CHILDREN & FAMILIES (COUNCILLOR LENT)

Reason for this Report

1. The purpose of this report is to enable Cabinet to:

   a) Consider proposed arrangements to strengthen Corporate governance in relation to safeguarding requirements.
   b) Respond to the findings and recommendations of a Welsh Audit Office (WAO) report concerning the effectiveness of the City of Cardiff Council's corporate safeguarding governance arrangements.

Background

2. An established 'Corporate Safeguarding Group' had been operating up until March 2013. Until that time the group had been chaired by either of the Chief Officers in Adult Services or in Children's Services. These arrangements held good for some time but struggled to maintain continuity as the result of a number of changes to senior management in the social care Directorates during 2012-13. The last full meeting under those arrangements took place in March 2013.

3. In 2014 the Welsh Audit Office (WAO) commissioned an all Wales 'study' of the effectiveness of safeguarding governance arrangements in relation to children across all councils. This was undertaken in Cardiff during March to May 2014. The WAO is due to publish a national thematic report for public consumption but has already provided each council with a separate confidential report setting out the findings of the study in relation to the respective councils. A copy of the report concerning the City of Cardiff Council (October 2014) is attached at Appendix I.

Welsh Audit Office (WAO) Study

4. By the autumn of 2013 it had already been acknowledged by key internal stakeholders, including the Chief Officer for HR and the newly incumbent Statutory Director of Children's Services, that a review and re-energising

of arrangements to discharge effective Corporate Safeguarding and Scrutiny obligations was necessary.

5. This, and a significant shift throughout the Council towards a much more effective focus on key delivery and performance improvement requirements, was recognized by the WAO in their report concerning Cardiff's safeguarding assurance arrangements –

    "The Council's Corporate Plan sets a range of key actions for its Children's Social Services to continue to develop and strengthen the role and responsibilities of the Council's safeguarding and corporate parenting..........." (WAO Report, para 7, p 5) Also that *"...the Council was in the process of developing new systems for governance and scrutiny of safeguarding but these had not yet become fully embedded"* (WAO Report, para 12, p 6)

    And

    "..at the time of our review, the Council was undergoing significant management change........we are aware that the Council is planning to create a Designated Officer post in Education to comply with Welsh Government (WG) guidance on Safeguarding in Education." (WAO Report, para 8, p 5)

    And

    "...a significant role of the new operational manager safeguarding will focus on developing an independent Council-wide safeguarding function, designed to provide a source of advice, support and independent challenge to safeguarding practice. At the time of our assessment, however, these arrangements were not in place." (WAO Report, para 12, p 6)

6. The report also noted that:

    "The Council has a local Child Protection Policy that outlines the key principles of child protection in the city." (WAO Report, para 8, p 5). And that "*The Council has a comprehensive risk management approach to support how it meets its children safeguarding responsibilities."* (WAO Report, para 11, p 6). Also that "*The Council has systems for the safe recruitment of staff and volunteers."* (WAO Report, para 14, p 7)

7. Similarly, changes in the key external statutory body – the Local Safeguarding Children Board which were at that time very recent, were acknowledged in the report –

    "The recently created Cardiff and Vale of Glamorgan Local Safeguarding Children Board provides the overview for safeguarding in the city." (WAO Report, para 7, p 5)

8. Although there is clearly a measure of encouragement and assurance to be derived from these findings both in terms of fundamental systems and

in terms of an overall improvement agenda, the study also identified some further areas for improvement.

9. The areas identified for improvement derive in the main from the outcome of a WAO survey issued to "..Elected Members, senior managers, education, schools and leisure staff", in all Councils across Wales. The total number of Cardiff respondents to each of 11 questions was 41. In relation to the improvement areas identified, Cardiff responses contrasted unfavourably in percentage terms with the All Wales responses (based on 1996 individual respondents). Although the numbers in the Cardiff survey were somewhat low, the messages are not inconsistent with what we would have expected, given the need to re-energise governance arrangements.

10. The key improvement areas identified by the WAO study are largely concerned with performance monitoring; training and awareness; and overall governance as follows:-

    P1 Ensure the Council develops effective arrangements to monitor, evaluate and challenge information and performance of safeguarding.
    P2 The Council should clarify who designated officers with responsibility for safeguarding are.
    P3 Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that corporate arrangements are working effectively.
    P4 Improve the work of the Council's scrutiny committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements.
    P5 Ensure all elected members and staff who encounter children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.
    P6 Identify and agree an appropriate internal audit programme of work for safeguarding across the Council (WAO Report, para 22, p 8)

11. It is important to note finally that the WAO findings reflected an effective programme of ongoing training for staff in Health & Social Care, Children's Services and Education Directorates. The report emphasised the need to broaden the exposure of a wider cohort of 'customer-facing' staff and of members to an appropriate level of awareness.

    "However, not all those who would benefit from this training have received it and the Council needs to ensure all those outside of education and social care who come into contact with children on a regular basis receive this training. A series of learning events for elected members on specific aspects of safeguarding children have been provided on a monthly basis since November 2013. To date, 37 attendances have been recorded at these evening briefing events. Because this training is not mandatory, attendance has been low" (WAO Report, para 17, p 7)

Proposed Corporate Safeguarding Governance Arrangements

12. A set of arrangements to take forward a more effective overall approach

to corporate safeguarding is set out in Appendix II (Corporate Safeguarding Governance Structure) and Appendix III (Corporate Safeguarding Board Terms of Reference). These are concerned principally with establishing a new internal governance function, strengthening awareness and training and securing stronger performance monitoring, audit and compliance.

13.   These new arrangements will enable a comprehensive response to each of the areas for improvement identified by the WAO study.

14.   It is important to note that:

- These proposed arrangements focus principally on corporate safeguarding governance. Aside from HR related processes, the proposals have no direct implications for the delivery of adult or children's social care practice. This is due to the fact that the governance arrangements for child protection arrangements and for the protection of vulnerable adults are provided for separately via the Director of Social Services - through the "Annual Council Reporting Framework" (i.e. Annual Report of the Director of Social Services); by the Local Safeguarding Children Board as the statutory body for children and by the Adult Safeguarding Board on a similar basis.
- The WAO study did not consider or identify proposals in relation to any of the operational practice referenced in i) above.
- Whilst the WAO report focused solely on corporate safeguarding arrangements in relation to the protection of children, the proposals set out in Appendix II and III also encompass vulnerable adults since it makes little sense to have separate corporate governance arrangements in respect of adults and children.

15.   The diagrammatic summary of the arrangements are designed to provide an 'at a glance' view of the overall structure. This diagram also illustrates how the newly recommended structure will align with the WAO Proposals for Improvement. Amongst the main features of the recommended arrangements are:

- The establishment of a more formalised 'board' level function – the 'Corporate Safeguarding Board (CSB)'. The 'board' is currently operating on a shadow basis pending the consideration of this report by Cabinet.
- The submission by all Directors of an annual 'compliance' report/return to the CSB detailing compliance with HR related vetting requirements, staff induction and training programmes and the identification of in-year thematic concerns that may have arisen in a given Directorate.
- The production of an Annual Corporate Safeguarding Report subject to Scrutiny and consideration by Cabinet.
- The incorporation of that report into the Annual Report of the Director of Social Services, thereby subject to agreement in full Council.

- The development of a more comprehensive safeguarding training and development programme for members.
- The development of a more comprehensive safeguarding training programme for staff other than those in education or social services.
- The development of clear and effective corporate safeguarding performance measures, facilitated by the submission of annual Directorate compliance reports/returns, cited at ii above.

16.   **Action Plan** – an Action Plan setting out how the newly recommended corporate safeguarding arrangements are being progressed and how each of the WAO Proposals are being addressed, is set out in Appendix 4.

17.   It is to be noted that the WAO study also indicated that there was some level of concern that the Council should do more to ensure that parents are better informed about how their children are safeguarded when using services and schools. Although this is based on the perception of a very small cohort of survey respondents, this is an issue that the recently established joint management arrangements between Education and Children's Services will consider and action further, as appropriate, in collaboration with the LSCB.

Reasons for Recommendations

18.   To enable Cabinet to:

a) Consider proposed arrangements to strengthen Corporate governance in relation to safeguarding requirements for vulnerable adults and children.
b) Respond to the findings and recommendations of a Welsh Audit Office (WAO) report concerning the effectiveness of the City of Cardiff Council's corporate safeguarding governance arrangements.

Legal Implications

19.   Section 28 of the Children Act 2004 places duties on local authorities in Wales amongst others to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

20.   The section also requires the authority to have regard to any guidance given for the purpose by the Welsh Ministers

21.   Safeguarding Children: Working Together under the Children Act 2004 sets out guidance from the Welsh Ministers for this purpose

22.   The recommendations reflect the need for the Authority to comply with such duties and requirements.

Financial Implications

23.   There are no direct financial implications arising from the report. It is assumed that any costs that may arise from the additional training in relation to safeguarding, referred to in the report, would be met from within existing service area budgets.

RECOMMENDATIONS

The Cabinet is recommended to:

1.   agree the proposals to strengthen Corporate Safeguarding governance, including the establishment of a Corporate Safeguarding Board, including the terms of reference *(appendix 3)*as outlined in this report

2.   agree the Action Plan *(appendix 4)* to support the implementation of the new governance arrangements and to respond to the WAO Proposals for Improvement.

3.   agree the response to the WAO proposals for improvement as outlined in Appendix 5

TONY YOUNG
Director
26 June 2015

The following appendices are attached:

Appendix 1 – Corporate Safeguarding Structure 2015-2016
Appendix 2 – Wales Audit Office Report
Appendix 3- Corporate Safeguarding Board - Terms Of Reference
Appendix 4- Corporate Safeguarding Action Plan
Appendix 5- Response to WAO Proposals

CORPORATE SAFEGUARDING STRUCTURE 2015-2016

CORPORATE SAFEGUARDING GOVERNANCE

Corporate Safeguarding Board (CSB)
- Established January 2015
  - Terms of Reference
  - Annual Work Programme
  - Audit Programme
  - Annual Corporate Safeguarding Report

Children & Young People, Community Care & Adults Scrutiny Committees receive annual corporate safeguarding report

Statutory Director of Social Services (DSS)
- Director of DSS Protocol
  - Annual Report of Statutory Director of Social Services to include Annual Corporate Safeguarding Report

Corporate Parenting Advisory Committee (CPAC)
- Annual Work Programme
  - Children's Complaints
  - Inspection Reports
  - 6 Monthly Reports of Independent Reviewing Officers
  - Member Development

SAFEGUARDING AWARENESS AND IDENTIFICATION

Staff Training and Induction
- Audit of Safeguarding Staff Training
- Annual Corporate Induction Programme
- Annual Corporate Safeguarding Training programme

Member Training
- Annual Corporate Parenting and Safeguarding Programme

PERFORMANCE MONITORING

DBS Data
- On-going and quarterly monitoring of safeguarding measures and DBS compliance across Council

Annual Safeguarding Compliance Return by Directorates to CPB

Compliance Audit 2015-2016
- Pembrokeshire and other National Reports

Overall Annual Position Statement
- Including DBS data
- Suite of indicators

Directorate / Corporate Risk Register – Identified Safeguarding Risks

WAO Proposal 2 and 5
P2 The Council should clarify who designated officers with responsibility for safeguarding are.
P5 Ensure all elected members and staff who encounter children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.

WAO Proposal 4
P4 Improve the work of the Council's scrutiny committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements.

WAO Proposal 1,3 and 6
P1 Ensure the Council develops effective arrangements to monitor, evaluate and challenge information and performance of safeguarding.
P3 Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that corporate arrangements are working effectively.
P6 Identify and agree an appropriate internal audit programme of work for safeguarding across the Council.

Council

Partnership

Local Safeguarding Adult's Board: Statutory Body for inter-agency governance of all agencies' safeguarding arrangements for adults in Cardiff and Vale of Glamorgan

Local Safeguarding Children's Board: Statutory Body for inter-agency governance of all agencies' safeguarding arrangements for children in Cardiff and Vale of Glamorgan

Local Authority Arrangements to Support Safeguarding of Children

City of Cardiff Council

Status of report

This document has been prepared for the internal use of City and County of Cardiff as part of work performed in accordance with the statutory functions.

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The team who delivered the work comprised Steve Blundell.

Contents

Summary report

Background

1. The safeguarding of children is everyone's responsibility. Local authorities have a statutory duty to have in place safeguarding arrangements which include strategic planning, support and guidance for all providers of relevant services in its area, and the direct provision of some services itself. In particular, local authorities have a duty to work in partnership with others to secure the safeguarding and wellbeing of children in their area, including the Local Safeguarding Children Board.

2. Employees and volunteers who work with children have specific safeguarding duties and responsibilities. Local authorities and schools must ensure through their Human Resources and personnel arrangements that adequate checks are in place to ensure that employees and volunteers are of good character and that their working practices are managed and monitored. Local authorities must also ensure that there are processes in place to investigate and record safeguarding allegations made against staff, teachers and support staff, and volunteers.

3. Members, chief executives and senior managers need to ensure that they have proper oversight of the safeguarding arrangements that are in place across the authority. They should actively seek and gain assurance that arrangements are operating effectively, as without this they will be unable to demonstrate that they have discharged their statutory obligation in respect of safeguarding.

4. During the period March to May 2014, the Wales Audit Office completed a review of the City and County of Cardiff's (the Council) assurance and accountability arrangements for ensuring that safeguarding policies and procedures are in place and are being adhered to. The study examined what the Council itself has done to seek assurance that its arrangements to support safeguarding are effective by reviewing how the Council is discharging its safeguarding responsibilities at all levels: Cabinet, Senior Management Team, Scrutiny and individual officers.

5. The study focused on answering the following: **Does the Council's governance and management arrangements provide assurance that children are safeguarded?** The main questions that the review sought to answer were:

   - Are there clear governance, accountability and management arrangements for overseeing whether the Council is meeting its safeguarding responsibilities to children?

   - Is the Council monitoring and evaluating appropriate information, which provides assurance that it is meeting its safeguarding responsibilities to children?

   - Are assurance systems operating effectively?

Review findings and conclusions

6. We examined policies relevant to safeguarding; reports to Council, Cabinet and Scrutiny; and set out below our conclusions based on the extent to which the Council has put in place, and is operating, effective management and assurance processes and controls for safeguarding. As part of this study, we made available an online survey for elected members, senior managers, education, schools and leisure staff to test the Council's arrangements for safeguarding. Surveying is valuable because it provides an insight into the Council from the perspective of the people who make decisions and do the work. It also allows us to test the relative strengths or weaknesses of local safeguarding arrangements and identify where councils can make improvements. The detailed survey findings for the Council are set out in Appendix 1, although we include headline conclusions where relevant in each of the following sections.

The governance, accountability and management arrangements for overseeing whether the Council is meeting its safeguarding responsibilities to children have some weaknesses, which the Council must address

7. The recently created Cardiff and Vale of Glamorgan Local Safeguarding Children Board provides the overview for safeguarding in the city. The Council's Corporate Plan sets a range of key actions for its Children's Social Services to continue to develop and strengthen the role and responsibilities of the Council's safeguarding and corporate parenting. The Council has a local Child Protection Policy that outlines the key principals of child protection in the city. The Council takes account of the equalities act when developing its policies and procedures, for example, 'Cardiff What Matters' has equalities built into the process.

8. We found that at the time of our review, the Council was undergoing significant management change with 12 new senior managers recently taking up post, including a new chief executive, director of social services, director of education and monitoring officer. There is consequently a major change in management responsibilities, organisational structure and culture taking place.

9. Welsh Government guidance 'Safeguarding Children: Working together under the Children Act 2004' sets out that local authorities should identify a named senior officer with responsibility for promoting safeguarding throughout the organisation. At the time of our review, it was not clear who in the Council had been given this role. This lack of clarity is echoed by our survey, which found that a significantly lower proportion of respondents than the survey average stated they know who the Council's Designated Officer for child protection is: 29 per cent compared with 67 per cent. However, we are aware that the Council is planning to create a Designated Officer post in Education to comply with new Welsh Government guidance on 'Safeguarding in Education'.

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10.   Similarly with regard to clarity of member roles, fewer respondents in Cardiff know who the Council's lead Councillor for child protection is as compared to the Wales average: 26 per cent compared with our survey average of 44 per cent. Clearly identifying who key officers and members are and promoting full awareness throughout the Council is key to ensuring a sustained focus on safeguarding. This highlights that the Council needs to undertake significant work to strengthen leadership and accountability for safeguarding.

11.   The Council has a comprehensive risk management approach to support how it meets its children safeguarding responsibilities. There is a risk management strategy and a corporate risk management group with responsibility for overseeing the Council's risk management work. However, awareness amongst managers on how risk management operates varied widely and some staff we interviewed were unclear how departmental and corporate risks were monitored and reviewed. The risk register identifies a 'Potential for mismatch between children's needs and capacity to meet them if current trends continue, for example in children needing to be safeguarded, looked after and/or receive other services to support families and carers to care for them'. This does not, however, identify safeguarding children as a specific risk for the Council.

The Council's arrangements for monitoring and evaluating its safeguarding responsibilities to children have some weaknesses which the Council is addressing

12.   At the time of our review, the Council was in the process of developing new systems for governance and scrutiny of safeguarding but these had not yet become fully embedded. The Council's safeguarding arrangements are subject to planned work by Scrutiny, although this is related to the wider children services agenda rather than testing corporate safeguarding arrangements. We were informed that a significant role of the new operational manager safeguarding will focus on developing an independent Council-wide safeguarding function, designed to provide a source of advice, support and independent challenge to safeguarding practice. At the time of our assessment, however, these arrangements were not in place.

13.   The Council has identified what information it needs to monitor and evaluate to determine if its children's safeguarding arrangements are working effectively and is in the process of creating new systems to monitor, evaluate and challenge information and performance. The Council has timeframes for monitoring and reviewing information and performance related to children's safeguarding. Most reporting is undertaken quarterly, although some specific information is reported weekly and high-profile information reported daily. The recent peer review identified a series of weaknesses in current performance management arrangements, which the Council is addressing.

14. The Council has systems for the safe recruitment of staff and volunteers. The Recruitment and Selection Policy and Procedure sets out the key principles which the Council intends to follow in relation to all recruitment and selection activity, and outlines the responsibilities of elected members and officers. The policy applies to the recruitment and selection of all Council employees, and is commended to governing bodies for implementation in relation to recruitment of schools-based employees. Human Resources has a recruitment team, that undertakes the recruitment process from advert to contract and oversee the appointment, deployment, and management of the process with schools.

15. However, we found that respondents in Cardiff were significantly less aware of how their role/job contributes to safeguarding and protecting children and young people than the survey average: 70 per cent compared with the Welsh survey average of 95 per cent. Likewise, fewer respondents strongly agreed or agreed that their responsibilities for safeguarding and protecting children and young people were explained when they started in their role than the survey average: 39 per cent in Cardiff compared with our survey average of 75 per cent.

16. The Council is taking steps to assure itself that members and staff are appropriately trained in safeguarding. Children services staff receive relevant training and training is provided to schools on a rolling annual programme. During 2013-14, the Social Care Training Centre delivered 46 individual training events in relation to Safeguarding Children, including a comprehensive training programme delivered on behalf of the Local Safeguarding Children Board. Attendees primarily came from children's services – 78.93 per cent (341 attendees) – and Health and Social Care – 15.79 per cent (151 attendees) – and the rest from other Council services and partners.

17. However, not all those who would benefit from this training have received it and the Council needs to ensure all those outside of education and social care who come into contact with children on a regular basis receive this training. A series of learning events for elected members on specific aspects of safeguarding children have been provided on a monthly basis since November 2013. To date, 37 attendances have been recorded at these evening briefing events. Because this training is not mandatory, attendance has been low.

18. Our survey found that the Council is well below the survey average for the number of people who have received training on safeguarding in the last six months – 12 per cent compared with 32 per cent – and has significantly more people who have never received safeguarding training: 29 per cent in the Council compared with our all-Wales survey average of 10 per cent.

The Council's approach to identifying and acting on improvements in its safeguarding arrangements has some weaknesses which the Council is addressing

19. The Council has an internal audit plan, but has not identified and agreed how it will use this resource to provide assurance on its corporate safeguarding arrangements. Some specific audit work is undertaken within children services relating to child protection and whilst there is regular reporting to Scrutiny of children services performance that includes a section on safeguarding, this is limited to performance relating to child protection and assessment and does not address broader safeguarding issues or give an overall assurance on safeguarding arrangements.

20. The Council is in the process of establishing an enhanced scrutiny role with independent reviewing officers and independent chairs. The Council has taken steps to assure itself that it complies with data protection requirements in relation to children. For example, the Director of Children Services is Caldicott Guardian[1] for the Council.

21. Our survey found that far fewer respondents feel that the Council deals effectively with specific incidents concerning safeguarding and protecting children and young people: 51 per cent compared with a Welsh average of 82 per cent. Similarly, a significantly lower proportion than the survey average strongly agreed or agreed that the Council informs all parents how their children are safeguarded and protected when using Council services and schools: 32 per cent compared with 55 per cent.

Proposals for improvement

P1	Ensure the Council develops effective arrangements to monitor, evaluate and challenge information and performance of safeguarding.
P2	The Council should clarify who designated officers with responsibility for safeguarding are.
P3	Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that corporate arrangements are working effectively.
P4	Improve the work of the Council's scrutiny committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements.
P5	Ensure all elected members and staff who encounter children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.
P6	Identify and agree an appropriate internal audit programme of work for safeguarding across the Council.

[1] A Caldicott Guardian is a senior person responsible for protecting the confidentiality of patient and service-user information and enabling appropriate information-sharing.

Appendix 1

Summary of survey findings
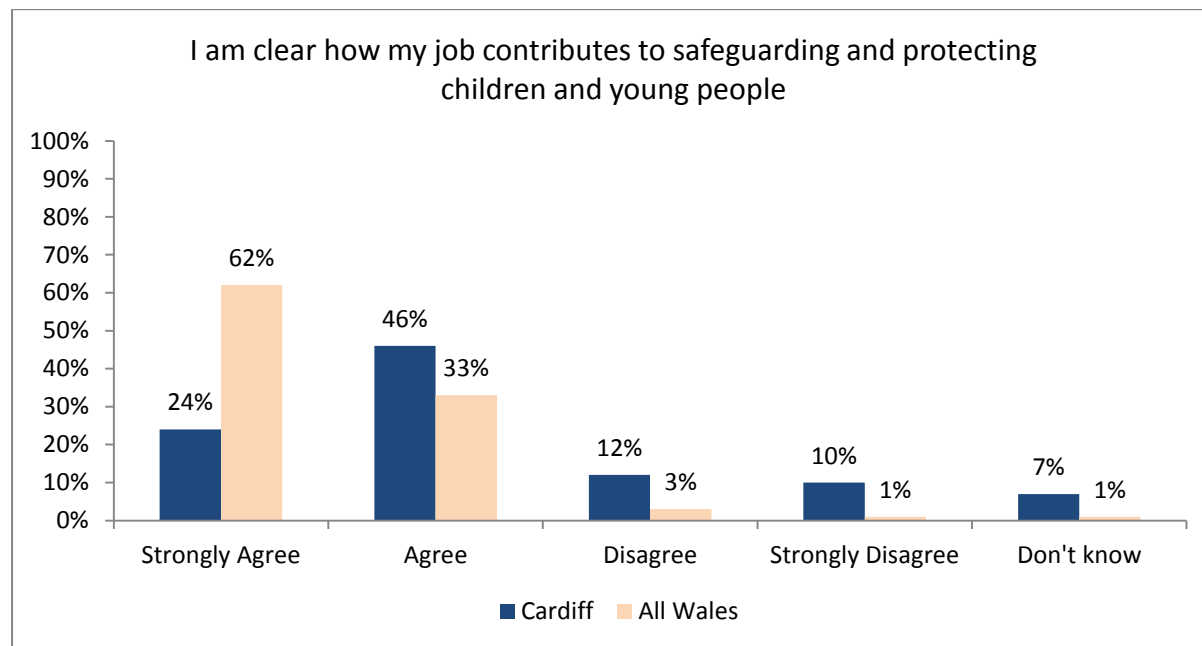
I am clear how my job contributes to safeguarding and protecting children and young people

	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Cardiff	41	-	-	10	19	5	4	3
Expressed opinion*				24%	46%	12%	10%	7%
All Wales	1,996	-	6	1,235	664	53	12	26
Expressed opinion*				62%	33%	3%	1%	1%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.

My responsibilities for safeguarding and protecting children and young people were explained to me when I started this role in the Council/school
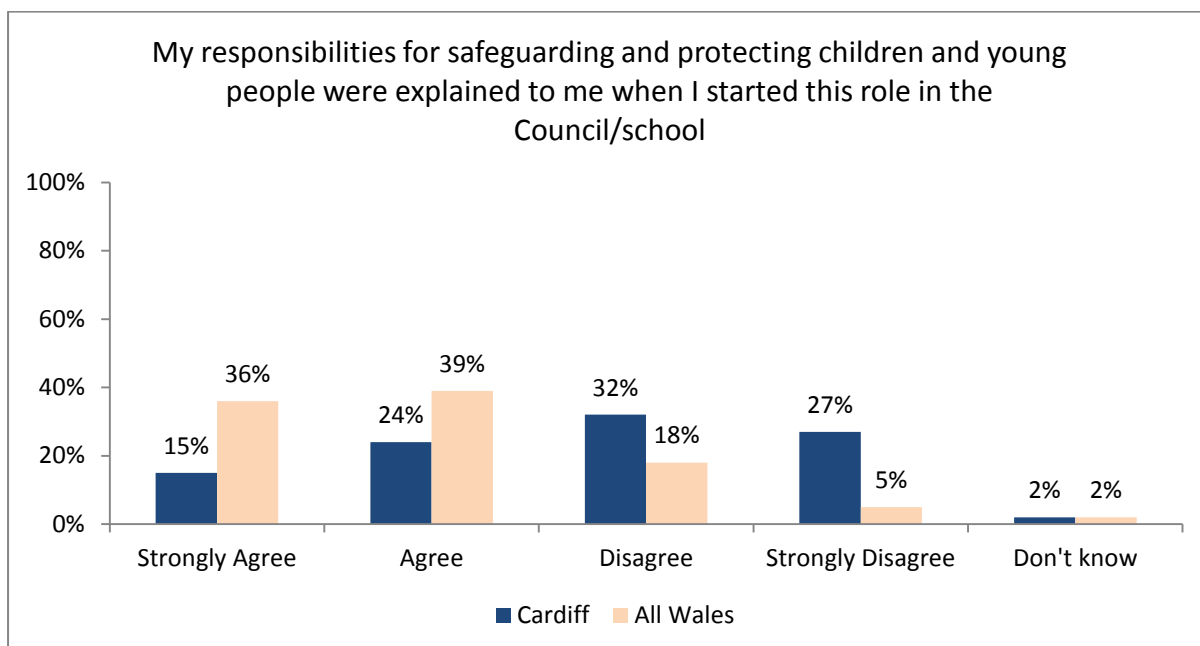
	Total	Not asked	No reply	Yes	No
Cardiff	41	-	-	12	29
Expressed opinion*				29%	71%
All Wales	1,996	-	13	1,337	646
Expressed opinion*				67%	33%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.

The person(s) accountable for safeguarding and protecting children and young people in the Council is:

Legend: ■ Cardiff ■ All Wales
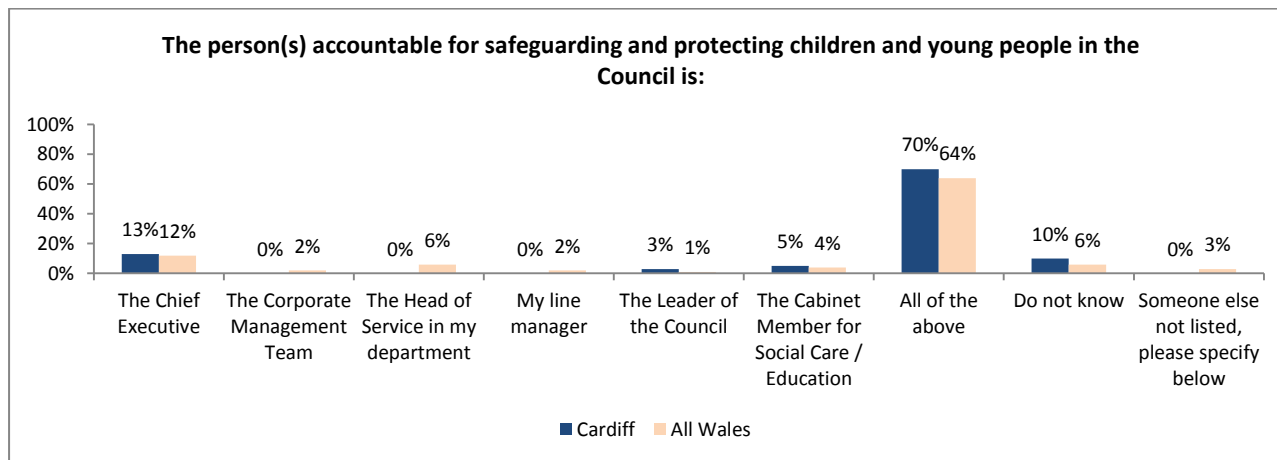
	Total	Not asked	No reply	The Chief Executive	The Corporate Management Team	The Head of Service in my department	My line manager	The Leader of the Council	The Cabinet Member for Social Care/ Education	All of the above	Do not know	Someone else not listed, please specify below
Cardiff	41	-	1	5	-	-	-	1	2	28	4	-
Expressed opinion*				13%				3%	5%	70%	10%	
All Wales	1,996	-	68	223	34	124	47	19	69	1,231	115	66
Expressed opinion*				12%	2%	6%	2%	1%	4%	64%	6%	3%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.

Do you know who is the Council's lead Councillor for child protection?
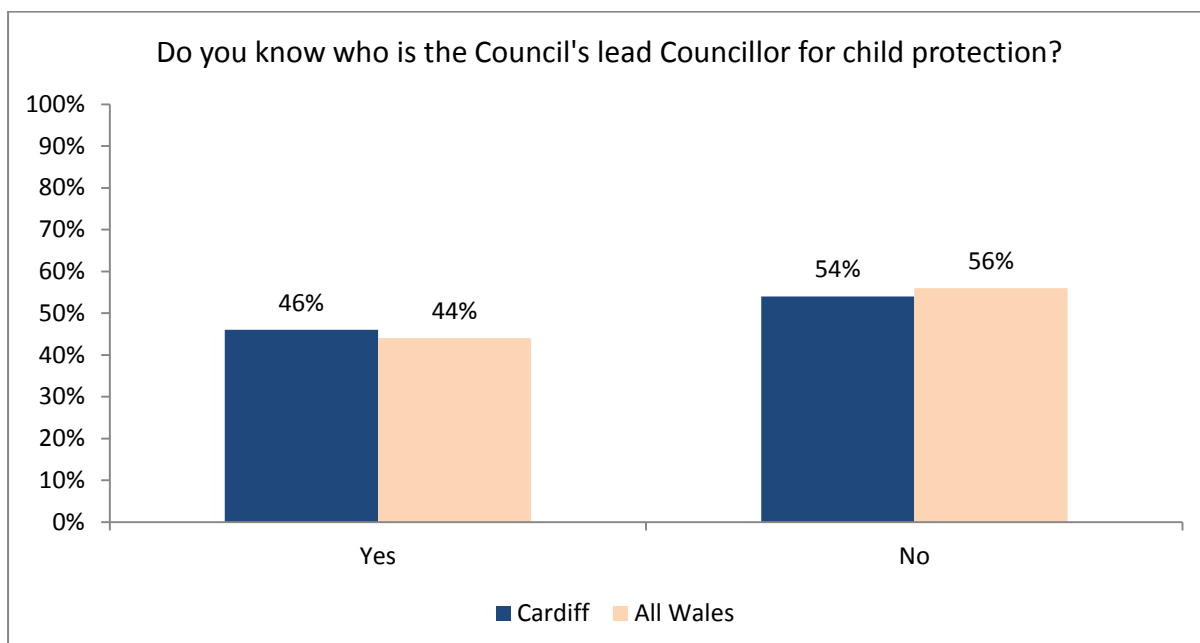
	Total	Not asked	No reply	Yes	No
Cardiff	41	-	-	19	22
Expressed opinion*				46%	54%
All Wales	1,996	-	13	881	1,102
Expressed opinion*				44%	56%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.

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When did you last receive training on safeguarding and protecting children and young people?

	0-6 months ago	7-12 months ago	1-2 years ago	More than 2 years ago	I cannot remember	I have never received training
Cardiff	12%	12%	7%	10%	29%	29%
All Wales	32%	23%	19%	10%	6%	10%
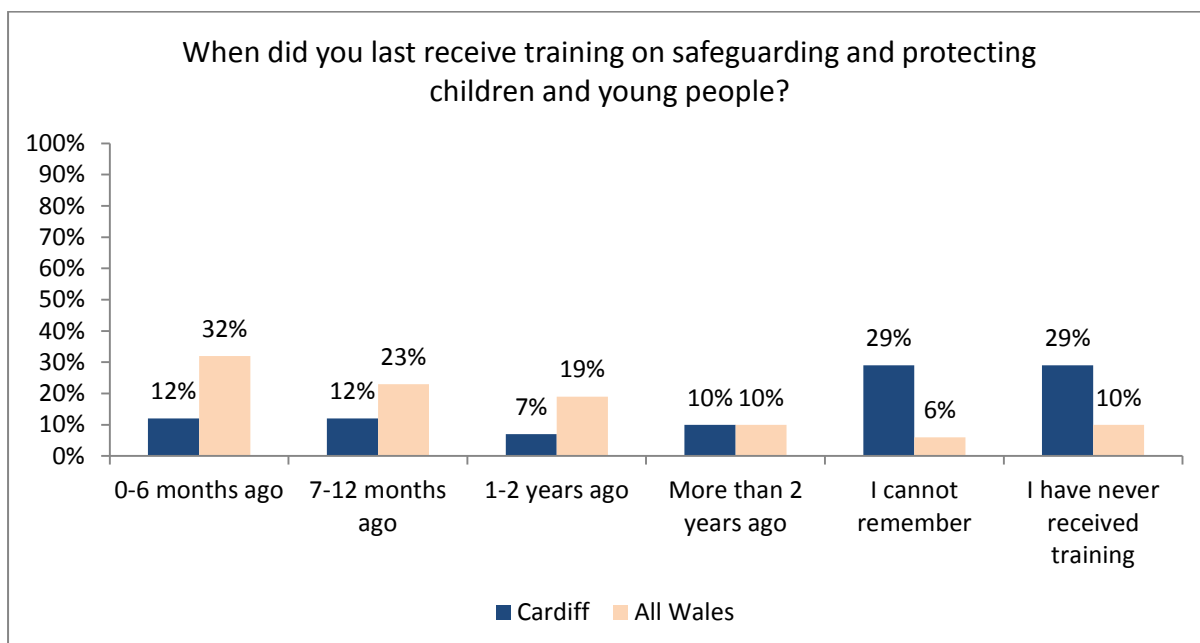
■ Cardiff　■ All Wales

	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Cardiff	41	-	-	15	18	1	-	7
Expressed opinion*				37%	44%	2%		17%
All Wales	1,996	-	10	1,266	628	27	4	61
Expressed opinion*				64%	32%	1%	0%	3%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.

The Council deals effectively with specific incidents concerning safeguarding and protecting children and young people
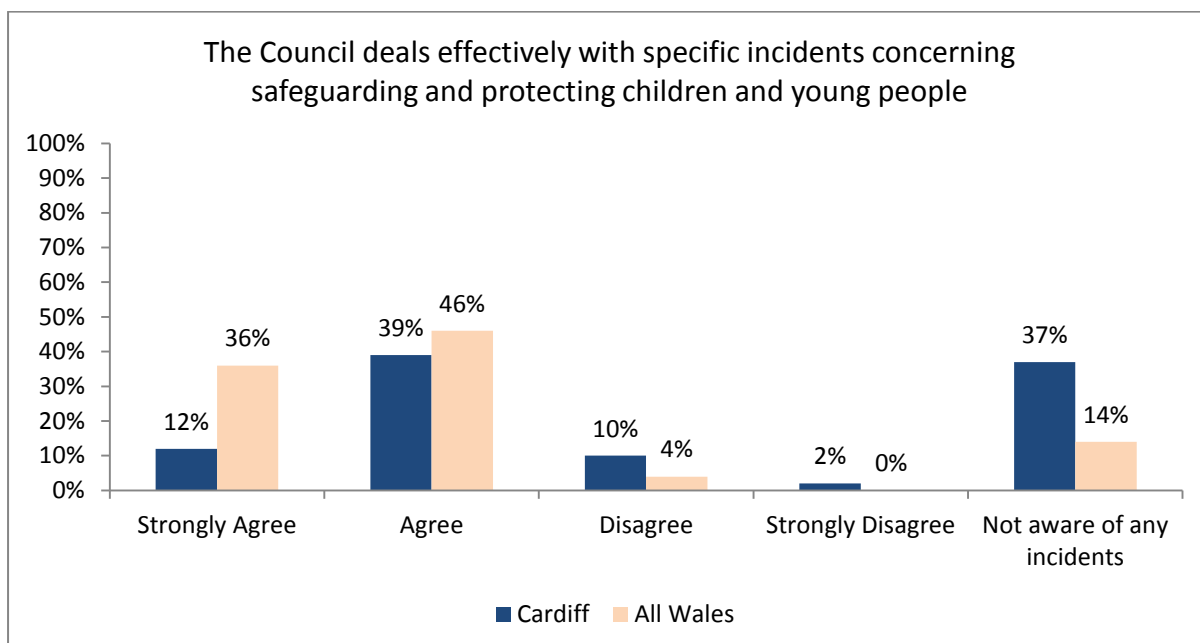
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Not aware of any incidents
Cardiff	41	-	-	5	16	4	1	15
Expressed opinion*				12%	39%	10%	2%	37%
All Wales	1,996	-	11	722	911	76	5	271
Expressed opinion*				36%	46%	4%	0%	14%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.

The Council is good at safeguarding and protecting the children and young people that use its services and schools
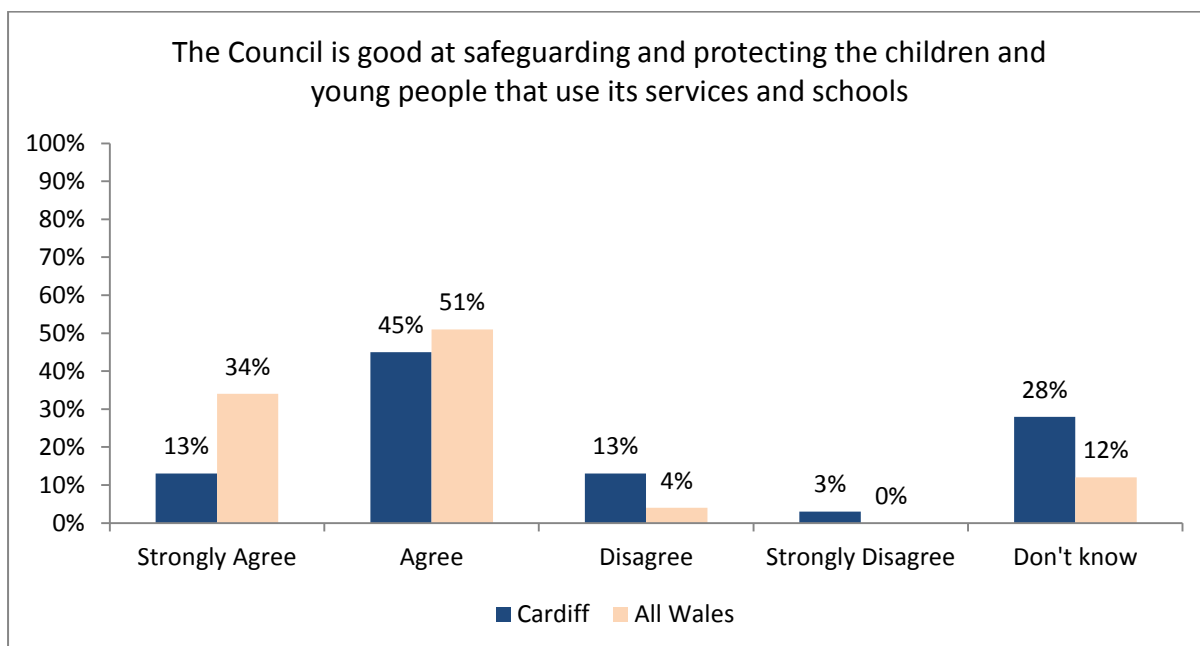
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Cardiff	41	-	1	5	18	5	1	11
Expressed opinion*				13%	45%	13%	3%	28%
All Wales	1,996	-	20	665	1,000	74	3	234
Expressed opinion*				34%	51%	4%	0%	12%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.

The Council invests sufficiently in safeguarding and protecting children and young people
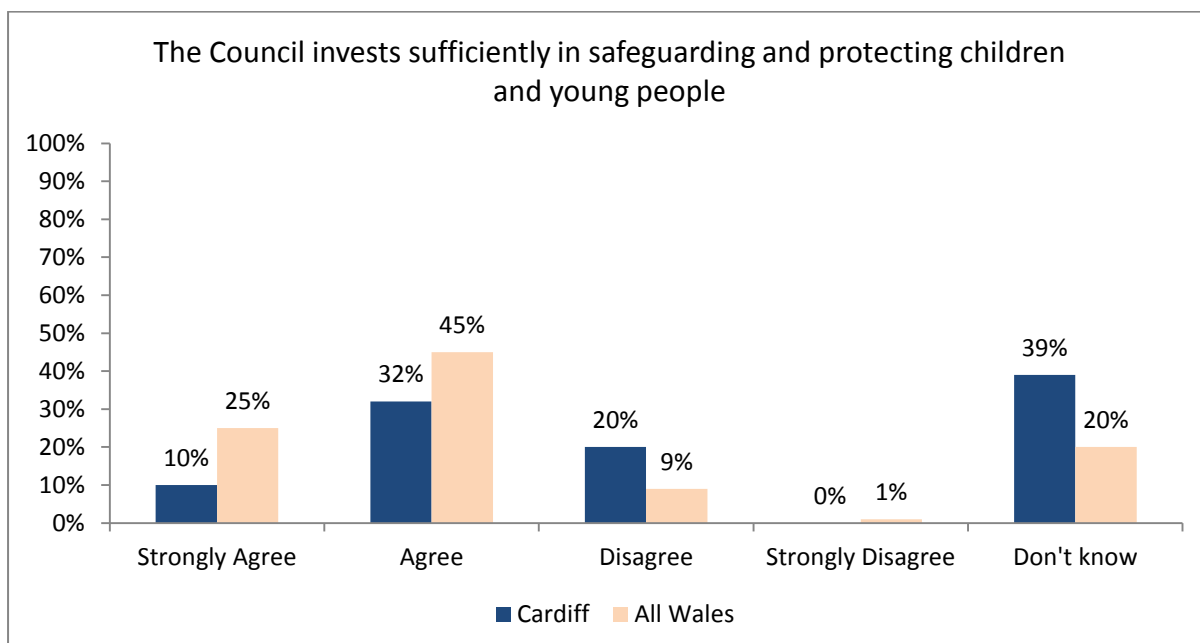
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Cardiff	41	-	-	4	10	16	4	7
Expressed opinion*				10%	24%	39%	10%	17%
All Wales	1,996	-	20	344	794	339	79	420
Expressed opinion*				17%	40%	17%	4%	21%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.

Procedures for safeguarding and protecting children and young people are clear FOR THE COUNCIL
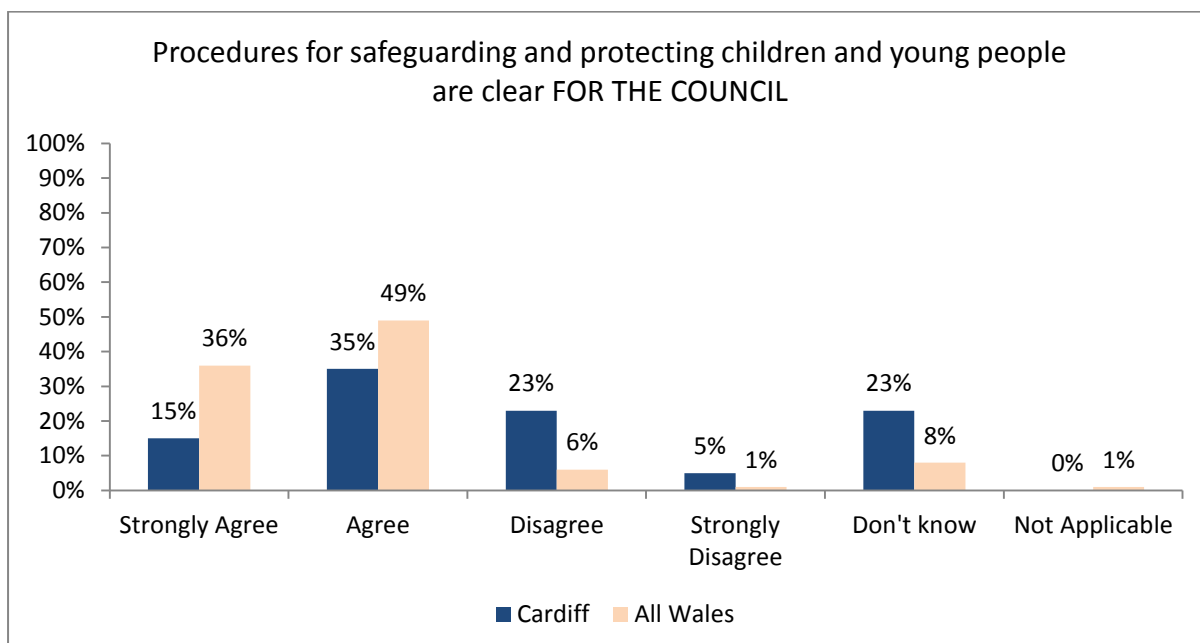
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know	Not applicable
Cardiff	41	41	-	-	-	-	-	-	-
Expressed opinion*									
All Wales	1,996	1,399	34	435	92	3	-	5	28
Expressed opinion*				81%	17%	1%		1%	5%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.

Page **17** of **20** - Local Authority Arrangements to Support Safeguarding of Children **-** City and County of Cardiff

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I know what to do if I have concerns about the safety and well-being of a child
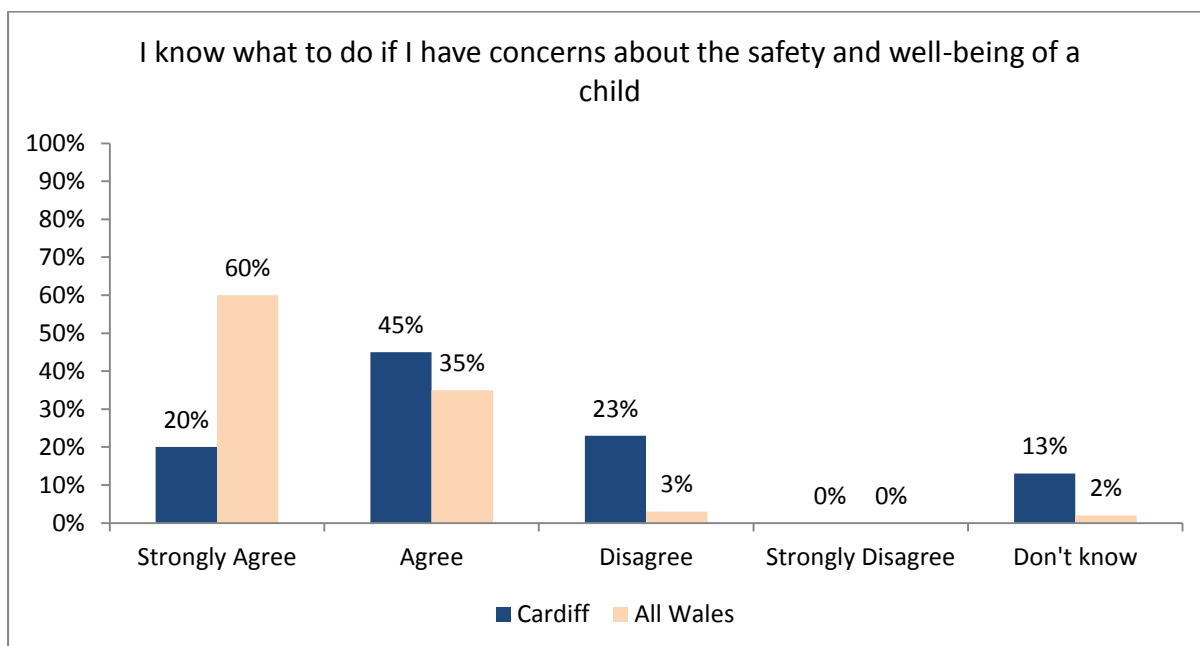
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Cardiff	41	-	1	8	18	9	-	5
Expressed opinion*				20%	45%	23%		13%
All Wales	1,996	-	29	1,174	683	64	8	38
Expressed opinion*				60%	35%	3%	0%	2%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.

Page **18** of **20** - Local Authority Arrangements to Support Safeguarding of Children **-** City and County of Cardiff

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The Council informs all parents how their children are safeguarded and protected when using Council services and schools.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know
Cardiff	5%	27%	24%	5%	39%
All Wales	14%	41%	11%	1%	33%
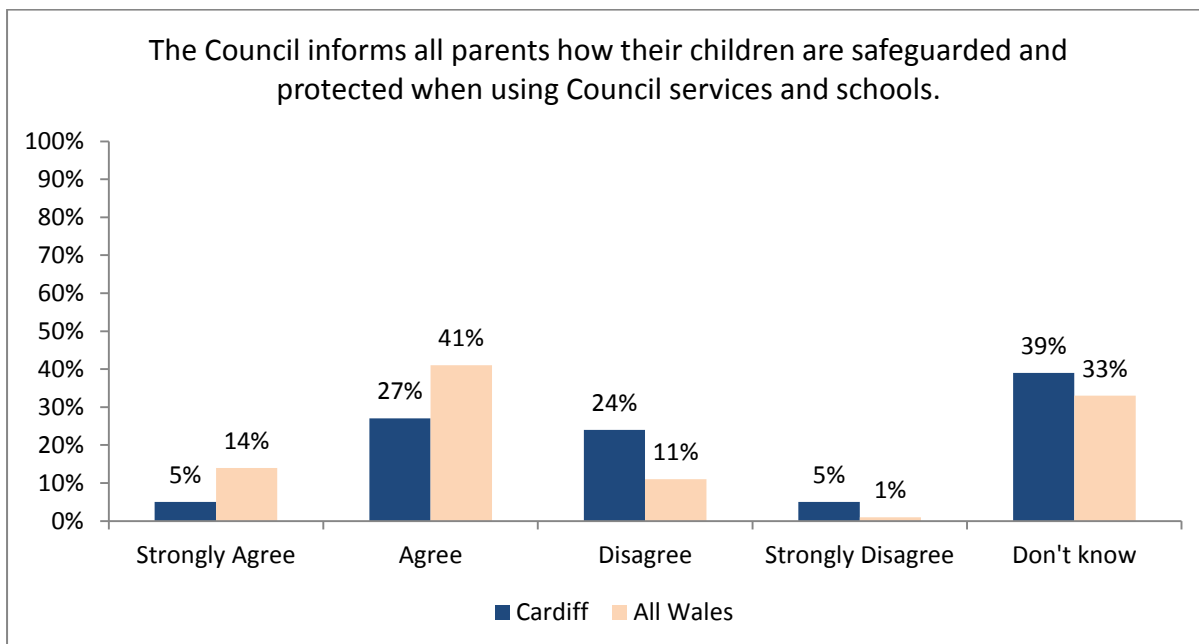
■ Cardiff ■ All Wales

	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Cardiff	41	-	-	2	11	10	2	16
Expressed opinion*				5%	27%	24%	5%	39%
All Wales	1,996	-	27	269	816	213	29	642
Expressed opinion*				14%	41%	11%	1%	33%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.

CORPORATE SAFEGUARDING BOARD - TERMS OF REFERENCE
APRIL 2015

OVERALL PURPOSE

The Corporate Safeguarding Board (CSB) will:

1. Ensure the compliance of all Council Directorates with key safeguarding requirements in relation to children and vulnerable adults.
2. Support the Statutory Director of Social Services in the discharge of his/her wider safeguarding duties.
3. Support HR in the delivery of key vetting and barring requirements and workforce development.
4. Provide an Annual Corporate Safeguarding Report, setting out the performance of all Directorates, in relation to vetting and barring, staff safeguarding training, and the operation of front-line services in terms of their effectiveness in identifying and referring safeguarding concerns.
5. Review and develop relevant corporate safeguarding standards and policy.
6. Review and develop appropriate corporate safeguarding performance measures.
7. Advise the Head of the Paid Service and recommend relevant action in relation to corporate safeguarding standards and policy.
8. Promote effective cross Directorate safeguarding practice particularly in terms of information sharing and data collection, front-line operational awareness, staff training and wider partnership engagement.

MEMBERSHIP

Members will include the Director of Social Services; the Monitoring Officer, or senior nominee; the Operational Manager for Safeguarding and Independent Review; a relevant Operational Manager for each Directorate; Operational Manager for Improvement and Information who will also represent the SIRO; a lead officer from ICT; a Senior Auditor.

CHAIRING

The Board will be chaired by the Cabinet Member for Corporate Services and Performance.

FREQUENCY OF MEETINGS

The Board will meet quarterly.

RED – High priority
AMBER – Medium Priority.
YELLOW – Medium Priority.
GREEN – Low priority.

		ACTION	TARGET	LEAD OFFICER	RAG STATUS
1		**CORPORATE SAFEGUARDING GOVERNANCE**			
	1.1	To establish the Corporate Safeguarding Board (CSB)	March 2015	TY	Completed Jan 2015 🟢
	1.2	To determine the annual Work Programme	Initial Action Plan	AD	Agreed February 2015 🟢
	1.3	To produce an annual Corporate Safeguarding Report and establish arrangements to present to relevant Scrutiny committees annually	July 2015 and annually	TY	🟢
	1.4	To develop a tool for compiling annual safeguarding compliance returns from each directorate	September 2015	AD	🟢
2		**SAFEGUARDING AWARENESS**			
	2.1	Revise / develop a Corporate Safeguarding Training and Development Programme for staff	June 2015	AD (JF)	🟠
	2.2	Revise / develop a Corporate Safeguarding Training and Development Programme for members	June 2015	MR (JF)	🟠

		ACTION	TARGET	LEAD OFFICER	RAG STATUS
	2.3	Finalise and publicise a Council Safeguarding Policy and Protocol for members and officers, identifying the Council's Lead Safeguarding Officer, key officer and members roles and responsibilities	July 2015	MR	🟠
	2.4	To agree appropriate policy in relation to the appointment of school governors.	September 2015	MR / CJ	🟢
3		**PERFORMANCE MONITORING**			
	3.1	Verification that all of those who work with Children within the Local Authority have an up to date DBS.	September 2015	AB	🟢
	3.2	Undertake Compliance Audit against Pembrokeshire Report and other safeguarding requirements (e.g. DBS)	October 2015	AD / AB	🟢
	3.3	Undertake an audit of professional strategy meetings processes	October 2015	AD	🟢
	3.4	Agree an audit programme for 2016-17	March 2016	VP / AD	🟢
	3.5	Develop a suite of Corporate Safeguarding indicators to promote transparent governance and accountability	December 2015	VP / AD	🟢

Response to WAO Proposals

P1 Ensure the Council develops effective arrangements to monitor, evaluate and challenge information and performance of safeguarding.

This improvement proposal is agreed. A Corporate Safeguarding Action plan has been developed to ensure effective monitoring, evaluation and challenge in relation to safeguarding performance. Strengthened governance arrangements are now in place and will support annual reporting to relevant Scrutiny Committees; this will be facilitated by a suite of specifically designed safeguarding indicators. (See Corporate Safeguarding Action Plan points 1.1, 1.3, 3.4).

P2 The Council should clarify who designated officers with responsibility for safeguarding are.

This improvement proposal is agreed. Corporate Safeguarding Action Plan priority 2.3. will ensure the production of a clear Safeguarding Policy and Protocol for members and officers and which will define, identify lead roles and responsibilities.(See Corporate Safeguarding Action Plan 2.3).

P3 Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that corporate arrangements are working effectively.

This improvement proposal is agreed. A Corporate Safeguarding Action plan has been developed to ensure effective monitoring, evaluation and challenge in relation to safeguarding performance. (See Corporate Safeguarding Action Plan 3.5).

P4 Improve the work of the Council's scrutiny committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements.

This improvement proposal is agreed. Strengthened governance arrangements are now in place and will support annual reporting to relevant Scrutiny Committees (see Corporate Safeguarding Action Plan point 1.3).

P5 Ensure all elected members and staff who encounter children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.

This proposal agreed. Safeguarding awareness and reporting readiness will be significantly improved through the modernization and redevelopment of a more effective member and staff safeguarding training and development programme on a rolling basis. (See Corporate Safeguarding Action Plan points 2.1 and 2.2).

P6 Identify and agree an appropriate internal audit programme of work for safeguarding across the Council

This proposal agreed. The Corporate Safeguarding Action Plan sets out significant audit activity during 2015/16 and identifies the development of a future audit programme for 2016/17. (See Corporate Safeguarding Action Plan points 3.1, 3.2, 3.3 and 3.4).

CITY OF CARDIFF COUNCIL
GYNGOR DINAS CAERDYDD

CABINET MEETING: 2 JULY 2015

EARLY HELP STRATEGY

REPORT OF DIRECTOR OF SOCIAL SERVICES

AGENDA ITEM: 6

PORTFOLIO: EARLY YEARS, CHILDREN AND FAMILIES
(COUNCILLOR SUE LENT)

Reason for this Report

1.   To inform the Cabinet of the Early Help Strategy and the proposed new approach that strengthens joint working and information sharing to ensure that children and their families are put at the centre of planning and receive the support they need at the right time and in the right way.

2.   To seek Cabinet's agreement that the Council sign up to the Early Help Strategy as a key statutory partner, with a lead role for its implementation across the Cardiff Partnership.

Background

3.   Cardiff is a city of huge contrasts. In some parts of the city significant numbers of children, young people and families are living in relative poverty. We know from research that poverty impacts on children's physical and mental health, accident rates, education achievement and opportunities for social inclusion. Bringing children up in areas of deprivation creates additional stresses for parents and carers, with money worries and worries about children's safety coming out as the highest concerns when research was undertaken to inform the Family Support Strategy in 2008-11.

4.   The growing interest in early intervention and prevention reflects the widespread recognition that it is better to identify problems early and intervene effectively to prevent their escalation than to respond only when the difficulty has become so acute as to demand action. It is better for the individuals concerned, their families and society more broadly; it avoids a lot of personal suffering, reduces social problems and generally, it costs less than remedial action.

5.   Cardiff has a range of family support services, some provided by statutory agencies and others by the Third Sector. A significant number of these are funded via Welsh Government initiatives such as Families First, Flying Start, Integrated Family Support Services (IFSS) and Communities First.

6.   The Early Intervention & Prevention Steering Group has developed the Early Help Strategy to promote and facilitate intervening early and as soon as possible to tackle problems emerging for children, young people and their families, or with a population most at risk of developing problems.

7.   The work of the group aims to ensure that families receive the most appropriate support to meet their needs at the earliest opportunity, in order to secure better outcomes and the cost effective delivery of services. The work of the Steering Group has built upon work previously undertaken within the context of the Family Support Strategy (FSS), taking account of the key priorities of the FSS whilst addressing current requirements arising from Welsh Government initiatives such as Communities First, Flying Start, Families First and Integrated Family Support Services.

8.   Engagement of partners in the Steering Group has been positive and work has been undertaken to develop a common language that describes preventative support as "Early Help" with a focus on support rather that assessment. It promotes the right conversations taking place at the right time, between the right people.

Issues

9.   All organisations in the Cardiff partnership share in the responsibility for safeguarding and promoting the welfare of children and young people. Working alongside other agencies is extremely effective for improving outcomes for children due to the cross cutting themes that organisations are able to come together over. It's by coming together to share information and raise concerns that we can increase the likelihood of protecting children from harm and promoting their welfare so that fewer children suffer from significant harm.

10.   In order to strengthen the approach to Early Help across the Partnership and to secure the timeliness of progress against the key tasks required for the successful implementation of the Early Help Strategy, Children's Services has reconfigured existing funding to create two dedicated posts that will be responsible for progressing actions set out in the Implementation Plan located at **Appendix 2** of this report..

- Prevention & Partnerships - Improvement Project Manager will lead on the development of Cardiff's Early Help Strategy, promoting best practice in the delivery of Early Help Services across Cardiff and facilitating effective partnership working in the delivery of Early Help Provision.

- Social Work Services - Improvement Project Manager will lead on the remodelling and implementation of Social Work Services to meet changing need and promote strengths based approaches. The post will contribute to the development and implementation of a Multi-Agency Safeguarding hub, promote best practice in the delivery of Children's Social Work Services across Cardiff and

facilitate effective partnership working in the delivery of the new practice model

- Additionally the realignment of the Family Intervention and Support Service (FISS) Manager's duties will create additional capacity to provide a strategic lead for the re-alignment of Children's Services preventative services and implementation of the Preventative Strategy in relation to extending targeted interventions.

Approach and Expected Outcomes

11. This is a multi-agency approach underpinned by the following principles:

- Wherever possible all children's and families' needs will be met within universal settings (e.g. Early Years, Health Visiting, Schools, Youth Services, Play Services GPs etc).
- As soon as any practitioner is aware that a child has any additional needs he/she will talk to that child and their family and offer advice and support to meet that need.
- Families will be empowered to identify their own problems, needs and solutions. In most cases, outcomes for children will only be improved by supporting and assisting parents/carers to make the changes identified by them with practitioners.
- Our approach will be to work with families, "doing with" rather than "doing for" or "doing to", offering support and services that help families find their own sustainable solutions. The vehicle for delivering services in this way will be Restorative Approaches – a well evaluated approach to working with families that has been tried and tested both locally and on a national scale with positive outcomes.
- Effective interventions are dependent on doing the following steps: See, assess, plan, do and review.
- Once improvement is made, services will reduce or end so as not to create dependence.
- Our aim is always to build resilience in children and families and the capacity to overcome their own difficulties for the remainder of their lives.

12. The Strategy focuses on two strategic objectives and thereby achieving two strategic outcomes, namely:

- **Strategic Objective 1** - Ensure that children & young people receive help at the lowest level or intervention that is safe and effective in promoting good outcomes.
- **Strategic Objective 2** - Maximise the impact of Children's (Social) Services by strengthening the effectiveness of social work intervention and specialist / targeted family support.

13. Actions that address the requirements set out in the two key objectives above are detailed in the summary work plan located in Appendix G of

the Strategy Document located at **Appendix 1**. It is expected that these actions will contribute to achieving the following strategic outcomes:

- **Strategic Outcome 1** - To reduce the number of children, young people and their families requiring support at the "remedial" end of the Cardiff continuum of support to families (See Appendix D in the Strategy Document located at Appendix 1 – Spectrum of Need and Services for details).
- **Strategic Outcome 2** - To narrow the gaps for children and young people, at risk of poor outcomes, in Cardiff and their peers.

Financial Sustainability

14.   It is anticipated that over the next three years the implementation of the Early Help Strategy and its early intervention approach will achieve a 5% reduction in Cardiff's Looked after Children Population resulting in a £1,274,000 saving for the Local Authority.

15.   Savings of this order has been achieved by other Local Authorities that have brought together a suite of strategies combining the efforts of partners by focusing everyone who works with children and young people on a common goal of prevention. Local Authorities that have already adopted this approach have reduced the need to spend large sums on a few children with poor overall outcomes. Instead they spend lower cost effective sums on a wider population of children whilst securing better outcomes. This has resulted in fewer children's needs being met through the court arena, in the Looked After system or in the criminal justice system with more children being able to enjoy family life in their own homes.

Implementation

16.   The Cardiff Partnership is committed to working to achieve the objectives set out in this Strategy. Member agencies of the Vulnerable Children and Families Programme Board have agreed to seek authorisation from their individual organisations to sign up to the Strategy and progress regarding its implementation will be closely monitored by the Programme Board.

17.   The key actions required for implementing the strategy are set out in the Implementation Plan that accompanies this Strategy. This is located in **Appendix 2** of this report. The plan identifies actions that are:

- achievable within 6 months of the strategy launch (highlighted in blue),
- actions that can be achieved within 12-18 months of strategy launch (highlighted in pink) and
- actions achievable within 3 years (highlighted in green).

18.   The Plan also sets out the expected impact / outcomes related to each of the specified actions. Key to delivering the strategy is partnership working and the plan sets out not only the leads for the actions but the organisations / individuals who have been identified to support the lead in

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achieving the action and its expected outcome. It is intended that baseline data will be set during the first year of the plan, with progress targets being set in the second year with the expectation that annual improvements will be noted from the second year onwards.

19. Progress against the key actions outlined in the plan will be monitored via the Early Intervention and Prevention Steering Group with quarterly reports to the Vulnerable Children and Families Programme Board. Progress will also be reported on an annual basis to the Children and Young People's Scrutiny Committee.

20. The Strategy is expected to be launched in September / October 2015 where wider partner agencies will be asked to pledge their support to ensure that families in Cardiff receive the help they need at the time they need it through using the approach set out in the Strategy. It is recognised that providing the right level of support at the right time for families, wherever they live in Cardiff is a challenge but with the support and commitment of partners, we believe that we will move closer to this goal over the next three years as the Early Help Strategy becomes embedded in practice.

Equal Opportunities Implications

21. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to eliminate unlawful discrimination; advance equality of opportunity and; foster good relations on the basis of protected characteristics.

22. The equalities implications are set out in the Equality Impact Assessment appended to the report (Appendix 3). It is envisaged that the Strategy will promote equal opportunity for children, young people and families by ensuring consistency of response and approach.

23. The purpose of the Equality Impact Assessment is to ensure that the Council has understood the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty. The decision maker must have due regard to the Equality Impact Assessment in making its decision on the options to be submitted for consultation

Consultation

24. This is a Partnership Strategy that has been developed in consultation with Statutory and Voluntary Sector partners. Feedback from partners is contained in the main body of the Strategy in the section that deals with the **Cardiff Context**.

25. Additionally, parents and carers were consulted in respect of the Strategy, it's approach and their current experience of having their needs assessed and accessing Family Support Services availably in the city.

Parent and carers' feedback is also located in the **Cardiff Context** section of the Strategy.

26.   The Children and Young People's Scrutiny Committee considered the draft Early Help Strategy at its meeting in 12 May 2015. The Committee welcomed the development of the Strategy and its implementation plan, as well as the opportunity to review the document prior to its consideration at Cabinet. The Members noted that the Strategy stated that "wider partner agencies will be asked to pledge their support", for the strategy, however the Committee considered that this was not explicit enough and the Committee recommended that the Strategy should specify the key partners that must be involved to ensure the success of the strategy. Members' particular felt that the Play service and Youth Service must be involved. Members also considered that the communication and awareness raising of the strategy was also fundamental to its success. The Committee therefore wished to seek assurance that every effort will be made to enable all professionals to be made fully aware of the Early Help Strategy. The Strategy has been updated to reflect the Committee's feedback.

Reasons for Recommendations

27.   To consider the views of the Scrutiny Committee.

28.   To seek the Cabinet's agreement to this strategic approach to reducing Cardiff's Looked After Children population.

29.   To seek the Cabinet's agreement that key Directorates in the Council operate within the approach set out in the Early Help Strategy in order to improve outcomes for Cardiff families.

30.   To ensure that Cabinet continues to exercise effective oversight of this key Strategy.

<u>**Legal Implications**</u>

31.   It should be noted that member agencies have agreed to take the Strategy through the appropriate person in their organisations who will then be asked to sign up to it.   This is a parallel process to this report being presented to Cabinet. It is anticipated that the member agencies will sign up by early September with a launch in late September/early October at which time the wider partners will be asked to pledge their support.

<u>**Financial Implications**</u>

32.   Cardiff has a range of family support services, some provided by the Council and statutory agencies and others by the third sector. A number of these are funded via Welsh Government initiatives such as Families First, Flying Start and Communities First. The Early Help Strategy draws on all these services and sources of funding in order to promote and facilitate early intervention and to tackle problems emerging for children,

young people and their families. The Strategy utilises existing resources with two additional posts having been created within Children's Services through the realignment of existing budgets. Joint funding has also been identified with the Vale of Glamorgan Council, University Health Board and the Education & Lifelong Learning Directorate to fund a new OM 2 post that will lead on the integrated change programme for the Cardiff & Vale Local Safeguarding Children's Board. The report notes that it is anticipated that over the next three years the implementation of the Early Help Strategy and its early intervention approach will achieve a 5% reduction in Cardiff's looked after children population resulting in a saving of £1.285 million. This will be reflected as part of the Council's on-going budget strategy.

Human Resource Implications

33.   There are no HR implications directly attributed to this report. However, Cabinet can be assured that any changes to employees roles as a result of the implementation plan will be consulted on with the affected employees and trade unions, and any changes required will be done within both the Council's statutory obligations and Corporate policies.

RECOMMENDATIONS

Cabinet is recommended to:

1.   note the contents of this report and the Early Help Strategy

2.   Approve the Early Help Strategy and agree that Directorates within the Council that deliver services to children, young people and families be required to operate within the approach set out in the Strategy document located at **Appendix 1** of the report.

TONY YOUNG
Director
26 June 2015

The following appendices are attached:-

Appendix 1 - Early Help Strategy
Appendix 2 – Implementation Plan
Appendix 3 - Equality Impact Assessment

Cardiff Partnership
Early Intervention & Prevention Steering Group

Early Help Strategy

Cardiff Partnership
Early Intervention & Prevention Steering Group

Early Help Strategy

FOREWORD - PREVENTION IS EVERYBODY'S BUSINESS

This strategy marks the start of a new and exciting chapter in the development of services for children and families in need of support in Cardiff. This is true on a number of levels.

Common Purpose - Outcome Focused

This is the first time that Cardiff Children's Social Services has departed from a narrow focus on statutory functions and joined with its statutory and third sector partners to develop a coherently aligned strategy that is focused on prevention. This strategy aims to combine the skills, resources and commitment of all professionals in a unified way to deliver two key Outcomes.

It reflects a genuine partnership in which no one agency has primacy but in which all are committed to

- Reducing the number of children, young people and families requiring 'remedial' support or intervention.
- 'Narrowing the gap' so that children achieve their potential.

Evidence of 'What Works'

The Implementation Plan which flows from this strategy is obviously key and sets out a wide range of initiatives to support children and families. All are based on national evidence of 'what works'. Many are services that already exist in Cardiff but which, as a result of this strategy, will be able to enhance their impact because the strategy links their offer and resources with others, into a coherent whole. Some are completely new initiatives based on the latest thinking elsewhere in the UK including Leeds (with whom we have been able to establish a 'development' relationship) Manchester, Essex, Newcastle and Blackburn and Darwen. We have taken advantage of the experience of national third sector partners - Action for Children, Barnardos and the NSPCC and their evidence of what works. All of the initiatives are designed to help

children at the earliest stage of their lives when help can have a profound impact or at the earliest stage when difficulties are emerging - at the first sign of a given problem.

Fewer Looked after Children

Delivering this commitment will have major implications for thousands of children over the next 5 years because it will mean fewer children's needs being met through the court arena, in the Looked After system or in the criminal justice system. More children will be able to enjoy family life in their own homes.

Sustainable Futures - Cost Effective Services

It will have major implications for agencies who will be better able not only to sustain services in the face of considerable financial pressure but to deploy a greater proportion of those resources to much greater effect for the benefit of a greater number of children. Less of spending large sums on a few children with poor overall outcomes; more of spending lower cost effective sums on a wider population of children whilst securing better outcomes.

Empowering the Children's Workforce - Prevention is Everybody's Business

It will potentially transform the working lives of hundreds of professionals who would much rather work with families to enable their success and to see children thrive at home, than they would spend their time in adversarial relationships using compulsory measures. More professionals will be able to work therapeutically to help children and families deal constructively with modern day pressures, rather than focusing on assessment and control. The strategy aims to break down the barriers between statutory intervention sitting within one or two agency boundaries and prevention taking place somewhere else. We all know that safeguarding is everybody's business but it must be a priority for all those working with children to make prevention their primary focus not least because effective prevention makes children safer. It also makes them healthier, better adjusted and able to learn and develop. Prevention is everybody's business too.

A Very Big Challenge

I cannot think of a more challenging set of aspirations than those set out in this strategy. The devil is in the detail and the implementation. There will undoubtedly be things that just don't succeed. Many individuals or situations will defy the most determined efforts to help. Some will sustain change and others will relapse but as professionals we will need to draw on the strength of the evidence base and have the courage of our convictions that 'prevention works', if we want to make a real and lasting difference. We know that there are already many well established services in Cardiff where we can evidence transformational success. This strategy aims to multiply that success and maximise the impact of different professionals and services by combining our efforts more effectively and focusing everyone who works with children on a common goal - prevention.

This strategy has been developed as the result of the hard work of Cardiff Partnership's Early Intervention and & Prevention Steering Group. As the Chair of the Vulnerable Children and Families Board I am very grateful to the Steering Group and all of those who have contributed directly or in the course of consultation. The strategy reflects much of the latest evidence about 'what works'. It challenges us to 'Think Family' and respond to strengths and capacities rather than weaknesses and deficits. Designing services in keeping with these imperatives provides the underpinning value base that is the key to success.

Tony Young
Director of Children's Services
Chair - Vulnerable Children and Families Programme Board

Contents

Introduction

This document has two key functions. It sets out the strategic direction for delivering a partnership approach to **early help** and provides guidance for everyone who works with children, young people and families in Cardiff in order that the strategic approach can be successfully implemented across the Cardiff Partnership. This includes teachers, health practitioners and Third Sector practitioners such as family support, early years practitioners, youth workers, play workers and social workers.

It is about the way we can all work together, share information, and put the child and their family at the centre, to ensure that children and families receive the support they need at the right time and in the right way.

At the heart of the Strategy which seeks to make prevention everyone's business, are the following strategic objectives and outcomes:

Strategic Objective 1
- Ensure that children & young people receive help at the lowest level or intervention that is safe and effective in promoting good outcomes.

Strategic Objective 2
- Maximise the impact of Children's (Social) Services by strengthening the effectiveness of social work intervention and specialist / targeted family support.

Actions that address the requirements set out in the two key objectives above are detailed in the proposed summary work plan located at **Appendix A.** It is expected that these actions will contribute to achieving the following strategic outcomes.

Strategic Outcome 1
- To reduce the number of children, young people and their families requiring support at the "remedial" end of the Cardiff continuum of support to families (i.e. statutory services). See **Appendix B** – *Spectrum of Need and Services* for details.

Strategic Outcome 2
- To narrow the gaps for children, young people and families at risk of poor outcomes in Cardiff and their peers.

The approach is intended to benefit all children and young people what ever their level of need and as such it is inclusive of children with a disability.

The death of Victoria Climbie in February 2000 prompted a large and thorough review of UK child protection services, led by Lord Laming. This highlighted the importance of multi-agency working and information sharing in order to protect children and prevent them from coming to harm. As a result, a number of reforms came about as recommended in various publications and updated legislation. Organisations, both paid and unpaid, joined together to work more cooperatively towards a preventative and early intervention agenda.

We all share in the responsibility for safeguarding and promoting the welfare of children and young people. Working alongside other agencies is extremely effective for improving outcomes for children due to the cross cutting themes that organisations are able to come together over. It's by coming together to share information and raise concerns that we can increase the likelihood of protecting children from harm and promoting their welfare so that fewer children have to face the terrible circumstances of Victoria Climbie.

In Cardiff we believe that every child and young person should have the opportunity to reach their potential. We recognise that outcomes for children are best when they are supported to grow and achieve within their own families and community as families understand their own children.

Therefore, a key element to our approach to supporting children, young people and families in Cardiff is a commitment to **early help**. Our approach supporting children and families in Cardiff outlined in this guidance is underpinned by a commitment to **early help** approach through a range of evidence based interventions.

We strive to develop a range of flexible and responsive services that meet the changing needs of the children, young people and families of our city. We recognise the need to move the focus away from managing short-term crises and towards effective intervention and support for children, young people and families and their families at an earlier stage.

This is a multi-agency approach underpinned by the following principles:

- Wherever possible all children's and families' needs will be met within universal settings (e.g. early years, health visiting, schools, GPs etc).

- As soon as any practitioner is aware that a child has any additional needs he/she will talk to that child and their family and offer advice and support to meet that need.

- Families will be empowered to identify their own problems, needs and solutions. In most cases, outcomes for children will only be improved by supporting and assisting parents/carers to make the changes identified by them with practitioners.

- Our approach will be to work with families, "doing with" rather than "doing for" or "doing to", offering support and services that help families find their own sustainable solutions. The vehicle for delivering services in this way will be Restorative Approaches – a well evaluated approach to working with families that has been tried and tested both locally and on a national scale with positive outcomes.

- Effective interventions are dependent on doing the following steps: **See, assess, plan, do and review.**

- Once improvement is made, services will reduce or end so as not to create dependence.

- Our aim is always to build resilience in children and families and the capacity to overcome their own difficulties for the remainder of their lives.

The Cardiff Partnership is committed to working to achieve the objectives set out in this Strategy. Member agencies of the Vulnerable Children and Families Board have all signed up to the Strategy and progress regarding its implementation will be closely monitored by the Board.

The Strategy is expected to be launched in September 2015 where wider partner agencies will be asked to pledge their support to ensure that families in Cardiff receive the help they need at the time they need it. It is recognised that providing the right level of support at the right time for families, wherever they live in Cardiff is a challenge but with the support and commitment of partners, we believe that we will move closer to this goal over the next three years as the Early Help Strategy becomes embedded in practice.

Background

The growing interest in early intervention and prevention reflects the widespread recognition that it is better to identify problems early and intervene effectively to prevent their escalation than to respond only when the difficulty has become so acute as to demand action. It is better for the individuals concerned, their families and society more broadly; it avoids a lot of personal suffering, reduces social problems and generally, it costs less than remedial action.

Messages from Research

The most striking message coming from research is that early intervention works – when it is an appropriate intervention, applied well, following timely identification of a problem; and the earlier the better to secure maximum impact and greatest long term sustainability (both as early in the child's life as possible and/or as soon as possible after a difficulty becomes apparent). In recent years there has been a shift in policy, which is now placing greater emphasis on supporting adults in their parenting role.

Parenting is Key

Parents are the most significant influence on children, and parenting has profound consequences for their future lives, so it is important to persuade parents that engaging in their child's development can make a difference, and to build positively on their existing strengths and actively involve them in decisions.

Most parents need support of some kind at some time and we know from our local experience as well as from national research that effective parenting support does help improve parenting. We also know that disadvantage is not a block to good parenting but low levels of literacy and numeracy and confidence are obstacles, and self-perception contributes to parents' motivation to change – so it is particularly important to persuade such parents to engage with support services by convincing them that they can bring real and lasting benefits to their children.

Think Family Approach

Some parents have additional needs in their own right that impact on their ability to meet the needs of their children. Successful services for families with a parent with an additional need such as a mental health problem or a learning disability will:

- promote resilience and the wellbeing of all family members, now and in the future
- offer appropriate support to avoid crises and will manage them well if they arise
- secure child safety.

The Think Family approach therefore encourages the development of services that:

- offer an open door into a system of joined-up support at every point of entry
- look at the whole family and co-ordinate care
- provide support that is tailored to need
- build on family strengths.

The Cardiff Context: Demography

Cardiff is a city of 350,000 people that sits at the heart of the wider Cardiff Urban Zone in the South East of Wales. Cardiff contains areas of both significant affluence in the north of the city, as well as deep and longstanding areas of social-economic disadvantage, mostly located in what is known as the "Southern Arc". However, within less deprived areas there are also pockets of hidden deprivation. As Wales's largest city with its diverse population, it compares more easily with other cities across the UK including Sheffield, Manchester City and Newcastle.

Whilst Cardiff's Looked After Children (LAC) population per 10,000 children is at 84 lower than the Welsh average of 91, the population is higher than many comparable UK cities such as Sheffield which is 47 per 10,000 and Bristol which is 77 per 10,000.

At the end of 2014, Cardiff had 1576 Children in Need, 297 children subject to a child protection plan and 651 LAC. Historically, Cardiff's LAC rate has remained relatively consistent over time. The trend suggests that in the future the rate of LAC will continue to be relatively static. Given the level of Super Output Areas which are in the 10 per cent most deprived in Wales, Cardiff has a relatively low rate of Looked After Children.

Cardiff has experienced a large increase in the proportion of lower layer super output areas that are very deprived (i.e. in the 10% most deprived in Wales) but, interestingly, a decrease in relatively deprived communities (i.e. in the 30% most deprived in Wales). Over this period of time, the LAC rate in Cardiff has remained relatively stable. The data presents mixed messages about how Cardiff compares to other local authorities. In the Welsh context, the numbers and rates in Cardiff may be lower than might be expected. In the English context, the numbers and rates in Cardiff are relatively in-line with others. This reinforces the findings from other research that there is no 'ideal' number or rate of Looked After Children, nor is there a 'scientific' approach to identifying whether numbers/rates are 'too high' or 'too low'.

At the end of August 2012, almost a quarter (24.6%) of children in Cardiff were living in low income families, which exceeded the proportions for both Wales (20.8%) and the UK (18.7%). However, this overall figure of 24.6%, ranged from just 3.2% in Rhiwbina to more than two-fifths in Ely (44.0%), with sixteen of Cardiff's twenty-one electoral divisions exceeding the proportion for Wales (20.8%). When looking at the distribution of children of low-income families by Lower Super Output Area (LSOA), it can be seen that the highest levels were mainly concentrated within the Southern Arc of the city, in

particular Ely and Adamsdown. A total of five LSOAs had more than half of their children living in low-income families: Plasnewydd 4 (55.7%), Ely 5 (55.2%), Pentwyn 3 (53.6%0, Ely 2, (51.0%), and Adamsdown 2 (50.7%).

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To summarise, Cardiff is a city of huge contrasts. In some parts of the city significant numbers of children, young people and families are living in relative poverty. We know from research that poverty impacts on children's physical and mental health, accident rates, education achievement and opportunities for social inclusion. Bringing children up in areas of deprivation creates additional stresses for parents and carers, with money worries and worries about children's safety coming out as the highest concerns when research was undertaken to inform the Family Support Strategy in 2008-11.

Appendix C provides a summary of additional key demographic data, socio-economic factors and well-being indicators that affect Cardiff's children, young people and their families

The Cardiff Context: Feedback from Stakeholders
In April 2014 Cordis Bright was commissioned by the City of Cardiff Council to undertake a review of the numbers of LAC within the Cardiff area. It focused on three main aspects:

- the effectiveness of services in preventing children from needing to be looked after;
- the effectiveness of services in improving the outcomes for children who are looked after; and
- the effectiveness of services in rehabilitating children out of care, The review involved a wide range of stakeholders both from within and outside the Council.

A number of stakeholders at practitioner and management levels were consulted as part of this research. This included representatives from statutory services (i.e. Health, Education & Children's Services), Third Sector providers including Families First providers, and Flying Start. Most stakeholders reported that partnership working had started to improve both within the Council and between the Council and other agencies. However, during fieldwork, there was a general agreement from stakeholders that partnership working in Cardiff is starting from a low base.

Improvements were seen to be directly connected to changes at senior leadership level within the Council but some stakeholders noted that the financial pressures felt by all agencies working with families were starting to motivate people to think about how improved partnership working could impact positively on efficiency and effectiveness (e.g. remove duplication, developing common approaches to practice, sharing resources). Other stakeholders expressed concern that growing financial pressures could jeopardise partnership working, by reducing the amount of time individuals have available to invest in partnership working and by organisations focusing on 'core business' only.

A number of stakeholders agreed that the scope and nature of partnership working was affected by not having a clear, common and shared purpose for children, young people and families (including the most vulnerable children,

young people and families) across Cardiff. This lack of an explicit strategy or shared objectives was felt to result in a lack of clarity about roles, responsibilities, aspirations and expectations for children, young people and their families. There was general agreement across stakeholders that the situation was not sustainable and that greater partnership working was desirable.

Decisions made in 2013/14 to de-commission some prevention and early intervention services had left stakeholders feeling disappointed. Stakeholders involved in Families First reported that they rarely saw an explicit connection between the work of this programme and for example, reducing the numbers of LAC. A number of stakeholders (at practitioner and management levels) reported that, in the past, previous senior leaders within the Council viewed the core business of the directorate as social care and tended to minimise prevention and early intervention. As a result, it was felt that the scale and nature of prevention and early intervention services was relatively embryonic and did not appear to extend significantly beyond services funded by Families First.

However, a large number of stakeholders highlighted the importance of prevention and early intervention and that they were keen for this to be improved, radically and quickly. They saw new senior leaders as being more bought into the prevention and early intervention agenda.

In summary, stakeholders;

- recognised that the relationship between statutory services and Families First needs to be improved and, in particular, the protocol and processes for step-up (to statutory services) and step-down (to Families First from statutory services) needs to be more clearly established.

- expressed concern that when prevention and early intervention support is available this tends to be time-limited and, in many cases, withdraws too soon.

- acknowledged that the ability to step-down from specialist placements is limited. In particular, social workers were concerned about a lack of highly trained, specialist foster carers that would enable looked after

- children to be stepped-down to less institutionalised provision. As part of this, social workers talked about some looked after children being 'stuck in the system'.

- experienced a relatively high degree of discomfort about the level of risk being held by families outside of statutory services. These stakeholders reported that thresholds and workloads are so high that a number of families who would benefit from support are not getting the

interventions required at the time they need it. As a result, these families are subject to a higher level of risk than might be appropriate.

- Identified that a lack of services and support at lower tiers further exacerbate the level of risk held by families. Stakeholders highlighted that this tends to result in crisis-management and significant-event driven approach to decision-making. This, in turn, affects the nature of interventions undertaken with families (i.e. a tendency to use emergency orders and external placements when a child became looked after). It also results in some cases – especially long-term, chronic neglect – being overlooked.

- observed that once accepted by statutory social services, other agencies would tend to withdraw from the family and/or become more risk averse. In many respects, these stakeholders saw these two trends as inter-connected.

In reality there may not be such a lack of services and support at lower tiers rather than a lack of knowledge, publicity and coordination of the services that are in place. this is further made worse by the lack of an obvious front door to accessing preventative services.

However, overall there were mixed messages from stakeholders about the nature and level of the commitment to prevention and early intervention across Cardiff. Stakeholders placed considerable value on the development of an Early Help Strategy that is able to articulate a continuum of support for families and, in particular, details the contribution of prevention and early intervention initiatives.

The Cardiff Context: Feedback from Parents & Carers

Engagement with parents and carers to inform the development of the early Help Strategy has been undertaken through dialogue with established parenting groups that regularly meet across the city. This has included groups of parents undertaking evidence-based programmes, and parents and carers who meet because of their special interest (e.g. parents of disabled children) or because of their specific circumstances (e.g. young parents).

Key messages that parents and carers have feedback as part of the consultation process are as follows:

- It is challenging to access information about the availability of services .Whilst some parents access the internet their experience was that it is not always easy to source the information they are looking for. Many parents / carers do not have internet access at home and do not have the time to go to community locations such as Hubs or Libraries to use public internet facilities.
- Most parents / carers who were consulted said that they preferred to receive information about services via leaflets that come straight into

their home. The information is most helpful when it clearly sets out who can access services, and when and where the service is offered.

- Parents interviewed said that on the whole they preferred receiving services from centres in their local community. If they have to go outside of their local community they would prefer to access something in the centre of Cardiff rather then having to travel to other parts of the city.

- Many parents / carers said that they find it frustrating when they build up the confidence to pick up the phone and make a call to services that say they are open certain hours to find that their call is diverted to an answer-phone. Parents / carers therefore see it as important that services are responsive and available at the times they need to access them. They don't want to have to leave messages and their experience is that when they have left a message, their calls have sometimes not been returned so many do not have confidence that organisations will phone them back.

- Most parents / carers relied on professionals such as Health Visitors to provide them with information about services and assistance to link them in to services. All said it was crucial that professionals / workers were well informed about what services are available as often they are the ones that parents / carers rely on to let them know what is out there.

- Most parents / carers thought that a single pathway into services was a good idea. They liked the idea of one assessment process that sits below Children's Services that would be familiar to them. They liked the fact that this would mean that they did not have to tell their story over and over to different service providers and that the assessment had portability and could travel with them and be updated as their needs changed.

- They liked the idea of a lead worker to co-ordinate support but were concerned about what would happen when that individual is not in work for a period of time. They would like the system to recognise this and to build in appropriate cover.

- Parents / carers acknowledged that it takes a lot of confidence to pick up the phone to access a service or call into a centre. They acknowledged that some parents can't do this and so it is important that information comes to them and that they can access services in their own home if they don't have the confidence to attend a group.

- Some parents / carers were concerned that some services are only available to certain catchments / neighbourhoods and that there were gaps in provision for some areas of the city (for example, non-Flying start areas). They felt that unless access to services is clearly explained and publicised, in a way that is accessible to all parents / carers, there will be confusion regarding what services some groups of parents / carers can and can't access and this uncertainty or lack of clarity may put some parents off seeking advice or trying to access services at all.

Existing Programmes and Services

Cardiff has a range of family support services, some provided by statutory agencies and others by the Third Sector. A significant number of these are funded via Welsh Government initiatives such as Families First, Flying Start, Integrated Family Support Services (IFSS) and Communities First.

The importance of agencies working in partnership to meet the needs of children and families lies at the heart of the Welsh Government's policy for Families First, Flying Start and IFSS and we have seen direct changes in approach to service development and delivery in the form of multi-disciplinary teams working with children and families and developments in the way children and their families needs are assessed (e.g. Joint Assessment Family Framework – JAFF).

Multi-Agency Steering Group

The Early Intervention & Prevention Steering Group and the Team Around the Family (TAF) Interface Sub-group has developed this strategy to promote and facilitate intervening early and as soon as possible to tackle problems emerging for children, young people and their families, or with a population most at risk of developing problems. The work of the two groups aimed to ensure that families receive the most appropriate support to meet their needs at the earliest opportunity, in order to secure better outcomes and the cost effective delivery of services. The work of the Steering Group has built upon work previously undertaken within the context of the Family Support Strategy (FSS), taking account of the key priorities of the FSS whilst addressing current requirements arising from Welsh Government initiatives such as Communities First, Flying Start, Families First and IFSS.

The following over-arching actions have underpinned the multi-agency work that has laid the foundations for the development of this Early Help Strategy and its success will be measured against the establishment and effectiveness of the following features:

- development of effective local systems to identify vulnerable families and to coordinate support from a rage of agencies
- the review and analysis of existing ways of working in order to strengthen and improve local arrangements for multi-agency planning and risk management.
- establishing a mechanism for measuring achievement against agreed outcomes and monitoring and reviewing impact.
- development (design and commission) of targeted prevention work and early intervention services using evidence of what works and for which children.

Early Help

Engagement of partners in the Steering Group has been positive and work has been undertaken to develop a common language that describes preventative support as "*Early Help*" with a focus on support rather that assessment. It promotes the right conversations taking place at the right time, between the right people.

The work has embraced the approach that early help may occur at any point in a child or young person's life and includes both interventions early in life as well as interventions early in the development of a problem. We seek to offer support early to help families solve problems or to reduce the impact of problems that have already emerged.

It also recognises that for children whose needs and circumstances make them more vulnerable a coordinated multi-disciplinary approach is usually best, and work has been undertaken to develop an *Early Help Pathway* for accessing services and an *Early Help Assessment and Planning Process* with a *Lead worker* to work closely with the child and family to ensure they receive all the support they require. The approach relies on a range of *Targeted Services* being available to support these interventions (e.g. Flying Start, Families First). The approach recognises that *Specialist Services* will be provided where the needs of the child are so great that statutory and/or specialist intervention is required to keep them safe or to ensure their continued development. The draft *Early Help Pathway* is located at **Appendix D**, the draft *Early Help Assessment and Planning Pathway* is located at **Appendix E** and the *Spectrum of Need and Services* is attached at **Appendix B** for information

A common approach has been designed for developing *Family Plans* and a set of principles underpinning the development of the *Family Plan* is located at **Appendix F**. It is intended that a *Family Plan* will be shaped with the family throughout the initial engagement and assessment process, drawing together information from existing assessments and making sense of the interplay between the factors affecting individuals in the family and their impact on the way that the family functions. As the assessment will be underpinned by restorative principles, so the development of the Family Plan must also be underpinned by restorative principles, identifying and building on the family's strengths.

The Multi-agency Steering Group will continue with its work plan to support the implementation of this Early Help Strategy led by Children's Services with contributions from key stakeholders that make up the Cardiff Partnership.

Children's (Social) Services Investment in Family Support

Children's Services provide a range of Family Support Services that fall within the *Remedy* segment of the *Spectrum of Need and Services* attached at **Appendix B.** These services delivered via the Integrated Family Support

Team (IFST) and the Family Intervention and Support Services (FISS) are provided where the needs of the child are so great that statutory and/or specialist intervention is required to keep them safe or to ensure their continued development. The IFST provide a crisis intervention service working with families where there are serious child protection concerns relating to parental/Carer substance misuse. FISS are often delivered as part of statutory intervention such as a Child in Need or Child Protection Plan with the aim of:

- Preventing children's names being placed on the Child Protection Register or supporting families to enable de-registration of children whose names are on the Child Protection Register and
- Reducing the need for children to be accommodated in public care and reunifying families where children have become Looked After and the form whom the plan is a return home.
- Prevent the need for legal intervention (e.g. Care Proceedings)

In order to strengthen the approach to Early Help across the Partnership and to secure the timeliness of progress against the key tasks required for the successful implementation of the Early Help Strategy set out in the **Summary Work Plan** located at **Appendix A** and the **Action Plan** that accompanies this Strategy**.** Children's Services has reconfigured existing funding to create two dedicated posts that will be responsible for progressing key elements of the Early Help Strategy.

- **Prevention & Partnerships - Improvement Project Manager** will lead on the development of Cardiff's Early Help Strategy, promoting best practice in the delivery of Early Help Services across Cardiff and facilitating effective partnership working in the delivery of Early Help Provision.
- **Social Work Services - Improvement Project Manager** will lead on the remodelling and implementation of Social Work Services to meet changing need and promote strengths based approaches. The post will contribute to the development and implementation of a Multi-Agency Safeguarding hub, promote best practice in the delivery of Children's Social Work Services across Cardiff and facilitate effective partnership working in the delivery of the new practice model

Additionally the realignment of the **Family Intervention and Support Service (FISS) Manager's** duties will create additional capacity to provide a strategic lead for the re-alignment of Children's Services preventative services and implementation of the Preventative Strategy in relation to extending targeted interventions.

Finally, additional resources have been secured via the City of Cardiff Council, the Vale of Glamorgan Council and the Cardiff and Vale University Health Board to drive the agreed transformational change programme for integrated working across Cardiff & Vale of Glamorgan Councils and the University Health Board, taking lead responsibility for the successful and safe

implementation of the Local Safeguarding Children's Board (LSCB) Integrated Children's Services Programme. Crucially, for the Early Help Strategy, this will include the development *of* a new service model for disabled children, based on the key concepts associated with a 0-25 yr old service model; encompassing an improved and effective approach to transition; single integrated operational delivery arrangements between partners; enhanced cost effectiveness particularly in relation to external commissioning for community based support and residential or similar placements; incorporating requirements arising from education led changes to the additional needs policy.

Approach

This Early Help Strategy seeks to develop an approach that supports the effective co-ordinated delivery of early intervention and prevention family support services that addresses the interface issues between Flying Start, Families First, Children's Services (including IFSS) and the wider provision of support to families in Cardiff. The approach will,

- adopt a whole family (or ***Think Family***) approach, that seeks to address the additional needs of parents that impact on their ability to meet the needs of their children, whilst keeping the child or young person firmly at the centre of any intervention.
- provide a framework that ensures that services intervene at the earliest opportunity in order to secure the best outcomes for children, young people and families
- ensure that appropriate safeguards are taken that ensure children, young people and families are effectively safeguarded by all of the agencies and staff that work with them
- work together to reduce duplication in areas such as the assessments of need and to close gaps in provision between the tiers of services that target low, medium and high levels of need / provide prevention, protection and remedy.
- ensure children, young people and families will be supported to participate in key early intervention and prevention processes
- ensure that the views and experiences of children, young people and families inform and influence the design and delivery of services
- use evidence-based practice to inform planning for future service provision
- facilitate joint working and information sharing between all agencies with an interest in integrated working to support children, young people and their families.
- ensure that arrangements put in place meet the requirements set out in the Social Service and Well-being (SS&WB) Act 2014 for the Local Authority and Health Board to ensure that the range and level of services provided locally are able to meet the care and support needs identified and that the range of preventative service available are able to appropriately prevent, delay or reduce needs for care and support of Cardiff's most vulnerable children, young people and families ;

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Key Principles

The approach to providing *Early Help* will be underpinned by the following key principles:

1. **Outcomes Based–** the approach focuses on clear and measurable outcomes for children, related to the SS&WB Act Outcomes Framework

2. **A Strengths Based Approach -   Children do best at home.** The evidence base is clear that unless parenting capacity is irrevocably deficient, children do better when they are brought up by their families. The approach will focus on families' strengths and on supporting parents to achieve this wherever this is realistic and possible.

3. **Targeted Early Help & Early Intervention for the most Vulnerable –** the strategy encompasses the development of an approach that integrates support that is provided to enable growth and development of children in their early years (e.g. Flying Start) with targeted interventions that are designed to stop emergent concerns from becoming acute or entrenched (e.g. IFST, Family Group Conference, Therapeutic interventions).

4. **Commissioning & Research Methodology in Children's (Social) Services –** the approach will be developed on the basis of the commissioning cycle. It will take as its starting point the available local data that analyses need at a population level. This will be mediated by a close historical analysis of a representative Children's Services casework cohort. The purpose of this analysis is to identify patterns in the nature of decision making over the lifetime of cases; to identify opportunities to intervene that were either missed or not available to caseworkers; and to enable the strategy to target new service development at critical preventative or rehabilitative opportunities in the pathway from referral to leaving care.

5. **Evidence Based Practice –** the development of new initiatives or the re-targeting of resources will be based on robustly evaluated evidence of 'what works'.

6. **Partnership Approach–** Partnership commitment to re-targeting available partner resources in favour of reducing

demand or de-escalating intervention to the lowest point necessary will be critical to the success of the Strategy. Key characteristics of effective integrated working that need to be in place everywhere include having a shared vision, clear understanding of needs and identification of gaps, sharp focus on improving outcomes for children, young people and families, clear and consistent messages communicated to staff and families, and an underpinning integrated workforce development strategy. Time needs to be invested to build trust, strong relationships and, ultimately, to secure buy-in from all agencies.

7. **Connectedness –** the approach will take account of wider cross-directorate and cross partnership strategies and initiatives to maximise synergy and impact (Communities First, EETS, Safer Communities, Neighbourhood Partnerships, Troubled Families).

8. **Effective and Meaningful Engagement with Children, Young People and the Parents / Carers –** Via the use of bespoke focus groups, as well as accessing existing groups in which parents and carers, and children, young people and families will be able to actively participate in the implementation of the approach and feedback their views and suggestions for on-going review and evaluation of the related outcomes.

9. **Effective Workforce Development** - Local evidence suggests that professionals in all kinds of settings may lack confidence and experience in working directly with parents and families, particularly if they are disadvantaged. Continuing investment in developing workforce skills and capacity is essential to effectively engage with parents. Some interventions, particularly those involving outreach or intensive support, require changes of practice to enable services to be offered out of 'normal' hours in order to meet families' needs. These often involve specialist staff working closely with colleagues from other agencies, with a lead professional or lead worker providing consistent support.

Implementation Plan

The key actions required for implementing the strategy are set out in an **Action plan** that accompanies this Strategy**.** The plan identifies actions that are:

- achievable within 6 months of the strategy launch (highlighted in blue),

- actions that can be achieved within 12-18 months of strategy launch (highlighted in pink) and
- actions achievable within 3 years (highlighted in green).

The Plan also sets out the expected impact / outcomes related to each of the specified actions.

Key to delivering the strategy is partnership working and the plan sets out not only the leads for the actions but the organisations / individuals who have been identified to support the lead in achieving the action and its expected outcome.

It is intended that baseline data will be set during the first year of the plan, with progress targets being set in the second year with the expectation that annual improvements will be noted from the second year onwards.

Progress against the key actions outlined in the plan will be monitored via the Early Intervention and Prevention Steering Group with quarterly reports to the Vulnerable Children and Families Programme Board. Progress will also be reported on an annual basis to the Children and Young People's Scrutiny Committee.

APPENDICES

Appendix A: Work Plan

Objective 1

Ensure that children & young people receive help at the lowest level or intervention that is safe and effective in promoting good outcomes.

Improving the range and effectiveness of Early Help by:

- o Developing an Early Help Pathway that meets all levels of need

- o Development of an Assessment and Planning Pathway that identifies a common assessment mechanism (e.g. Joint Assessment family Framework) for children, young people and families who do not require a statutory service.

- o Agreeing and implementing a common approach to the *Family Plan*

- o Strengthening arrangements for multi-agency planning and risk management and developing a *Lead worker* role for interventions that sit below Children's Services thresholds

- o Implementing the Cardiff Parenting Framework that seeks to support the delivery of a range of Evidence-based parenting interventions for families with a range of levels of need and monitors impact.

- o Undertake review to Update the Family Information Service Family Support Directory to ensure material held on services is comprehensive, accurate and up to date in order that families and professionals are able to easily access the information they need about services in their preferred format at the time they require it.

Improving the effectiveness of step up and step down pathways by:

- o Harnessing Team Around the Family as the overall framework

	o Strengthening the interface protocol between TAF and Children's Services
	o Introducing new arrangements for jointly managing front door referrals with partners using a multi-agency approach and a model that promotes consultation and advice as well as offering a referral pathway into statutory services.
Objective 2 Maximise the impact of Children's (Social) Services by strengthening the impact of social work intervention	
Re-design the model for the delivery of social work support and intervention by	o Eliminating bureaucracy (Lean Review) and freeing up social work time for direct work with families o Revising Care First o Restructuring social work teams around 'Practice Consultant-led' models of multi-disciplinary intervention o Rationalising the skill mix to enable a smaller cohort of highly skilled social workers to focus on behavioural change o Strengthening our approach to 'permanence' where early decisions to separate infant children from their families is evidenced and justified. (Public Law Outline (PLO) process & Legal Panel; Adoption Services
Promoting Kinship Care by	o Extending opportunities to relatives to care for children who cannot remain with their parents o Extending Special Guardianship and Residence

	Order options
	o Exploring the feasibility of realigning resources in order to support the assessments related to the aforementioned work being undertaken within the Fostering Service.
Consolidate the Specialist LAC Service & 'Break the Cycle' by	
	o Maximising the effectiveness of permanence in enabling LAC to achieve their full potential.
	o Ensuring active care plan management to promote early opportunities for return to family
	o Reverse the shift towards externally purchased residential care in favour of local family placements
	o Delivering the Payment by Results LAC themed initiative around Enhanced Foster Care.

Appendix B: Spectrum of Needs and Services

Some additional needs requiring targeted support, any identified problems are at an early stage. Services delivered in this part of the spectrum include:
- Targeted parenting programmes (e.g. Flying Start)
- Primary Mental Health Services
- Families First Projects

More serious and complex needs requiring a multi-agency approach. Services delivered in this part of the spectrum include;
- Team Around the Family
- Co-ordinated services for complex needs

The needs that all children, young people and families have. Services in this part of the spectrum include universal services accessible by all such as:
- basic parenting courses,
- informal support groups,
- money and housing advice,
- Health Visiting,
- whole-school approaches.

N.B. These universal services continue to be available to families as they move from the Protection through to Prevention & Remedy

Children, young people and families with the highest levels of need, requiring intensive, specialist support, sometimes away from home. These services are usually delivered as part of a statutory intervention and include:
- Integrated Family Support Services (IFSS)/ Family Intervention & Support Services (FISS)
- Specialist Fostering
- Residential Care.
- Short breaks for disabled children

Protection

Prevention

Remedy

Families With Additional Needs

Receiving targeted resources for either singular or multiple needs

e.g. Involved in anti-social behaviour or school truancy; or at risk of abuse or neglect

Families With No Additional Needs

Receiving Universal Services

e.g. schools, heath care

Families with Complex Needs

Receiving Statutory or Specialist Services

e.g. Looked after children

N.B. Early Intervention sits between the Prevention and Protection segments of the Spectrum

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Appendix C: The Cardiff Context

Summary of key demographic data, socio-economic factors and well-being indicators that affect Cardiff's children, young people and their families.

Demography

Data taken from *The Office for National Statistics (ONS)* shows that the population of Wales has risen 153,000 (5%) to more than 3.06m in the past 10 years, mostly due to migration from the rest of the UK and abroad .The 2011 Census showed the growth was the largest in any 10-year period between censuses since 1921, although slower than in England, up 3.6m (7%).

Cardiff has seen the biggest growth in Wales, up 12% (36,000) since 2001. Currently it is estimated that the population of Cardiff is 350,000.

Of local authority areas in Wales, Cardiff is the most densely populated city with 2,500 people per sq km.Except for a time of decline during the 1970s and 1980s, Cardiff's population has continually grown since 1801. Between 2001 and 2011, Cardiff grew by 46,000, which was 25% of growth across Wales, and it now represents 30% of the country's growth. 90% of the growth in the country is due to migration, not natural growth. This includes people moving from elsewhere in the UK as well as from overseas.

Interestingly, Cardiff has the smallest percentage of people over 65 in Wales at 13%, while Wales as a whole has higher percentage of 65-year-olds than almost every other area of England.

Figures show there were 11,000 more children under five in 2011 than in 2001, an increase of 7% . In mid 2013 25% of the population of Cardiff was under the age of 19 years.

Cardiff has a very diverse population with a history of trade connections, post-war immigration and foreign students who attend university. At the 2011 Census, the racial and ethnic composition of Cardiff was: White: 84.7% - Asian: 8% - Black: 2.4% - Arab: 1.4% - Mixed White and Black African/Caribbean: 1.6% - Mixed White and Asian: 0.7% - Mixed other: 0.6% - Other ethnic groups: 0.6%

More than 54,000 people in Cardiff belong to a non-white ethnic group.

At the 2011 Census, there were the following national identities:

- Welsh only: 50%
- Welsh and British: 8%
- Other Welsh combined: 4%
- English only: 8%
- English and British: 2%
- Other English combined: 1%
- British only: 21%
- Other British combined: 11%

- Other: 10%

Socio-economic factors

Poverty impacts on children's physical and mental health, accident rates, education attainment and opportunities for social inclusion. Bringing children up in areas of deprivation creates additional stresses on parents. Within Cardiff there are areas of deprivation, particularly in the Southern part of Cardiff City. However, within less deprived areas there are often pockets of hidden deprivation.

There are 6,888 claimants of Job Seekers Allowance (JSA) in Cardiff with the highest rates being in Ely (6.5) and Caerau (5.4) and the lowest rates in Radyr (0.60 and Lisvane (0.9). Rates are calculated using the mid-2013 resident population aged 16-64 (Source: *Claimant Count, Nomis*).

The Gross medium earning of people in Cardiff is set out in the table below (Source: *Annual Survey of Hours and Earnings 2014/NOMIS/ONS*)

Median Gross Weekly Earnings & Annual Percentage Change by Place of Residence 2014						
Workforce	**Median Gross Weekly Earnings (£)**			**Annual Percentage Change (%)**		
	Cardiff	**Wales**	**United Kingdom**	**Cardiff**	**Wales**	**United Kingdom**
All Full-Time Workers:	490.9	479.4	518.0	-2.5	0.9	0.1
Male Full-Time	535.6	510.6	557.8	-2.2	-0.5	0.3
Female Full-Time	441.0*	423.4	461.9	-3.0	0.5	0.6

26.2% of children in Cardiff are identified as living in low income families in 2012 (Source: *HMRC*) with the highest percentages living in Ely (48%), Butetown (44%) and Adamsdown (45%) and the lowest in Rhiwbina (4%), Lisvane (3%) and Creigiau / St Fagans (5%.). Source: *HMRC*)

In 2013, 15.6% of children (under the age of 15 years) lived in workless households below the All Wales average of 16.5%. (Source: *StatsWales, Welsh Government*)

Other Well-being Indicators

- 69 young people out of a cohort of 3492 pupils aged 15 years did not achieve a recognised qualification in 2010/11 and of those young people 32 left school without achieving a recognised qualification in 2010/11(0.9%) (Source: *Stats Wales, Welsh Government).*

- 72% of pupils achieved 5 or more GCSEs at Grade A-E in 2014. This is lower than the Welsh average o f 82% but it is an 8% increase on the 2012 figures. (Source: *My Local School*)

- There were 35 teenage conceptions in 2013 in the cohort of young people below the age of 15 years with 285 across the whole of Wales. This figure rises to 174 for teenagers below the age of 18 years with the All Wales figure rising to 1476 (Source: *ONS*)

Appendix D: Early Help Pathway

N.B. This pathway should be applied to all families, irrespective of their level of need and special circumstances.

Early Help: Describes an approach to providing support to potentially vulnerable children and their families as soon as a problem starts. In order to prevent issues and problems becoming acute, chronic and costly to the family as a whole and the wider community. **THINK FAMILY!**

However, when practitioners are concerned that a child is *at risk of experiencing significant harm*, they must contact the Children's Access Point (CAP). Advice on Child Sexual Abuse/Sexualised behaviour can also be obtained via the NSPCC Cardiff Office.

Early Help may be provided through an increase in the level of universal services, or targeted services provided / commissioned.

Conversation opportunities are used to identify needs and appropriate support for the child and their family and a range of approaches to putting the support in place. Anybody working with a child young person or family is responsible for starting the *conversations* for children and families. **Information Sharing Protocols** (*ISPs*) should be developed if they are not already in place, to support this process. However, obtaining **consent** from the family to share their information with other professionals is also necessary (unless there is a safeguarding issue that does not require parental consent for a referral to be made to the CAP).

The *Early Help* approach is underpinned by the principles of Restorative Approaches, supporting the development of capacity, resilience and independence, by engaging them in a way that builds on their strengths and identify their own solutions and take responsibility for their future.

Early Help relies on agencies working together with the family to:
- Identify children and families who would benefit from early help
- Undertake an assessment of the need for early help
(*See Early Help Assessment & Planning Pathway*).

Never do nothing. At the very least talk to another professional to help find a way forward.

Families should be able to approach anyone working with them who will respond and start *conversations* to identify the right support

Appendix E: Early Help Planning & Assessment Pathway

See

Practitioner identifies that a child's needs cannot be met by Universal Services alone. ***See. Assess. Plan. Do. Review***

Is the child ***at immediate risk of experiencing significant harm***?

Yes: Referral to Children's Access Point (CAP) Using the Multi-Agency Referral Form (MARF).

NO: Instigate ***conversations*** within and between
- Universal
- Targeted and
- Specialist Services
- NSPCC Cardiff Office can we add their number here? (re concerns related to sexualised behaviour)

Assess

Early Help Assessment: The Joint Assessment Family Framework (**JAFF**) is Cardiff's Early Help Assessment of choice. It is an intervention in its own right and a referral passport to other services. It can also support a contact to Children's (Social) Services in relation to a ***Child in Need*** or ***Child Protection*** referral (where the JAFF can be attached to a Multi agency Referral Form (MARF) as part of the referral).

The ***conversations*** and the ***Early Help Assessment (JAFF)*** can be started by any professional working with a child and family in order that the right people come on board in a timely way to identify what the child and family needs and how this should be provided. Families can approach anyone working with them who will respond and start ***conversations*** to identify the right support.

Practitioners should have conversations safely within their agency ***information sharing protocols if these are in place***. Conversations and assessments should be recorded to ensure that all the detail has been captured and should lead to actions being identified to improve outcomes for children, which are set out in the ***Family Plan***. In the absence of an ***ISP,*** obtaining consent from the family to share their information with relevant agencies will enable effective communication to take place with the family's agreement. Remember it is only in circumstances where a child is at immediate risk of significant harm that consent to share information (i.e. with Police or Children's Services) is not required.

The Family Plan should be agreed and shared and **S**pecific **M**easurable, **A**greed, **R**ealistic and within **T**imescales (**SMART**), identifying strengths as well as needs and include children and their families.

Plan

Someone should act as the ***Lead Worker*** – leading on making sure that the ***Family Plan*** works. They should invite others back to review the ***Family Plan*** as required (N.B if TAF is involved the ***Lead*** will be the TAF Worker. If Children's Services are involved the ***Lead*** will be the Social Worker).

Do & Review

Conversations, Assessments and ***Plans*** should include shared decision-making and not involve practitioners working in isolation.

Remember: See, Assess, Plan, Do, Review.

CONTINUE TO HAVE CONVERSATIONS WITH THE FAMILY THROUGHOUT WHOLE PROCESS

A REFERRAL SHOULD BE MADE TO CAP AT ANY STAGE OF THIS PROCESS IF THERE ARE SAREGUARDING CONCERNS

Step Up / Step Down

Appendix F
Principles Underpinning the Development of the Family Plan

- It is essential that the development of the **Family Plan** does not generate significant additional bureaucracy.

- In order to achieve this, the **Lead worker** will ensure that the **Family Plan** works to support any individual plans that might already be in place for the child or parent.

- Using these and through the engagement of the family, the **Lead worker** will develop a **Family Plan** which will be shaped with the family throughout the initial engagement and assessment process, drawing together information from existing assessments and making sense of the interplay between the factors affecting individuals in the family and their impact on the way that the family functions. As the assessment will be underpinned by **restorative principles**, so the development of the **Family Plan** must also be underpinned by **restorative principles**, identifying and building on the **family's strengths**.

- The **Family Plan** will be drawn up using existing material, including case history, risk and needs assessments and the planned outcomes (**family goals**) as agreed with the family.

- The **Family Plan** and **family goals** will be shared with other practitioners involved with the family with the family's consent.

- .The detailed **objectives** in the **Family Plan** are benchmarks by which the progress of the family is monitored and the commitment of professionals involved with the family is observed.

- It is important that **goals** are realistic. The analysis, judgement and decision made in the **assessment** will form the basis of a **Family Plan** of work with the child / young person and their family. The complexity or severity of the child/ren and family needs will determine the scope and detail of the **Family Plan** and the range of interventions, and / or other services necessary to allow change to the parenting capacity (if appropriate) and family circumstances.

- The **Family Plan** must specify how organisations involved in the delivery of services to the family proposes to address the full range of the child/young person's and family needs, taking into account the child/young person and family's **wishes and feelings**.

- **Reviews** of the **Family Plan** will consider its effectiveness and should be undertaken on a regular basis, ideally by someone with a level of independence who is not directly responsible or delivering services to

the family. **Effective planning and review is underpinned by careful and ongoing assessment of needs and risks.**

- The **Family Plan** provides a holistic view of the needs of the child/young person and their family building on each component part of existing individuals plans. It should endeavour to bring together in a seamless manner services that will deliver the required outcomes for the family and individual family members, strengthen capacity and change behaviour where it is appropriate to do so.

- Crucially, the **Family Plan** will clearly set out what the family can expect from practitioners and what is expected of them.

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	Can be achieved within 6 months of strategy launch		Can be achieved within 12-18 months of strategy launch		Achievable within 3 years

Appendix 2
Early Help Strategy Implementation Plan 2015 – 2018

Objective 1

Ensure that children & young people receive help at the lowest level or intervention that is safe and effective in promoting good outcomes

1. Improving the range and effectiveness of Early Help by:

Action	Lead	Supported By	Method	Measures	Expected Outcomes
1.1 Develop an Early Help Pathway that meets all levels of need	Improvement Project Manager – prevention & Partnerships	Members of Early Intervention & Prevention Steering group (EI&P)	• Focus groups / workshops/EI&P Steering Group meetings	• Early Help Pathway (Process Map) in place. • Impact on referrals to Children's Services	• Families receive the support they require at the time they need it. • Reduction in referrals to Children's Services
1.2 Develop an Assessment and Planning Pathway that identifies a common assessment mechanism (e.g. Joint	Improvement Project Manager – Prevention & Partnerships	Members of Early Intervention & Prevention Steering group (EI&P)	• Focus groups / workshops / EI&P Steering Group meetings	• Assessment & Planning Pathway (Process Map) in place	• Families' needs are assessed using the JAFF unless they require Children's (Social)

Assessment family Framework) for children, young people and families who do not require a statutory service.					Services intervention.
1.3 Agree and implement a common approach to the *Family Plan*	Improvement Project Manager – Prevention & Partnerships	Members of Early Intervention & Prevention Steering group (EI&P)	• Focus groups / workshops / EI&P Steering group meetings	• A Family Plan template is in place and there is evidence of use by a range of agencies.	• Families' needs are met through the provision of a strength's based Family Plan
1.4 Strengthen arrangements for multi-agency planning and risk management and developing a *Lead worker* role for interventions that sit below Children's Services thresholds	Improvement Project Manager – Prevention & Partnerships	Members of early Intervention & Prevention Steering Group	• Focus groups / workshops/EI&P Steering Group meetings	• A multi-agency planning & risk management tool is in place and there is evidence of use by a range of agencies.	• All families who receive support have an identified lead worker to coordinate the support.
1.5 Implementing the Cardiff Parenting Framework that seeks to support the delivery of a range of Evidence-based parenting interventions for families with a range of levels of need and	Parenting Co-ordinator	Agencies delivering Parenting Support	• Parenting Practitioner / Manager meetings	• Range and level of evidence-based parenting programmes delivered across the city. • Progress reports on tasks contained in Parenting Framework Action	• Parents / carers who require parenting support are able to access an evidenced-based group or individual programme at the right time in

monitors impact.				Plan.	order that their needs are met in a timely way.
1.6 Undertake a review to Update the Family Information Service (FIS) Family Support Directory to ensure material held on services is comprehensive, accurate and up to date in order that families and professionals are able to easily access the information they need about services in their preferred format at the time they require it.	FIS Manager	Agencies delivering Family Support Services	• Audit • Use of questionnaires / on- line forms completed by agencies delivering services included in the directory	• Completion rate of questionnaires • Feedback of users of the directory to determine its usefulness	• Parents are able to access the information they require about the availability of services that are available to meet their needs.
Develop a central access point (possibly on the FIS website) for professionals to access Early Help materials such as the JAFF, Early help pathway / Assessment, Family	FIS Manager / Improvement Project Manager – Prevention & Partnerships	Members of Early Intervention & Prevention Steering Group	• Focus groups / workshops/EI&P Steering Group meetings	• Web pages in place containing relevant information to support the implementation of the Early Help Strategy	• Consistency of approach by Practitioners resulting in Improved outcomes for families

| Plan template etc | | | | | |

2. Improving the effectiveness of step up and step down pathways by:

Action	Lead	Supported By	Method	Measures	Expected Outcomes
2.1 Strengthening and / or remodelling existing services that seek to keep children, young people and families who are on the care threshold at home (e.g. IFSS, FISS, Support Care); and develop new services that have a strong evidence-base (e.g. Blackburn & Darwen model)	Children's Services Operational Manager (OM), Strategy, Commissioning & resources	Family Intervention& Support Services (FISS) Manager and Children's Services case-management OM & Team Managers(TMs) Other Council Directorates (e.g. Communities, Education)	• Project Groups	• Progress reports on Project Plans • Establishment of new services	• Improved range of prevention services exist • Children, young people and families on the brink of care are effectively supported within their families where appropriate. • Reduction in the number of LAC (particularly teenagers coming into care).
2.2 Reviewing and updating the Joint Working Protocol between services for children and services for adults which seeks to address the additional needs of	Children's Services Operational Manager (OM), Strategy, Commissioning & resources	Family Intervention& Support Services (FISS) Manager and Children's Services case-management OM & Team Managers(TMs) & Health & Social Care (H&SC) OMs & TMs	• Task & Finish Group	• Updated Protocol agreed. • Key actions in implementation plan achieved within agreed timescales.	• Children, young people and families in families where parents / carers have additional needs are appropriately safeguarded.

parents whose own needs impact negatively on their ability to appropriately safeguard and meet the needs of their children (IFSS; Drug and alcohol services; adult mental health provision; services for Young Carers)					• Reduction in the numbers of children becoming Looked After as a result of their parents / carers being unable to meet their needs due to the parents/carers own needs not being met.
2.3 Using strengths-based approaches to facilitating the opportunity for families to identify their own strengths and to encourage and support the wider family to come together in a crisis to develop a plan that supports the child and prevents family breakdown or promotes family reunification(e.g. Family Group Meetings / Restorative Approaches)	Children's Services Operational Manager (OM), Strategy, Commissioning & Resources	Family Intervention& Support Services (FISS) Manager and Children's Services case-management OM & Team Managers (TMs), Social Care Training Manager	• Project Groups • Training Plan & Training events	• Progress report on Project Plans • Attendance at training events • Implementation of new services (e.g. Family Group Meetings)	• Families are empowered where appropriate to find their own solutions to difficulties by looking within the family for support where this is available. • Reduction in the number of children becoming Looked After as a result of family breakdown.

Objective 2

Maximise the impact of Children's (Social) Services by strengthening the effectiveness of social work intervention

1. Re-design the model for the delivery of social work support and intervention

Action	Lead	Supported By	Method	Measures	Expected outcomes
1.1 Eliminate bureaucracy (Lean Review) and freeing up social work time for direct work with families	Children's Services Operational Manager (OM), Strategy, Commissioning & Resources	Business Support Manager & members of the Project Group including colleagues from Enterprise Architecture	• Project Plan using Lean Review methodology • Project Group	• Progress reports on the Implementation of actions arising from rapid improvement events.	• Social Workers are able to step-down families to lower-level interventions in a more timely way. • Morale amongst Social workers improves as they achieve better outcomes for children, young people and families and experience improved job satisfaction.
1.2 Revise Care First (client record system) to maximise its potential	Service Manager-Performance Management	CareFirst Systems Administrator, Children's Services OMs	• Audit of key functionality and capabilities of system • Project Group	• Progress reports on the implementation of actions arising from the audit and project plan	• Social workers have more capacity to undertake direct work with children, young people and

					families. • Morale amongst Social workers improves as they achieve better outcomes for children, young people and families and experience improved job satisfaction.
1.3 Restructuring social work teams around 'Practice Consultant-led' models of multi-disciplinary intervention	Improvement Project Manager – Social Work Services	Children's Services Management Team (CSMT)	• Project Group • Focus groups • Training events • Visits to other Local Authorities	• Progress reports on the implementation of actions arising from the audit and project plan	• Social workers have more capacity to undertake direct work with children, young people and families. • Social Workers are able to step-down families to lower-level interventions in a more timely way. • Morale amongst Social workers improves as they achieve better outcomes for children, young people and families

Action	Lead	Supported By	Method	Measures	Expected Outcomes
					and experience improved job satisfaction.
1.4 Rationalise the skill mix to enable a smaller cohort of highly skilled social workers to focus on behavioural change	Improvement Project Manager – Social Work Services	Children's Services Management Team (CSMT), case-management TMs	• Project Group • Focus groups • Training events	• Progress reports on the implementation of actions arising from the audit and project plan	• See above as same applies
1.5 Strengthen the approach to 'permanence' where early decisions to separate infant children from their families is evidenced and justified. (Public Law Outline (PLO) process & Legal Panel; Adoption Services)	OM Intake & Assessment & Early Intervention	OM Child In Need / Child Protection, Om LAC, OM Strategy, Commissioning & Resources	• Implementation of Legal Surgeries • Implementation of Regional Adoption Service (RAS)	• The RAS is operational and performance against national indicators for adoption has improved for the region. • Progress reports on impact of Legal surgeries	• Infants who are separated from their birth families are provided with the best opportunity to achieve their potential through the stability and security that a permanent substitute family can provide.

2. Promoting Kinship Care

Action	Lead	Supported By	Method	Measures	Expected Outcomes
2.1 Extend opportunities to	OM Intake & Assessment & Early	OM Strategy, Commissioning &	• Development of Kinship Care	• A policy and procedures are in	• An increased number of

relatives to care for children who cannot remain with their parents	Intervention / OM Child In Need / Child Protection,	Resources		Policy & procedures		place and operational • Increase in number of arrangements in place for relatives to care for children who cannot remain with their parents.		children, young people and families who cannot remain with their parents are provided with an opportunity to remain within their extended family being cared for by relatives
2.2 Extend Special Guardianship (SGOs) and Residence Order (ROs) options	OM LAC	OM Strategy, Commissioning & Resources, OM Child in Need / Child Protection		• Development of Kinship Care Strategy • Launch SGO/RO project with foster carers who have children placed long term and are deemed 'permanent'.		• Strategy in place • Progress report on SGO/RO project • Increase in number of SGO / ROs		• An increased number of children are given the opportunity of security and stability through the use of SGOs and Ros by their carers.
2.3 Explore the feasibility of realigning resources in order to support the assessments related to the aforementioned work being undertaken within the Fostering Service.	OM Strategy, Commissioning & Resources	OM Child in Need / Child Protection, OM Intake & Assessment & Early Intervention		• Project Group		• Progress report on Project Plan		• An increased number of children, young people and families who cannot remain with their parents are provided with an opportunity to remain within

					their extended family being cared for by relatives • The assessment of Kinship Foster carers are undertaken in a timely way and this work does not have an adverse impact on the capacity that is required for the Fostering Service to recruitment and assessment more mainstream Foster Carers.

3. Consolidate the Specialist Looked After Children's (LAC) Service & 'Break the Cycle'

Action	Lead	Supported By	Method	Measures	Expected Outcomes
3.1 Maximise the effectiveness of permanence in enabling LAC to	OM LAC	OM Strategy, Commissioning & Resources	• Development of a LAC Strategy	• Implementation of key actions in strategy implementation plan	• LAC are provided with the best opportunity to achieve their

achieve their full potential.				• Quarterly performance Monitoring Performance Framework • Quarterly reporting through Quality Assurance & Learning Framework	potential through the stability and security that a permanent substitute family can provide.
3.2 Ensure active care plan management to promote early opportunities for return to family	OM Children in Need / Child Protection, OM LAC	FISS Service Manager, OM Safeguarding	• Supervision • Training • OM /TM Auditing of Case Files • IRO reporting	• Quarterly performance Monitoring Performance Framework • Quarterly reporting through Quality Assurance & Learning Framework	• Where appropriate, LAC are provided with the opportunity to return home to their family in a timely way. • There is an increase in the realisation of care plans where the desired outcome is a return home.
3.3 Reverse the shift towards externally purchased residential care in favour of local family placements	OM Strategy, Commissioning & Resources	OM LAC	• Commissioning Plan • In-House Fostering Recruitment strategy	• Increase in in-house Foster Carers • Turning the curve for ratio of in-house – external placements • Increase in external residential	• There is a reduction in the number of LAC placed in residential care and an increase in the number of LAC placed in local family

				provision offered in local area	placements, and wherever appropriate, LAC are placed closer to home.
3.4 Deliver the Payment by Results LAC themed initiative around Enhanced Foster Care.	OM LAC	OM Strategy, Commissioning & Resources	• Implementation Group	• Scheme is operational and a larger number of children have been returned from out of area placements in line with their care plans	• Wherever appropriate, LAC are placed closer to home in a family setting.

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template

Service/Function Title: Early Help Strategy
New/Existing/Updating/Amending: Existing

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Angela Bourge	Job Title: Operational manager, Strategy, Commissioning & Resources
Service Team: Resources	Service Area: Children's Services
Assessment Date: 20 May 2015	

1. **What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?**

The guidance is for everyone who works with children, young people and families in Cardiff. This includes teachers, health practitioners and Third Sector practitioners such as family support, early years practitioners, youth workers, play workers and social workers.

It is about the way we can all work together, share information, and put the child and their family at the centre, to ensure that children and families receive the support they need at the right time and in the right way.

2. **Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]**

The growing interest in early intervention and prevention reflects the widespread recognition that it is better to identify problems early and intervene effectively to prevent their escalation than to respond only when the difficulty has become so acute as to demand action. It is better for the individuals concerned, their families and society more broadly; it avoids a lot of personal suffering, reduces social problems and generally, it costs less than remedial action.

In Cardiff we believe that every child and young person should have the opportunity to reach their potential. We recognise that outcomes for children are best when they are supported to grow and achieve within their own families and community as families understand their own children.

The Early Intervention & Prevention Steering Group has developed the Early Help Strategy to promote and facilitate intervening early and as soon as

possible to tackle problems emerging for children, young people and their families, or with a population most at risk of developing problems.

The work of the group aims to ensure that families receive the most appropriate support to meet their needs at the earliest opportunity, in order to secure better outcomes and the cost effective delivery of services. The work of the Steering Group has built upon work previously undertaken within the context of the Family Support Strategy (FSS), taking account of the key priorities of the FSS whilst addressing current requirements arising from Welsh Government initiatives such as Communities First, Flying Start, Families First and Integrated Family Support Services.

Engagement of partners in the Steering Group has been positive and work has been undertaken to develop a common language that describes preventative support as "Early Help" with a focus on support rather that assessment. It promotes the right conversations taking place at the right time, between the right people.

A key element to the approach to supporting children, young people and families in Cardiff is a commitment to **early help**. Our approach supporting children and families in Cardiff outlined in this guidance is underpinned by a commitment to **early help** approach through a range of evidence based interventions.

We strive to develop a range of flexible and responsive services that meet the changing needs of the children, young people and families of our city. We recognise the need to move the focus away from managing short-term crises and towards effective intervention and support for children, young people and families and their families at an earlier stage.

This is a multi-agency approach underpinned by the following principles:

- Wherever possible all children's and families' needs will be met within universal settings (e.g. early years, health visiting, schools, GPs etc).

- As soon as any practitioner is aware that a child has any additional needs he/she will talk to that child and their family and offer advice and support to meet that need.

- Families will be empowered to identify their own problems, needs and solutions. In most cases, outcomes for children will only be improved by supporting and assisting parents/carers to make the changes identified by them with practitioners.

- We will work restoratively with families (working with them, not for and not to) and offer support and services that help families find their own

sustainable solutions.

- Effective interventions are dependent on doing the following steps: **See, assess, plan, do and review.**

- Once improvement is made, services will reduce or end so as not to create dependence.

- Our aim is always to build resilience in children and families and the capacity to overcome their own difficulties for the remainder of their lives.

The Cardiff Partnership is committed to working to achieve the objectives set out in this Strategy. Member agencies of the Vulnerable Children and Families Board have all signed up to the Strategy and progress regarding its implementation will be closely monitored by the Board.

3 Assess Impact on the Protected Characteristics

3.1 Age
Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative/]** on younger/older people?

	Yes	No	N/A
Up to 18 years	positive		
18 - 65 years – this refers to parents	positive		
Over 65 years			

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
This Strategy is expected to have a differential positive impact on children , young people and their families in Cardiff. It is expected that implementation of the Strategy will Ensure that children & young people receive help at the lowest level or intervention that is safe and effective in promoting good outcomes. It is also expected that the Strategy will maximise the impact of Children's (Social) Services by strengthening the effectiveness of social work intervention and specialist / targeted family support. It is expected that the Strategy will contribute to achieving the following positive outcomes for children , young people and their families: • To reduce the number of children, young people and their families requiring support at the "remedial" end of the Cardiff continuum of

support to families
- To narrow the gaps for children and young people, at risk of poor outcomes, in Cardiff and their peers.

It is also anticipated that over the next three years the implementation of the Early Help Strategy and its early intervention approach will achieve a 5% reduction in Cardiff's Looked After Children Population.

What action(s) can you take to address the differential impact?

Actions required for the successful implementation of the Strategy are outlined in an Implementation Plan that accompanies the strategy.

The plan identifies actions that are:

- achievable within 6 months of the strategy launch (highlighted in blue),

- actions that can be achieved within 12-18 months of strategy launch (highlighted in pink) and

- actions achievable within 3 years (highlighted in green).

3.2 Disability
Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment	positive		
Physical Impairment	positive		
Visual Impairment	positive		
Learning Disability	positive		
Long-Standing Illness or Health Condition	positive		
Mental Health	positive		
Substance Misuse	positive		
Other			

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The Strategy is inclusive of all children and it is expected that the joined up approach to working will benefit children with a disability. Links have been made

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with the Disabled Children's Strategy to ensure that this Strategy compliments and strengthens the approach and actions set out in the Disability Strategy.

What action(s) can you take to address the differential impact?

Actions required for the successful implementation of the Strategy are outlined in an Implementation Plan that accompanies the strategy.

The plan identifies actions that are:

- achievable within 6 months of the strategy launch (highlighted in blue),

- actions that can be achieved within 12-18 months of strategy launch (highlighted in pink) and

- actions achievable within 3 years (highlighted in green).

3.3 Gender Reassignment

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)			X

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this proposal will have a differential impact on this equalities group.

What action(s) can you take to address the differential impact?
N/A

Equality Impact Assessment
Corporate Assessment Template

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage		X	
Civil Partnership		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this proposal will have a differential impact on this equalities group.
What action(s) can you take to address the differential impact?
N/A

3.5 Pregnancy and Maternity

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy	X		
Maternity	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
Parenting Support, pre-natal and post natal is a key aspect of the Strategy. Parents are the most significant influence on children, and parenting has profound consequences for their future lives, so it is important to persuade parents that engaging in their child's development can make a difference, and to build positively on their existing strengths and actively involve them in decisions. Most parents need support of some kind at some time and we know from our local experience as well as from national research that effective parenting

support does help improve parenting. We also know that disadvantage is not a block to good parenting but low levels of literacy and numeracy and confidence are obstacles, and self-perception contributes to parents' motivation to change – so it is particularly important to persuade such parents to engage with support services by convincing them that they can bring real and lasting benefits to their children. The Strategy seeks to do this and sets out how professionals can best engage with parents to provide them with the support they require, at the right level and at the right time.

What action(s) can you take to address the differential impact?
Actions required for the successful implementation of the Strategy are outlined in an Implementation Plan that accompanies the strategy. The plan identifies actions that are: • achievable within 6 months of the strategy launch (highlighted in blue), • actions that can be achieved within 12-18 months of strategy launch (highlighted in pink) and • actions achievable within 3 years (highlighted in green).

3.6   Race
Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White	X		
Mixed / Multiple Ethnic Groups	X		
Asian / Asian British	X		
Black / African / Caribbean / Black British	X		
Other Ethnic Groups	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
The Strategy recognises that Cardiff if a multi-cultural city and seeks to ensure that the support to families available in the city meets of families from all cultural backgrounds. In consultation with parents it acknowledges that most parents wish to receive services in their local communities and it strives to ensure that

services are accessible to meet the needs of those parents who require them.

What action(s) can you take to address the differential impact?
Actions required for the successful implementation of the Strategy are outlined in an Implementation Plan that accompanies the strategy. The plan identifies actions that are: • achievable within 6 months of the strategy launch (highlighted in blue), • actions that can be achieved within 12-18 months of strategy launch (highlighted in pink) and • actions achievable within 3 years (highlighted in green).

3.7   Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist	X		
Christian	X		
Hindu	X		
Humanist	X		
Jewish	X		
Muslim	X		
Sikh	X		
Other	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
This proposal may have a differential positive impact on people with different religions/ beliefs and these groups by recognising their specific needs and how they prefer to access services and engage with professionals. . In consultation with parents it acknowledges that most parents wish to receive services in their local communities and it strives to ensure that services are accessible to meet

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the needs of those parents who require them.

What action(s) can you take to address the differential impact?

Actions required for the successful implementation of the Strategy are outlined in an Implementation Plan that accompanies the strategy.

The plan identifies actions that are:

- achievable within 6 months of the strategy launch (highlighted in blue),

- actions that can be achieved within 12-18 months of strategy launch (highlighted in pink) and

- actions achievable within 3 years (highlighted in green).

3.8   Sex
Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	Yes	No	N/A
Men		X	
Women		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this Strategy will have a positive or negative differential impact on sex.
What action(s) can you take to address the differential impact?

3.9   Sexual Orientation
Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

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Equality Impact Assessment
Corporate Assessment Template

	Yes	No	N/A
Bisexual		X	
Gay Men		X	
Gay Women/Lesbians		X	
Heterosexual		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this Strategy will have a differential impact on this equalities group.
What action(s) can you take to address the differential impact?
N/A

3.10   Welsh Language

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not expected that this proposal will have a differential impact on this equalities group.
What action(s) can you take to address the differential impact?
N/A

4.   Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

This is a Partnership Strategy that has been developed in consultation with Statutory and Voluntary Sector partners. Feedback from partners is contained in the main body of the Strategy in the section that deals with the **Cardiff Context**.

Additionally, parents and carers were consulted in respect of the Strategy, it's approach and their current experience of having their needs accessed and accessing Family Support Services availably in the city. Parent and carers' feedback is also located in the **Cardiff Context** section of the Strategy. It has ben well received by those parents / carers who were consulted.

The Children and Young People's Scrutiny Committee considered the draft Early Help Strategy at it's meeting in 12 May 2015. The Committee welcomed the development of the Strategy and its implementation plan, as well as the opportunity to review the document prior to its consideration at Cabinet. The Members noted that the Strategy stated that "wider partner agencies will be asked to pledge their support", for the strategy, however the Committee considered that this was not explicit enough and the Committee recommended that the Strategy should specify the key partners that must be involved to ensure the success of the strategy. Members' particular felt that the Play service and Youth Service must be involved. Members also considered that the communication and awareness raising of the strategy was also fundamental to its success. The Committee therefore wished to seek assurance that every effort will be made to enable all professionals to be made fully aware of the Early Help Strategy. The Strategy has been updated to reflect the Committee's feedback.

5.   **Summary of Actions [Listed in the Sections above]**

Groups	Actions
Age	
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	

Religion/Belief	
Sex	
Sexual Orientation	
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	Actions required for the successful implementation of the Strategy are outlined in an Implementation Plan that accompanies the strategy. The plan identifies actions that are: • achievable within 6 months of the strategy launch (highlighted in blue), • actions that can be achieved within 12-18 months of strategy launch (highlighted in pink) and • actions achievable within 3 years (highlighted in green).

6.   Further Action
Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7.   Authorisation
The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Angela Bourge	Date: 20 May 2015
Designation: OM - Resources	
Approved By:	3/6/15
Designation: Director of Children's Services	
Service Area: Children's services	

7.1   On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

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CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

CABINET MEETING: 2 JULY 2015

14-16 ALTERNATIVE PROVISION TENDER

REPORT OF DIRECTOR OF EDUCATION AND LIFELONG LEARNING

AGENDA ITEM:7

PORTFOLIO: EDUCATION (COUNCILLOR SARAH MERRY)

Appendix 2 to this report contains information which is exempt from publication under paragraph 14 & 21 and paragraph 16 of Schedule 12A Part 4 of the Local Government Act 1972.

Reason for this Report

1.   This report is to inform Cabinet of the outcomes of the 14-16 Pre Vocational tender process in 2014. The report presents an evaluation of the tenders received and considers changes in this area since May 2014.

Background

2.   In October 2013 Cabinet authorised officers to proceed with an Invitation to Tender for a 14-16 Pre-Vocational and Vocational Provision Framework. These provisions include highly practical courses that need specialist facilities not normally available in schools. As a result they are procured from external partners such as FE Colleges and Training Providers. The Invitation to Tender was launched in May 2014 and used as a pilot on the Council's new on-line procurement system – Proactis.

3.   The Framework was issued in order to achieve compliance with Cardiff Council's Standing Orders and Procurement Rules and to meet the requirements of UK and EU regulation and legislation for the procurement of services in the public sector.

4.   A number of tenders were received and evaluated in June 2014

Issues

5.   At the time of the evaluation, the Tenders did not meet the requirements of the Council and since the Council's requirements have changed substantially and new arrangements need to be put in place.

6.   Suppliers were unfamiliar with the Proactis Portal for online submissions – this was a pilot and there were a variety of Supplier complaints

regarding the "usability" of this system. Examples given were of pages timing out and all responses to that point being lost , this lead to questions not being answered in full.

7.	Following the release of the Procurement Framework in May 2014 there have been a number of significant changes, the reasons include:

   a.	A reduction in Welsh Government grants for 14-19
   b.	Increased delegation to schools
   c.	An increased emphasis on providing Alternative Provision for vulnerable learners rather than Vocational or Pre-vocational provision for mainstream learners
   d.	A reduction in the anticipated annual value of the procurement to £800,000 per annum. This reflects the reduction in grant funds and numbers of learners on these programmes. It is anticipated that between 500 and 600 learners will be engaged on the procured provision at an average cost of £1500 per learner per year. The Framework is due to run for 4 years and the overall procurement value for the life of the Framework would be in the order of £3,200,000.
   e.	Schools are increasingly seeking to purchase Alternative Provision from colleges and training providers but recognise the benefits that a LA Procurement Framework can provide in order to secure high quality, value for money provision for their more vulnerable learners.

8.	Given the significant changes over the passage of time, the Council is considering the most appropriate Procurement Strategy to meet the Council's needs, at present a Dynamic Purchasing System is being considered.

9.	The estimated value of the newly proposed procurement is under £5 million; accordingly will therefore fall under the Director's delegated authority.

Response to the issues

10.	To formally abandon the original May 2014 Invitation to Tender

11.	In the absence of the Procurement Framework the Council has continued to have individual Service Level Agreements with colleges and training providers for the various provisions. Cardiff's Procurement Service has advised that, in the interim, this is an appropriate approach.

12.	To re-issue the tender to take account of the changes that have occurred since May 2014 as outlined in section 6 and to improve the Council's approach to the tender process in the light of the initial experience through:

   a.	Working with the Proactis team to make sure the issues met by suppliers have been resolved

b. Ensuring there is clarity and precision in the documentation to make it straightforward for suppliers to complete their submissions

c. Improved marketing and guidance for suppliers to create better awareness of the expectations the Council has in terms of quality submissions

d. Engaging with Business Wales, an arm of Welsh Government, to support all suppliers in the preparation of high quality submissions in response to a revised Invitation to Tender.

13. The revised Framework will have sections that cover:-

   a. Six lots for tender including:
      i. Extended Opportunities Vocational courses
      ii. Stage 4 – external provision for school based learners at risk of exclusion
      iii. Year 9 programmes designed to prevent disengagement of learners prior to Key Stage 4
      iv. Key Stage 4 vocational programmes designed to reduce / prevent disengagement of learners
      v. Therapeutic Services in response to identified barriers to learning
      vi. Courses that provide a bridge into Education, Employment & Training

   The revised Welsh Baccalaureate Qualification Skills & Challenges will be incorporated into these provisions where appropriate.
   European Social Fund projects 2015-19 could also be procured through these lots.
   It is expected that there will be a maximum of 20 providers per lot.

   b. Robust contract management

   c. Standards and Wellbeing

   d. The Learning Experience, Teaching, Care, Support and Guidance and the Learning Environment

   e. Leadership, Improving Quality, Partnership working and Resource management

   A more detailed account of these sections can be found in Appendix 1

14. The procurement process and timescale as advised by the Procurement Service is detailed below:

Activity	Date	Comment
Cabinet Approval to proceed	2nd July 2015	
Providers notified (we haven't formally told them re non award of old framework)	7th July 2015	
Business Wales Engagement	Prior to Cabinet approval	We have engaged with Business Wales about this project and they are happy to assist providers in their bids (mitigating the risks of a 2nd failure)
Open procurement launched	Wednesday 22nd July	
Tender Return	Monday 24th August	30 days (have allowed an additional weekend)
Evaluations	Friday 4th September	2 weeks
Intention to award	Friday 11th September	Need to ensure that Cabinet have delegated the Contract award to the Director to minimise further delay.
Standstill	Until 22nd September	
Formalise contract award	23rd September	
Implementation and signoff	By end September	

15. Provision for the Autumn Term 2015 will be agreed under existing Service Level Agreements and the new arrangements would take effect from 1 January 2016.

Reason for Recommendations

16. To achieve compliance with procurement regulations and to secure high quality and good value alternative, pre-vocational and vocational provision for 14-16 year olds in Cardiff.

<u>Financial Implications</u>

17. The procurement implications are set out in the body of the report. of this report. Whilst, Section 15 details the criteria for evaluation between quality and price the effectiveness of the framework will ultimately be driven by affordability.

18. The anticipated funding streams that will be used to procure through this framework are anticipated to be mainly through the Education Improvement Grant. This Grant is managed by the Central South Consortia with a large proportion of the grant being delegated to schools. Contained within this Grant is the element for 14-16 alternative provision which relates to Secondary Schools only. In addition, there is an element of Education base budget that may be a funding stream where there is a

need to access services on this framework for those pupils not on roll at a school.

19.   It is noted that the expectation is that £3.2 million will be spent through this framework over a four year period. Both the Grant funding streams and base budget have funds available for 2015/16 but the availability of base budget is dependent on future decisions by Council. In addition, both the total amount and the future distribution of the Education Improvement Grant is dependent on Welsh Government and Central South Consortium.

Procurement Implications

20.   This procurement will be governed by revised procurement legislation, namely 'The Public Contracts Regulations 2015' and the Authority will be following the Open Procedure as prescribed by the Regulations (Reg. 27). Commissioning & Procurement staff will manage the pre-tender supplier engagement (i.e. notification of abandonment of previous tender and offer of support for new tender opportunity), advertisement, tender receipt (as well as clarifications during the tender process), evaluation, intention and formalisation of contract award in liaison with Directorate staff.

21.   The procurement will follow *at least* the minimum timescales outlined in the Regulations and will allow for the mandatory 10 (calendar) day standstill period between intention to award and formal award of contract. The engagement of Business Wales (already briefed on the procurement, proposed timescales and change in approach) as well as the simplification of the tender documentation and process should help to ensure that submissions are of sufficient quality and value for money. Commissioning & Procurement have also advised that the tender opportunity is advertised (as well as via Sell2Wales and the Official Journal of the European Union) with community networks (including C3SC, Neighbourhood Partnerships and WCVA) in order to ensure that the opportunity has as broad an audience as possible.

Legal Implications

Cabinet Decision

22.   Legal Services understand the recommended decision is to abandon the 14-16 Pre Vocational & Vocational External Provision Tender. It is noted, the estimated value of the new procurement going forward is substantially lower in value than the initial procurement and is now valued at £3.2 million. The recommendation in the report, if agreed, will amount to the abandonment of this procurement and the directorate will seek the approval to re-issue a revised tender in due course.

Procurement Route

23.   The Council is considering setting up a Dynamic Purchasing System ("DPS") under the Public Contract Regulations 2015.   A DPS is

essentially an open framework and provides for an electronic process for commonly used supplies, services or works. Contracting Authorities must allow all Bidders the ability to participate during the validity of the DPS. To set up a DPS, the restricted procedure must be used. The minimum time period for receipts of request to participate will be 30 days and the minimum time period for the receipt of tenders is 10 days from the date on which the invitation to tender is sent.

Equality Act

24. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decision, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a) Age, (b) Gender reassignment (c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) pregnancy and maternity, (g) Marriage and Civil Partnership, (h) Sexual orientation, (i) Religion or belief – including lack of belief.

25. Please see exempt Appendix 2 for further exempt legal implications

RECOMMENDATIONS

The Cabinet is recommended to:

1. authorise officers to abandon the 14-16 Pre Vocational & Vocational External Provision Tender originally released in May 2014 and

2. note that authorisation to commence a new procurement will be the subject of a separate decision as outlined in paragraph 9 within the body of the report.

NICK BATCHELAR
Director
26 June 2015

The following appendices are attached:

Appendix 1 - Brief & Scope of Services
Appendix 2 – Legal Implications (confidential)

Brief & Scope of Services

Brief and Scope of Services/Quality Indicators Lot A, B, C, D, E & F

- Lot A Extended Opportunities
- Lot B Stage 4
- Lot C Yr9 Preventative
- Lot D KS4 Preventative
- Lot D Therapeutic Services
- Lot E Yr11 Bridging into Education, Employment, Training courses

The following details the service the Local Authority expects all Suppliers to deliver.

1.1   Standards

The Local Authority always seeks to encourage new Suppliers in the marketplace however due to the nature of this educational provision Suppliers must demonstrate that they have undertaken relevant and comparable contracts. This is because the provision will be part of the learner's statutory education pre 16 and as such the Local Authority has a duty to ensure   that   the   teaching   and learning is delivered by those who are suitably experienced and qualified to do so.

Supplier's performance will be measured by attendance, retention, completion and qualification outcomes of learners. Performance is expected to improve year on year and will be collected via the Alternative Provision Results Based Accountability Report Card.

Suppliers will be expected to complete the Results Based Accountability Report Card annually and this will be submitted to the 14-19 Provision Manager and Local Authority every September for all Alternative Provision delivered the previous academic year.

Within this Report Card there will be opportunity to provide "The story behind the baseline". It is expected that the information provided by Report Cards on learners/courses/Suppliers will allow detailed quality assurance of provision to take place. This will in turn raise standards and will enable Cardiff Schools to make more informed choices when selecting provision from the framework.

Please see *Appendix X. AP Results Based Accountability Report Card*

Suppliers must ensure that there weaknesses or improvements identified in the Alternative Provision Contract Management Framework Supplier Self-Assessment are addressed within the allotted time frame agreed.

On award of contract it is an expectation that your organisation will join membership of the Local Authority facilitated forum Pre16 Training Provider Teaching and Learning Community. As part of this group you will be expected to work with other training providers   to raise standards,   share   good practice and develop assessment tools to evaluate one   another's   teaching   and   learning of Pre Vocational, General and Vocational Learning.

Spot inspections will take place adhoc by the 14-19 Provision Manager to ensure Suppliers are fulfilling their functions effectively. Suppliers will be graded against the criteria within the Alternative Provision Contract Management Framework.

Supplier Example of Good Level of Standards as a Quality Indicator:

- *There is a pattern of improvement or maintenance of good standards*
- *Instances of low achievement on courses is rare*

- *Disadvantaged or vulnerable learners achieve as well as their peers*
- *Learners make good progress on their courses*
- *Learners apply and communication and numeracy skills well and use ICT skills in a variety of contexts*
- *Young people show good thinking skills and this has a positive impact on their learning and the standards they achieve*
- *Learners develop their wider skills and are equipped for the next phase in their education, training or employment post 16*

1.2 Wellbeing

Wellbeing of learners on provision is important to the Local Authority and it is expected that Suppliers will ensure that young people's mental, physical and emotional needs are catered for. Please see AppendixX Maslow's Hierarchy of Need.

Suppliers should plan their provision carefully and take the opportunity to interest and motivate learners so that they settle into their programme quickly and easily.

Suppliers will be expected to identify mental, physical and emotional needs of young people and address them where possible either within the organisation or utilising external partners.

As a Supplier your organisation will be providing services to children and young people and we believe that it is very important that you provide the opportunities for them to participate in the decision-making process, and enable them to 'have a voice and have a choice'.

The National Children and Young People's Participation Standards help organisations to measure and improve the quality of the process of children and young people's participation. For the duration of the contract you will be expected as part of the contract management process to complete the National Children and Young People's Participation Standards self-assessment form annually which will help you to ascertain how well your current participatory practice is doing against the National Children and Young People's Participation Standards for Wales This will allow you to plan strategically, be more accountable to children and young people, provide evidence of the participation that is already happening in your organisation, plan for improvement where there are gaps and provide services which are more effective and efficient.

For more information please see:

www.partcipationworkerswales.org.uk

http://wales.gov.uk/topics/childrenyoungpeople/publications/participationstandards/?lang=en

Parents/Carers views should also be taken into account by the organisation and the Local Authority will expect them to be consulted regularly.

Supplier Example of Good Level of Wellbeing as a Quality Indicator
- *Learners feel safe and have positive attitudes to healthy living and eating*
- *Learners enjoy physical pursuits*
- *Learners are highly engaged, motivated and display pride and confidence in their work*
- *Learners attendance is good and they are punctual*
- *Learners behaviour and attitudes reflect their full participation in learning and making decisions about life in the organisation*

2.1 Learning Experiences

We are looking for Suppliers with a proven track record of working with young people aged 11-16, and in particular with young people who are at risk of social and educational marginalisation

Suppliers must be able to offer vocational, general and pre-vocational training in a range of subject areas to engage young people and qualify them with the knowledge and skills that will support them to succeed. This will include a mixture of classroom lessons and practical training. Programmes will have an emphasis on preparing the participants for future engagement with education, employment or training.

Pre Vocational Provision should be innovative and varied and address identified needs of learners.

Suppliers must provide clear information to learners and school to ensure that young people are aware of expectations of the course and can decide if the provision meets their needs.

Suppliers must provide an induction package to the provision which is subject to quality monitoring activities such as learner surveys which are renewed annually. Suppliers should continue to reinforce key messages from induction.

Suppliers should use participative learning methods to make the learning more interesting and effective and learners understanding should be checked regularly.

Suppliers must be able to deliver flexible courses either over a two year period, one year period, termly blocks of half termly blocks. Suppliers should state in AppendixX AP Price Schedule the length of the course.

Suppliers must be flexible and be able to cope with fluctuations in demand of learners wanting to access the course. Please note on award of order the agreed level of uptake will be maintained however we may require in some instances to add learners to the course and this will be in agreement with the Supplier.

Suppliers must offer a range of learning experiences and qualifications. Tenders will be asked to detail how they plan to deliver the required learning experiences and / or qualifications.

All qualifications offered to learners must be approved for use with pre 16s in Wales as registered on the Database for Approved Qualifications in Wales. This can be found on www.daqw.org.uk. (This does not apply to Pre-Vocational courses).

Each course offered to learners must have a qualification as an outcome. Courses submitted without this will be disregarded. (This does not apply to Pre-Vocational courses).

Suppliers must ensure that all vocational qualifications offered to learners from the DAQW are classified as Introductory Vocational Education and Training (IVETs) and suitable for pre16 and not Continuing Vocational Education and Training (CVETs) which are suitable for post 16 learners. This classification will be most pertinent from 2015 onwards.

Please ensure AppendixX AP Price Schedule is completed in full for each course you are offering.

Information on qualifications can be found on the Database of approved Qualifications Wales www.daqw.org.uk.

Tender submissions will not be accepted unless this information has been provided in full

Suppliers should conduct initial assessment of the learner in order to plan learning appropriately and ensure the right support is provided.

There will be an increased focus on assessing learner's skills gaps and effective methods of addressing skills gaps.

Suppliers must indicate whether they are able to provide courses in English, Welsh or bilingually.

Suppliers must indicate if they are able to provide courses for learners with English as Secondary or Other Language.

Suppliers must ensure staff are qualified to undertake the training they are delivering. Qualifications acceptable are nationally recognised teaching qualifications, ESOL Qualifications, Youth Work Qualifications, or equivalents.

It is an expectation that the following learning outcomes will be embedded in the General,   Pre-Vocational or Vocational Provision. Please ensure that you detail how you will plan to deliver these required learning outcomes in your scheme of work. See AppendixX AP Definition of Soft Skills and OECD Skills

These may include but are not limited to;

Literacy, Numeracy and Digital Literacy

OECD Skills – Critical Thinking & Problem Solving, Planning & Organisational Skills, Creativity & Innovation, Personal Organisation & Effectiveness (incl. Teamwork)

Soft Skills

Supplier Example of Good Level of Learning Experiences

- *Learning experiences offer stimulating opportunities that capitalise on young people's experiences within and beyond the organisation*
- *Equality of access to a wide range of learning opportunities*
- *Detailed and imaginative planning to ensure learners are challenged*
- *Learning activities that provide continuity and reinforce learning*
- *A curriculum that meets the needs of learners and offers a personalised learning approach where appropriate*
- *Communication, Numeracy and ICT is embedded into all lessons*
- *Where appropriate learners understand the role that they and other play in society and around the world*
- *Learning available in Welsh where appropriate*

2.2   Teaching

Courses tutors should set clear and realistic targets set by school and Supplier to measure progress and improve outcomes.

An individual learning plan should be developed and used as a "working document" and focused on delivery of learning, assessment, support and target setting for each learner.

Targets should be developed that stretch the learner and keep them focused on achieving realistic milestones.

There should be appropriate differentiation within delivery – stretch and challenge for more able learners and additional support for less able

Suppliers must demonstrate how they plan to deliver the qualifications and give details of the   course content, aims and objectives and learning outcomes expected. A scheme of work will be required for each course prior to the start of each course.

Suppliers must deliver well-structured lessons, making the learning objectives clear at the start of each session.

Lessons must be supported with good quality materials and practical examples and have pace, challenge and be based on high expectations of the learner.

Tutors should use well-chosen questions to engage and challenge learners and consolidate understanding.

Effective understanding of learning should take place and tutors should be able to adjust what they are delivering in response to their assessment of pupils learning.

Tutors should plan, organise and manage learning experiences to ensure they are varied and engaging to all.

Lessons should be personalised to the groups needs as appropriate to ensure that learners are requirements are met.

Tasks should be set which enable learners to develop personal and social skills. A mixture of group work, lone working and peer led delivery should take place.

Constructive and detailed feedback and guidance should be given to learners as appropriate as this will provide learners with the knowledge they need to improve and progress.

A range of assessment methods should be utilised to gather information about the learners progress. Suppliers must engage, sustain motivation and retain learners on courses they deliver and ensure there are strategies in place to reengage learners who begin to falter.

It is expected that the Supplier will deliver courses that will raise the aspiration of the learners.

Suppliers must note that learners will not be permanently excluded from courses unless authorisation has been received from the school. If a Supplier wishes to permanently exclude a learner from the course this must be done in consultation with the school and is not   the sole decision of the Supplier.

Where there is a difference of opinion between Supplier and School over permanent exclusion of a learner from an external course the Local Authority and Supplier will consult the Schools Exclusion Officer.

If a Supplier wishes to issue a Fixed Term exclusion this must be done in consultation with the school in order that it can be recorded.

Suppliers will be managing some learners with exceptionally challenging behaviour and complex learning needs and it is an expectation that Suppliers have appropriately trained and qualified staff to manage this.

Suppliers are required to supply a list of staff who will undertake the delivery of training to pre 16s. This should include proof of the relevant qualifications they possess and how these relate to the training / learning experiences they are able to provide, their ability to manage challenging behaviour and any professional development you have in place for your   tutors. This should include but is not limited to those responsible for teaching pre 16s with nationally recognised teaching qualifications, ESOL qualifications, youth work qualifications etc.

Staff must be qualified and able to differentiate resources to ensure learners are stretched and challenged as well as supported in their learning.

Staff must have the ability to motivate and engage learners who are hard to reach.

Staff must have experience in and be able to manage challenging behaviour, non-attendance and lack of motivation and engagement of learners

Staff must be able to use innovative approaches to teaching and learning.

Suppliers will be expected to complete an annual report for Yr10 and Yr11 Extended Opportunities learners and an End of Course Report for all learners on Stage 4 courses using the preferred 14-19 format . These will be sent to the 14-19 Programme Manager as requested. Please see Appendix 7. Extended Opportunities Annual Report and Appendix 8. Stage 4 End of Course Report

Suppliers will be expected to complete Learner Progress Trackers for all students using the preferred 14-19 format. These will be sent to the 14-19 Programme Manager as requested and will be termly for Extended Opportunities learners and bi-weekly for Stage 4 learners. Please see Appendix 9. Termly Learner Progress Tracker and Appendix 10. 14-19 Bi-Weekly Learner Progress Trackers

Learners can be referred to Suppliers through the Framework of Alternative Provision by High Schools, PRU and Local Authority.

Referrer must ensure that Supplier is made aware of any relevant information regarding the learner

Learner is assessed by referrer and a decision is made regarding the sort of support/curriculum is required. The Supplier is given all the necessary information about the learner and clear measurable targets are set. Progress is monitored and a plan for progression is made.

Learner profiles are generated and confirmed by the 14-19 Provision Manager and sent to the Supplier. Commitment to completing the Wales Accord of the Sharing of Personal Information will be required from all Suppliers.

Suppliers must not accept a referral without receiving prior to start date a Learner Profile.

Supplier Example of Good Levels of Teaching

- *Teaching ensures that learners are motivated and engaged*
- *Teaching ensures good progress and learning*
- *Tutors have excellent subject knowledge and use a range of approaches and activities to inspire and challenge learners*
- *Tutors make good and imaginative use of resources, including technology to enhance learning.*
- *Support is focused and makes significant contribution to the quality of learning*
- *Feedback to learners both orally and through marking enables them to understand how well they are doing and what they need to do to maintain good progress*
- *Progress and wellbeing of learners is tracked and as a result lesson plans meet all learners needs*
- *Parents and carers are kept well informed about their children's achievements, wellbeing and development*

2.3   Care Support & Guidance

Suppliers must be able to show that they are able to provide support learners through transition into post 16 and offer impartial advice and guidance. An example of support would include but is not limited to using mentors to guide young people or working with outside agencies such as Careers Wales. We expect Suppliers to be responsive to the needs of the young people and work with them to ensure that there is a clear pathway for them into education,   employment or training post 16. In addition clear progression routes for learners into post 16 must have been developed and where possible outcomes and evidence of this must be provided.

Suppliers must have signed up to the Wales Accord on the Sharing of Personal Information and have signed up to be Registered Data Controllers. Tenders will not be considered unless this has been completed. This is stated in Terms and conditions of contract.

Suppliers must ensure that impartial advice and guidance as well as support to make a positive transition post 16 is made available to all learners on courses. If your own organisation does not have a qualified Careers Advisor it is expected that you will look to Careers Wales to support this.

The staff/student ratio must be appropriate in all training / learning experiences provided and the Supplier must state this before each commences. The Local Authority will agree the appropriate ratio with the Supplier on commencement of the course. It will be the Suppliers responsibility to ensure that this ratio is maintained through the duration of the contract with the Local Authority.

It is not expected that pre 16 and post 16 learners will be in the same group sharing the same tutor.

Suppliers must confirm that DBS guidance as amended and updated on but not limited to is followed and adhered to:

http://www.estyn.gov.uk/english/inspection/inspection-explained/safeguarding/#safedbs

https://www.gov.uk/government/organisations/disclosure-and-barring-service

Suppliers must ensure that all provision offered has access to a First Aid Trained member of staff.

Suppliers will be expected to report attendance to schools via email by 10am each day that the learner is placed with the Supplier. An update after lunchtime should be provided to schools to inform them of any changes to the register. Those absent, present and late should be included in this 10am daily report to schools.

Suppliers will be expected to email attendance to the 14-19 Programme manager at the end of each month using the 14-19 preferred format please see Appendix 6. Monthly Attendance.

Supplier Example of Good Levels of Care, Support and Guidance

- *Effective arrangements exist to support learners health and wellbeing*
- *Arrangements contribute to learners development and wellbeing and support learning effectively*
- *Organisation makes appropriate use of arrangements for promoting healthy eating and drinking*
- *Learning experiences promote personal development*
- *The organisation is proactive with developing and building collaborative working with other key agencies to reduce the risk of harm to learners*
- *Targeted support for vulnerable learners results in improvement for instance in attitudes, behaviour, confidence, achievement or relationships*
- *Induction programme are tailored to meet needs of learners*
- *Impartial advice and guidance is provided to enable learners to make confident and well informed choices*
- *Arrangements for safeguarding meet learner requirements*
- *Midyear enrolments learning needs are met*

2.4 Learning Environment

Suppliers must provide the service in 14-19 Partnerships and Neighbourhood Groups as stated in Introduction and Further Information.

If delivery is not available in the locality of the learners Suppliers must make every reasonable attempt to ensure a reasonable Travel Plan is put in place for learners.

Note that the preferred Supplier may not be deemed appropriate to deliver the provision to learners due to the location of the provision.

- *The organisation is inclusive and learners receive equal access to provision and facilities*
- *Diversity is recognised, respected and celebrated*
- *Resources are of a good quality and matched to learning needs*
- *Facilities are of a good quality, are secure and well maintained*

3.1 Leadership

Supplier Example of a Good Level of Leadership
- *Tutors share a common vision, values and purpose*
- *Leaders communicate high expectations for improving provision and challenge staff positively to good effect*
- *Information regarding performance is used to address issues of underperformance ant set targets for improvement*
- *Policies and initiatives are implemented consistently and improve learner outcomes*

3.2 Improving Quality

For the duration of the contract the Supplier will be subject to the Local Authorities Contract Management process. Please ensure that you are familiar with this and for more detail see Schedule 3 Contract Management.

Suppliers should involve learners, staff, employers and other interested parties in the Self - Assessment process. This process should focus on gathering the sort of information needed to produce an effective action plan to improve provision.

To be effective in improving the quality of provision the Self-Assessment must be honest in evaluating strengths, areas for improvement so that they may be maintained, eliminated and improved as necessary.

There should be an effective link between the Self-Assessment and Quality Improvement Procedures so that the two cycles overlap.

It will be an expectation that Contract Management Framework and Process will be adhered to by all Suppliers.

It is expected that the Self-Assessment will form part of the Contract Management process and as a result an Action Plan produced by the Supplier sharing Strengths and addressing Weaknesses.

On completion of the Self-Assessment and Action Plan a cohort of trained young people will visit your provision, speak to learners and staff and carry out an inspection against the National Participation Standards and other criteria the team of Young People Inspectors deem appropriate. Again any Strengths will be shared as good practice and any Weaknesses will be addressed via the contract management process.

Suppliers will be managed under the Local Authorities Contract Management Framework which will include Performance Review Meetings to action and address Key Improvement Areas. Failure to action improvements identified may result in contracts being cancelled with the Supplier, monies being withheld by the Local Authority and ultimately removal from the Provision Framework.

In addition Suppliers will be expected to attend Performance Review Meetings held twice per year. Please see Schedule 3 Contract Management. Weaknesses identified within the provision through the Contract management process must be addressed in the timescales set. Failure to do so may result in provision being withdrawn/cancelled.

Supplier Example of Good Quality Improvement

- *Leaders have an accurate picture of the organisations strengths and weaknesses*
- *Range of rigorous monitoring activities*
- *Performance data is uses to monitor progress and plans for improvement*
- *Organisation regularly seeks views of learners, parents or carers*
- *Organisation has a good track records of maintaining or improving standards and provision*

3.3   Partnership Working

Suppliers should have effective partnerships within local networks and work collaboratively with partners to deliver programmes and progression opportunities.

Effective communication networks should be established and partners should contribute effectively to the improvement of standards.

Suppliers will be expected to adhere to the Alternative Provision Procedures and Protocols Manual in case of award of contract for Alternative Provision. These requirements will be discussed further upon the award of contract.

The Alternative Provision Procedures and Protocols Manual will be made available on the PROACTIS e-portal. Please note that you will be obliged to adhere to these upon the award of contract.

Supplier Example of Good Partnership Working

- *Partnership activities make a strong contribution to improving standards and wellbeing of learners*
- *Partnership activities widen the range of choice for learners*
- *Organisation takes a leading role developing joint working practices and engenders trust and good communication between partners*
- *Staff focus on joint planning and resourcing as well as building capacity for continuous improvement*
- *Organisation has strong links with the community, good liaison and communication with parents/carers and works effectively with other agencies enabling staff to deliver joined up programmes that improve learner outcomes and wellbeing*

3.4   Resource Management

If Personal Protective Equipment is needed for the course being delivered this should be provided by the Supplier and included in the cost of the course. Please note it is expected that PPE be available on the first day of study and there should be no delay in starting the course due to PPE not being available to learners.

The location of your provision for the delivery of each course will be considered when we are allocating the appropriate Supplier and the process of appointment discussed earlier in the ITT will apply

Supplier Example of Good Resource Management

- *Organisation enables staff to develop and share their professional knowledge and supports teaching of good quality across the school*
- *There are effective networks of professional practice with other organisation and partners*
- *Staff and financial resources are managed and deployed effectively to support learning improvement*
- *The impact of resources on teaching and learning is kept under review and future needs are planned for*
- *Organisations spending relates well to priorities for improvement and the benefit of learners*

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CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

CABINET MEETING: 2 JULY 2015

RIVERSIDE PLAYING FIELDS AND COMMUNITY CRICKET

REPORT OF DIRECTOR OF CITY OPERATIONS

AGENDA ITEM: 8

PORTFOLIO: **ENVIRONMENT (COUNCILLOR BOB DERBYSHIRE)**

Reason for this Report

1.   The Council is keen to assist community sports clubs wherever possible. This report seeks authority to advertise the opportunity for a lease to be offered on public open space at Riverside Park, Llanrumney for the provision of community Cricket and to consider subsequently the outcome of consultation.

2.   The Council would be keen to consider the prospect of a Community Asset Transfer, subject to an advertisement being issued and any objections raised being satisfied or deemed immaterial.

Background

3.   The Council is actively seeking interested clubs, organisations, trusts and co operatives to run and manage a range of outdoor sport facilities in Cardiff to reduce the financial burden to the Council and develop community sport where appropriate. Recently, a variety of alternative delivery arrangements in outdoor sport and parks have been put in place to safeguard and enhance services, whilst seeking to improve the offer to the community. These arrangements have included a joint venture with Cardiff Metropolitan University on sports development, the issue of prior information notices on Roath Park Boatstage and on Heath Park pitch and putt and on the tennis courts (as part of a scheme securing funding from the Lawn Tennis Association and Sport Wales), and the issuing of preferential user agreements to clubs such as Fairwater Sports Trust at Poplar Park and Pentwyn Dynamos at Parc Coed Y Nant. In addition, there are further hire agreements at many of the Council`s leisure facilities. However, where clubs in an area wish to expand and develop facilities, they require security of tenure in order to attract funding from many of the external funding bodies; and this is where the opportunity for Cricket at Riverside Park Playing Fields arises.

4.   There are a number of agreements which have concerned the Council issuing leases to sports clubs to assist them with their future growth,

development and security. Examples of such current lease agreements are cited below:

- St Peter's RFC – Building and playing field, Harlequin Ground, Penylan
- St Albans RFC – Clubhouse and car park
- Old Illtydians RFC – Moorland Old Library for clubhouse
- Fairwater Sports Trust – Poplar Park
- Cardiff Cricket Club – Forest Farm Diamond Ground
- Cardiff High School Old Boys – Forest Farm Diamond Ground
- Rumney RFC – Riverside Park

5. Demand for community Cricket has been identified, particularly within the Southern part of the City. This has been evidenced by the Cricket Board of Wales through its club audit. There is significant Cricket activity in schools and amongst the community but no club exit route in the area. Cricket clubs are primarily located in the North of the City.

6. It is envisaged that the area for lease for Cricket could potentially include an area of land to accommodate two full size Cricket tables, outfield areas and the current Riverside Park Changing Rooms as detailed in Appendix 1.

7. Further to the advertisement of the opportunity, and the determination of whether interested parties meet the requirements, it is envisaged that a lease in the region of 25 years should be offered by the Council. However, this would be for a further Cabinet decision. If the Council was to be able to help a community sports club in this way through the issuing of a lease, this requires the Council to advertise the opportunity under Section 123 of the Local Government Act, through which it has to advertise the `disposal` of Public Open Space. A competitive tendering process would be initiated in order to meet the Council's requirements to obtain best value, as required by Section 123 of the Local Government Act 1972. It should be stressed though that the Freehold would remain with the Council and there would be no sale of land.

8. The advertising of the opportunity for community Cricket fits with the strategic direction of the Council, which is to support and encourage community organisations to take operational responsibility for services wherever practicable and when that demand exists. The strategic needs for Cricket in the Southern arc of the city is well-known by Cricket Clubs and the governing body of the sport. The principle of clubs having greater control over their future development is supported at national level by Sport Wales. In addition, the Council has recognised that it must consider alternative delivery models for its services, find the best uses for its assets and act as client and commissioner rather than a deliverer in every instance.

Issues

9. The Riverside Park Changing Rooms and proposed playing area are currently under-utilised. A lease to a Cricket Club would enable that Club

to invest in the facilities. The impact of using this land for Cricket has been considered. Currently, the site accommodates Rugby pitches. The demand for Rugby pitches has been calculated for the playing field area and allows for decommissioning two pitches to accommodate Cricket. The neighbouring Rumney Rugby Club has been consulted and would welcome the opportunity to have Cricket on the playing fields and has agreed to work with an appointed club to recruit new players from the local community.

10. Llanrumney United FC make some use of the changing rooms during the winter playing season and will be consulted on any eventual lease arrangement in order to establish if a partnership can be developed for joint use.

11. There is potential for a reduction in revenue expenditure and a saving to the Council under the lease of the building and potential annual financial return from a lease agreement.

12. The principles upon which the opportunity would be advertised would include the following:

- Proposed use and maintenance of grounds and pavilion by Cricket
- The Club to be financially sound and a member of a bona fide league under the auspices of the national governing body of the sport
- The Club to have a sound development plan to include promoting and developing Cricket to all sectors of the community
- Open access and equality of opportunity for all within the community to join the Club.

Local Member consultation

13. Local Ward Members have been consulted and in principle, support this proposal.

Reason for Recommendations

14. In order for community clubs to seek external funding they require security of tenure under a lease agreement. Therefore, approval to advertise the use of this Public Open Space for community Cricket is sought to enable future investment in this Park facility and to develop Cricket in the neighbourhood area.

Financial Implications

15. The financial impact of a lease arrangement would be quantified and detailed in the next report to Cabinet, which would report on the outcome of the advertisement.

Legal Implications

16. Prior to the grant of a lease of public open space land the Authority is required to undertake consultation by way of public advertisement

pursuant to section 123 of the Local Government Act 1972

RECOMMENDATIONS

The Cabinet is recommended to:

1.   approve the advertisement of the proposed opportunity for community Cricket of public open space land at Riverside Park (Appendix 1)

2.   Subject to a further report being brought forward outlining the responses from the advertisement, agree to the disposal by way of Community Asset Transfer in principle, subject to an advertisement / appropriate public consultation, Equalities Impact Assessment, a competitive selection process, and with a report being brought back to Cabinet on the preferred operator.

ANDREW GREGORY
Director
26 June 2015

The following appendix is attached:

Appendix 1. – Map of site

Land at Riverside Park, Llanrumney, Cardiff

N
W · E
S

Rhymney River (Afon Rhymni)

Weir
NTL

Rumney Rugby
Football Club

Ysgol Gymraeg Bro Eirwg

Playing Field

School
House

Rev No.			Details			
			Drawn by RPC	**Scale** 1:2500	**Date** 15/05/2015	
			File Pathname / Project / Drawing No. R:Propinfo / pcrippin / RiversidePark1			

CARDIFF
CAERDYDD

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CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

CABINET MEETING: 2 JULY 2015

APPLICATION FOR A HACKNEY CARRIAGE FARE INCREASE

REPORT OF THE DIRECTOR OF CITY OPERATIONS

AGENDA ITEM: 9

PORTFOLIO: **SKILLS, SAFETY & ENGAGEMEMT (COUNCILLOR DE'ATH)**

Reason for this Report

1. To consider applications made by Dragon Taxis and the Cardiff Hackney Carriage Association to vary the current City of Cardiff Council's rate of hackney carriage fares.

Background

2. The Council may fix or vary the rate of fare for the hire of a taxicab under the provisions of Section 65 of the Local Government (Miscellaneous Provisions) Act, 1976. The Section requires that any variation of the fare must be advertised in a local paper and that a period of notice of at least 14 days be given to enable any person to make objections.

3. The current tariff of fares has been in place since 1st September 2011.

4. An application made by taxi operator Dragon Taxis, Martin Road, Tremorfa Industrial Estate, Cardiff, to increase the rate of fares was submitted to the Licensing Section on 5th May 2015 and is detailed in Appendix A.

5. A subsequent application was made to the Licensing Section on 27th May 2015 by the Cardiff Hackney Carriage Association and is detailed in Appendix B. The application proposes to imitate the tariff of fares currently approved by Bristol City Council.

Dragon Taxis Application

6. Dragon Taxi's application proposes to increase the charge of the first 103 yards and when the distance exceeds 103 yards by 30p to £2.30. All other charges remain the same as the current table of fares. Full details are shown in Appendix A. It is proposed that the tariff takes effect on 1st September 2015 to tie in with the start of the academic year and the increase in trade which begins at that time.

7.   The proposal would increase the cost of an average three mile journey by 4.1% during the day and by 3.7% during the night. In monetary terms this would be an increase from £.7.20 to £7.50 during the day, and from £8.20 to £8.50 at night.   An average journey of up to 10 miles would result in an increase during the day from £19.00 to £19.30 a rise of 1.58% and £20.00 to £20.30 a rise of 1.50% at night. There would be no increase in waiting time or additional charges.

8.   In support of the application Ryan Owen, Director of Dragon has stated:

'I believe that the fare increase requested is a modest one which would be wholly acceptable to both drivers and customers alike. Because we only want to adjust the initial charge, journeys which are over longer distances do not become extortionate. I feel that this increase would be a good one to implement. It is a reasonable request and would not dramatically impact the taxi market in Cardiff.
Customers would continue using the service, but drivers would receive the far overdue increase that they deserve. The rates have not been increased for many years now and inflation does start to bite into the driver's income as we go on.'

9.   Officers have agreed that the application made by Dragon is a modest one and is easily understood by members of the public; a flat rate increase of 30p on every metered taxi fare. The proposed increase in fares is unlikely to deter members of the public from using taxis, however it must also be clear that the quality, consistency of charging for services and the ambassadorial role played by Hackney Carriage drivers for the City are all critical factors in customer satisfaction.

Cardiff Hackney Carriage Association (CHCA) Application

10.   The CHCA application proposes to replicate the City of Bristol's Hackney Carriage tariff of fares. Full details are detailed in Appendix B.

11.   This application varies considerably from Cardiff's current tariff of fares, as it includes 6 different tariffs:

  I.   Day Rate: Monday to Friday 6:00 to 22:00
 II.   Night Rate; Monday to Friday 22:00 to 06:00
III.   Weekend Day Rate: Saturday & Sunday 06:00 to 22:00
IV.   Weekend Night Rate: 22:00 to 06:00
  V.   Bank/Public Holiday Rate
VI.   Christmas & New Year Rate

12.   The proposed CHCA tariff also includes additional charges that are not currently included in Cardiff such as charges for animals, separate charges for different sized items such as rucksacks, suitcases, prams, and additional charges for fares commencing at Cardiff Central Station. The CHCA base this application on their consideration that house prices, Council tax and business rates in Cardiff are very similar to Bristol.

13. An average 3 mile day-time (weekday) journey would increase from £7.20 to £7.83, an increase of 8.75%. A 3 mile night time journey would increase from £8.20 to £9.80, an increase of 19.51%. With the additional tariff, the night time rate on weekends for a 3 mile journey would be £10.10, an increase of 23.17%.

14. The CHCA application is a considerable increase in the rate of fares, especially on weekends and at night. It should be noted that the night rate also applies 2 hours earlier than the current Cardiff night-time rate. It is Officers opinion that this increase may deter passengers from using hackney carriages and the 6 separate tariffs makes estimating a fare confusing for drivers and passengers.

15. In addition, the separate extra charges for medium and large luggage are considered by Officers to be subjective and would cause cases of conflict between passengers and drivers and could cause an increase in enquiries and complaints to the Council. The Licensing section already receives a significant number of complaints about overcharging, inconsistency of charges and this proposal, if accepted, could exacerbate that position.

Considerations

16. The table in Appendix C is a comparison between the current Cardiff tariff of fares and the 2 applications. It is difficult to directly compare the current Cardiff & Dragon applications with the CHCA application as the charges are applied differently and apply to different distances.

17. In September 2009, the Council approved the Hackney Carriage Fare Index, a method of calculating how much the cost of operating a hackney carriage has changed since the last fare increase was implemented. Using the Index, it has been calculated that the vehicle costs (cost of vehicle, parts, labour costs, licence fees etc) have risen by 0.5% since 2011, and driver costs (based on average earnings for private sector services) have risen by 3.5% giving a total index of 4%.

18. The AA Fuel Price Report shows that the cost of diesel has decreased from a Wales average of 139.5p per litre at March 2011 to 119.0p per litre in April 2015 a decrease of 15%. Unleaded 95 Octane petrol has also decreased by 15% to 113.5p per litre, in the same period.

19. Hackney Carriage Vehicle Licence fees have decreased since September 2011 from £230 to £163 for a 12 month renewal, a decrease of approximately 30%.

20. The vehicle excise duty has increased for petrol & diesel vehicles in band H from £180 to £205 a 13% increase.

21. Consideration should be given to obtaining a balance between increasing the fare to compensate in the increase of costs of running a hackney carriage, and ensuring that the increase or methodology does not deter

the public from using hackney carriages, nor form a poor reflection of visitor and resident experiences of the City.

22. In the Taxi Rank Operations and Public Attitude Survey conducted by AECOM in 2013, the optimum period for taxi hirings was between 19:01hrs and 07:00hrs on Saturdays. The CHCA proposals will add a significant increase to those journeys, with an average 3 mile journey costing 23% more, as opposed to a 3.7% increase under the Dragon proposals. The survey also stated that the majority of respondents indicated that the standard of taxi service was rated as 'good' except for the price, which the majority thought was 'average'.

23. For information the following table provides details of the daytime rate of the 2 mile fare currently authorised by the Council together with a comparison with the proposed fares and also the fares authorised by a sample of other licensing authorities:

Authority	Cost per 2 mile journey
London	£7.20
Bath	£6.40
Birmingham	£6.20
Swindon	£6.10
CHCA Proposed Fare (Bristol)	**£6.02**
Newcastle	£5.80
Manchester	£5.80
Dragon proposed fare	**£5.70**
Vale of Glamorgan	£5.65
Wrexham	£5.60
Cardiff current fare	**£5.40**
Rhondda Cynon Taff	£5.20
Newport	£5.10
Swansea	£5.05
Liverpool	£5.00
Bridgend	£4.90

24. The average 2 mile day-time fare in the UK is currently £5.66, and in Wales it is £5.16. Cardiff is currently 229th in the 2 mile fare league table out of 365 local authorities, as printed in the April edition of Private Hire & Taxi Monthly (see Appendix D for further details)

25. Should the Cabinet agree to vary the tariff, the variation would need to be advertised for a period of at least 14 days to permit persons to make an objection. Should there be no objections; the variation would then come into effect on the date of the expiry of the period of notice. However, should an objection be received the objection would need to be considered by the Cabinet before the variation is implemented. Should the revised tariff be implemented it is also recommended that a further customer satisfaction survey is carried out within a year to assess any impacts.

Reason for Recommendations

26.   The report seeks determination of the applications to vary the City of Cardiff Council's Hackney Carriage tariff of fares. It is a legal requirement that the approved tariff applies to all hackney carriage journeys that start and end within the Cardiff boundary.

Financial Implications

27.   This report does not result directly in any additional financial implications. The increase in fares will need to be publicly advertised and the associated costs of advertising will be borne by the Licensing Service from within its existing budget

Legal Implications

28.   If the Cabinet decides to amend the fare tariff it will be necessary to give public notice in accordance with Section 65 of the Local Government (Miscellaneous Provisions) Act 1976.   The Cabinet will then have to consider any objections that are received.

29.   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. standing orders and financial regulations; (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.

RECOMMENDATIONS

Cabinet is recommended to:

1.   Note the issues and impacts to taxi fares set out in the report

2.   reject the application put forward by the Cardiff Hackney Carriage Association.

3.   Approve the application put forward by Dragon Taxis with an implementation date of 1st September 2015 (provided that there are no objections).

4.   Authorise the advertisement of the variation in a local newspaper.

ANDREW GREGORY
Director
26 June 2015

The following appendices are attached:

Appendix A: Details of the Dragon Taxis Application
Appendix B: Details of the Cardiff Hackney Carriage Association Application
Appendix C: Comparison between the application sand the current tariff of fares
Appendix D: April edition of Private Hire & Taxi Monthly 2 mile fare comparison.

Details of Dragon Taxi Application:

CURRENT CHARGE		PROPOSED CHARGE	
First 103 yards (94.18 metres) or part thereof,	£2.00	First 103 yards (94.18 metres) or part thereof,	£2.30
If distance exceeds 103 yards (94.18 metres) for first 103 yards (94.18 metres)	£2.00	If distance exceeds 103 yards (94.18 metres) for first 103 yards (94.18 metres)	£2.30
For each subsequent 207 yards (189.28 metres)	£0.20	For each subsequent 207 yards (189.28 metres)	£0.20
WAITING TIME:		**WAITING TIME:**	
For each period of 48 seconds	£0.20	For each period of 48 seconds	£0.20
EXTRA CHARGES		**EXTRA CHARGES**	
For hirings between midnight and 6.00 am and on Sundays, and Bank Holidays	£1.00	For hirings between midnight and 6.00 am and on Sundays, and Bank Holidays	£1.00
For hirings between 8.00pm Christmas Eve and 6.00am on 27th December and between 8.00pm New Years Eve and 6.00am 2nd January	£3.00	For hirings between 8.00pm Christmas Eve and 6.00am on 27th December and between 8.00pm New Years Eve and 6.00am 2nd January	£3.00
For each passenger exceeding four	£1.00 each	For each passenger exceeding four	£1.50 each
For bicycles, cabin trunks (minimum size 36" x 24" x 18") and items of furniture	£0.50 each	For bicycles, cabin trunks (minimum size 36" x 24" x 18") and items of furniture	£0.50 each
For the fouling of a vehicle	£50.00	For the fouling of a vehicle	£50.00

Application made by Cardiff Hackney Carriage Association:

From: Cardiff Hackney Associationsk
Sent: 27 May 2015 15:05
To: Licensing (Licensing, Regulatory)
Subject: Proposal to the Licensing and Public protection committee to approve the proposal of fare increase for Hackney Carriages in City and County of Cardiff; Based on the fact that since last fare increase (1st September 2011) The cost of Insurance, Maintena...

Dear Sir/Madam,

May I draw your attention to the fact that last fare increase was implemented on 1st September 2011 nearly four years ago. since then price of everything has increased significantly as a result majority of the taxi drivers have requested me to apply for fare increase in line with other large cities in England and Wales. Based on their request I have decided to follow the fare tariff used by Bristol City Council bearing in mind that Cardiff is the Capital City of Wales and the house prices and the Council tax and business rates are very similar to Bristol city.

A supporting letter with signatures of drivers will be filed to the licensing section in due course.

Yours sincerely

Mathab Khan

P.S.

The fare tariff written below is identical copy of fare tariff of Bristol city Council except for couple of items.

Fares for distance and time.

Tariff 1
Day Rate

, Monday to Friday
 06:00 to 22: 00

Initial Hiring
£2.60 for the first 194.4 Yards or 177.7 metres or part thereof.
plus approx £1.80 per mile (not including waiting time)
By taximeter units of 10 p for every subsequent of 97.2 yards (88.85 metres)
Waiting time 20 p per 40 seconds (£18/hour)

Tariff 2
Night rate,
Monday to Friday

22:00 to 06:00
Initial hiring
£3.40 for the first 160 yards (146.3 metres) or part thereof

plus approx £2.20 per mile. (not including waiting time)

By taximeter units of 10 p for every subsequent 80 yards (73.15 metres) or part thereof

Waiting time 20 p per 31 seconds (£23.20/hour)

Tariff 3
Weekend
Day rate
Saturday & Sunday 06:00 to 22:00

Initial hiring
£3.20 For the first 194.4 yards (177.7 metres)

Plus approx £1.80 per mile
By taximeter units of 10 p for every subsequent 97.2 yards (88.85 metres) or part thereof

Waiting time 20 p per 31 seconds (£23.20/hour)

Tariff 4
Weekend night rate
Saturday & Sunday

22:00 to 06:00

Initial hiring

£3.40 for the first 153 yards (139.9 metres) or part thereof
plus approx £2.30 per mile (not including waiting time)

By Taximeter units of 10 p for every subsequent 76.5 yards (69.95 metres) or part thereof

Waiting time 20 p per 28.7 seconds (£25.10/hour)

Tariff 5
Bank/public holiday rate
(excluding when tariff 6 applies)
from 00.01 to 06.00 following day

Initial hiring

£3.40 for the first 195.5 yards (179.8 metres or part thereof
Plus approx £2.70 per mile

By taximeter units of 10 p for every 65.16 yards (59.93 metres) or thereof

Waiting time 30 p per 43 seconds (£25.10/hour)

Tariff 6
Christmas and New Year Rate
From 20.00 hours on 24/12 to 06.00 on 27/12. from 20.00 on 31/12 to 06.00 on 2/1

Initial hiring
£4.40 for the first 160 yards (146.30 metres) or part thereof
Plus approx £3.30 per mile (not including waiting)

By taximeter units of 10 p for every subsequent 53.30 yards (48.76 metres) or part thereof

Waiting time 30 p per 43 seconds (£25.10 hour)

Extra charges (excluding spoilage or fouling charges)

Every hiring commencing at Cardiff central train station taxi rank 20 p
Every adult after 4 th person £1.50 p due to excess cost of fuel consumption and maintenance compare to saloon vehicles.
Every medium holdall/rucksack/suitcase 20 p
Every large/heavy holdall/rucksack/suitcase/pram/pushchair 30 p
Every folding bicycle £1.00
Every non folding (rigid frame) £2.00
Every caged animal £1.00
Every uncaged animal (except for assistance dogs) £2.00
Items of bulk or weight by negotiation
Spoilage or fouling of the vehicle £50.00
Assistance dogs, wheelchairs and any assistance aid used by a disable passengers carried free of charges.

Comparison between Dragon Taxi and CHCA Applications:

Weekday Daytime:

	Cardiff Existing Tariff	Dragon Proposal		CHCA Proposal	
		Cost	% Increase	Cost	% Increase
First Mile	£3.80	£4.10	**7.89**	£4.21	**10.79**
2 Miles	£5.40	£5.70	**5.56**	£6.02	**11.48**
3 Miles	£7.20	£7.50	**4.17**	£7.83	**8.75**
4 Miles	£8.80	£9.10	**3.41**	£9.64	**9.55**
5 Miles	£10.60	£10.90	**2.83**	£11.45	**8.02**
6 Miles	£12.20	£12.50	**2.46**	£13.26	**8.69**
7 Miles	£14.00	£14.30	**2.14**	£15.07	**7.64**
8 Miles	£15.60	£15.90	**1.92**	£16.88	**8.21**
9 Miles	£17.40	£17.70	**1.72**	£18.69	**7.41**
10 Miles	£19.00	£19.30	**1.58**	£20.50	**7.89**

Weekday Night-time

	Cardiff Existing Tariff	Dragon Proposal		CHCA Proposal	
		Cost	% Increase	Cost	% Increase
First Mile	£4.80	£5.10	**6.25**	£5.40	**12.50**
2 Miles	£6.40	£6.70	**4.69**	£7.60	**18.75**
3 Miles	£8.20	£8.50	**3.66**	£9.80	**19.51**
4 Miles	£9.80	£10.10	**3.06**	£12.00	**22.45**
5 Miles	£11.60	£11.90	**2.59**	£14.20	**22.41**
6 Miles	£13.20	£13.50	**2.27**	£16.40	**24.24**
7 Miles	£15.00	£15.30	**2.00**	£18.60	**24.00**
8 Miles	£16.60	£16.90	**1.81**	£20.80	**25.30**
9 Miles	£18.40	£18.70	**1.63**	£23.00	**25.00**
10 Miles	£20.00	£20.30	**1.50**	£25.20	**26.00**

Weekend Day-time

	Cardiff Existing Tariff	Dragon Proposal		CHCA Proposal	
		Cost	% Increase	Cost	% Increase
First Mile	£3.80	£4.10	**7.89**	£4.81	**26.58**
2 Miles	£5.40	£5.70	**5.56**	£6.62	**22.59**
3 Miles	£7.20	£7.50	**4.17**	£8.43	**17.08**
4 Miles	£8.80	£9.10	**3.41**	£9.94	**12.95**
5 Miles	£10.60	£10.90	**2.83**	£12.05	**13.68**
6 Miles	£12.20	£12.50	**2.46**	£13.86	**13.61**
7 Miles	£14.00	£14.30	**2.14**	£15.76	**12.57**
8 Miles	£15.60	£15.90	**1.92**	£17.48	**12.05**
9 Miles	£17.40	£17.70	**1.72**	£19.29	**10.86**
10 Miles	£19.00	£19.30	**1.58**	£21.10	**11.05**

Weekend Night-time

	Cardiff Existing Tariff	Dragon Proposal		CHCA Proposal	
		Cost	% Increase	Cost	% Increase
First Mile	£4.80	£5.10	**6.25**	£5.50	**14.58**
2 Miles	£6.40	£6.70	**4.69**	£7.80	**21.88**
3 Miles	£8.20	£8.50	**3.66**	£10.10	**23.17**
4 Miles	£9.80	£10.10	**3.06**	£12.40	**26.53**
5 Miles	£11.60	£11.90	**2.59**	£14.70	**26.72**
6 Miles	£13.20	£13.50	**2.27**	£17.00	**28.79**
7 Miles	£15.00	£15.30	**2.00**	£19.30	**28.67**
8 Miles	£16.60	£16.90	**1.81**	£21.60	**30.12**
9 Miles	£18.40	£18.70	**1.63**	£23.90	**29.89**
10 Miles	£20.00	£20.30	**1.50**	£26.20	**31.00**

Table Colour Code
RISE IN 2015
RISE IN 2014
RISE IN 2013
RISE IN 2012
RISE IN 2011
RISE IN 2010
RISE IN 2009
RISE IN 2008
RISE IN 2007
RISE IN 2006
RISE IN 2002
FARE REDUCED

For full tables see
www.phtm.co.uk
www.npha.org.uk

National Fares Tables — APRIL 2015

Pos.	Council Tariff 1:	2 Miles	Pos.	Council Tariff 1:	2 Miles	Pos.	Council Tariff 1:	2 Miles
1	LUTON (AIRPORT)	£9.20	74	CHICHESTER	£6.20	147	BROMSGROVE	£5.80
2	WATFORD	£8.40	75	CREWE & NANTWICH	£6.20	148	EAST HERTS	£5.80
3	LONDON (HEATHROW)	£7.60	76	HORSHAM	£6.20	149	FYLDE	£5.80
4	EPSOM & EWELL	£7.20	77	LEEDS	£6.20	150	GLASGOW	£5.80
5	LONDON	£7.20	78	LINCOLN	£6.20	151	GLOUCESTER	£5.80
6	DARTFORD	£7.00	79	MENDIP	£6.20	152	HAVANT	£5.80
7	HERTSMERE	£7.00	80	NORTHAMPTON	£6.20	153	LEICESTER	£5.80
8	MID SUSSEX	£7.00	81	RUNNYMEDE	£6.20	154	LEWES	£5.80
9	SALISBURY	£7.00	82	SEDGEMOOR	£6.20	155	MIDLOTHIAN	£5.80
10	GUILDFORD	£6.90	83	SOLIHULL	£6.20	156	NEWCASTLE UPON TYNE	£5.80
11	VALE OF WHITE HORSE	£6.90	84	SOUTHAMPTON	£6.20	157	NORTH WARWICKS	£5.80
12	CARADON	£6.80	85	SPELTHORNE	£6.20	158	REIGATE & BANSTEAD	£5.80
13	CARRICK	£6.80	86	ST ALBANS	£6.20	159	SELBY	£5.80
14	COLCHESTER	£6.80	87	STRATFORD ON AVON	£6.20	160	SOUTH AYRSHIRE	£5.80
15	EAST LOTHIAN	£6.80	88	TAUNTON DEANE	£6.20	161	SOUTH RIBBLE	£5.80
16	HART	£6.80	89	TEIGNBRIDGE	£6.20	162	STOCKPORT	£5.80
17	READING	£6.80	90	WAVERLEY	£6.20	163	TAMWORTH	£5.80
18	KERRIER	£6.75	91	WEST OXFORD	£6.20	164	UTTLESFORD	£5.80
19	WEST BERKSHIRE	£6.70	92	WINCHESTER	£6.20	165	WEST SOMERSET	£5.80
20	WEYMOUTH & PORTLAND	£6.70	93	TORBAY	£6.15	166	EAST KILBRIDE	£5.70
21	ADUR	£6.60	94	EASTLEIGH	£6.10	167	EASTBOURNE	£5.70
22	BASINGSTOKE & DEANE	£6.60	95	ELMBRIDGE	£6.10	168	ISLE OF MAN	£5.70
23	BOURNEMOUTH	£6.60	96	NEW FOREST	£6.10	169	ISLE OF WIGHT	£5.70
24	BRIGHTON & HOVE	£6.60	97	NORTH HERTS	£6.10	170	MANCHESTER	£5.70
25	CRAWLEY	£6.60	98	SWINDON	£6.10	171	MID DEVON	£5.70
26	EXETER	£6.60	99	SOUTH SOMERSET	£6.08	172	MONMOUTHSHIRE	£5.70
27	JERSEY	£6.60	100	CHARNWOOD	£6.05	173	NORTH SOMERSET	£5.70
28	MAIDSTONE	£6.60	101	SHETLAND ISLANDS	£6.05	174	PLYMOUTH	£5.70
29	MEDWAY	£6.60	102	ABERDEENSHIRE	£6.00	175	RYEDALE	£5.70
30	POOLE	£6.60	103	BRACKNELL FOREST	£6.00	176	WELWYN HATFIELD	£5.70
31	TUNBRIDGE WELLS	£6.60	104	CANTERBURY	£6.00	177	WORCESTER	£5.70
32	WAVENEY	£6.60	105	CARMARTHENSHIRE	£6.00	178	CARLISLE	£5.65
33	WEALDEN	£6.60	106	CASTLE POINT	£6.00	179	VALE OF GLAMORGAN	£5.65
34	CHELMSFORD	£6.50	107	CHESTER	£6.00	180	WYCOMBE	£5.65
35	MOLE VALLEY	£6.50	108	DOVER	£6.00	181	BASILDON	£5.60
36	RESTORMEL	£6.45	109	EAST HAMPSHIRE	£6.00	182	BOSTON	£5.60
37	ARUN	£6.40	110	FIFE	£6.00	183	BROXBOURNE	£5.60
38	BATH & N E SOMERSET	£6.40	111	GREAT YARMOUTH	£6.00	184	EDINBURGH	£5.60
39	CAMBRIDGE	£6.40	112	IPSWICH	£6.00	185	FOREST HEATH	£5.60
40	GRAVESHAM	£6.40	113	KENNET Now Wiltshire (East Zone)	£6.00	186	GOSPORT	£5.60
41	GUERNSEY	£6.40	114	KETTERING	£6.00	187	HINCKLEY & BOSWORTH	£5.60
42	HARLOW	£6.40	115	LUTON	£6.00	188	NORTH KESTEVEN	£5.60
43	HARROGATE	£6.40	116	MILTON KEYNES	£6.00	189	NORTH WEST LEICESTER	£5.60
44	MALVERN HILLS	£6.40	117	NORTH DORSET	£6.00	190	NOTTINGHAM	£5.60
45	NORWICH	£6.40	118	NORTH WILTSHIRE	£6.00	191	PORTSMOUTH UA	£5.60
46	OXFORD	£6.40	119	ROCHFORD	£6.00	192	RENFREWSHIRE	£5.60
47	PURBECK	£6.40	120	SCARBOROUGH	£6.00	193	RUSHCLIFFE	£5.60
48	ROTHER	£6.40	121	SHEPWAY	£6.00	194	SANDWELL	£5.60
49	SOUTH CAMBRIDGE	£6.40	122	SLOUGH	£6.00	195	SHEFFIELD	£5.60
50	SOUTH GLOUCESTER	£6.40	123	SOUTHEND-ON-SEA	£6.00	196	SOUTH BUCKINGHAM	£5.60
51	SOUTH LAKELAND	£6.40	124	STEVENAGE	£6.00	197	SUFFOLK COASTAL	£5.60
52	STROUD	£6.40	125	TEST VALLEY	£6.00	198	TAMESIDE	£5.60
53	SURREY HEATH	£6.40	126	THREE RIVERS	£6.00	199	WOLVERHAMPTON	£5.60
54	WOKING	£6.40	127	THURROCK	£6.00	200	WREXHAM	£5.60
55	WOKINGHAM	£6.40	128	WARWICK	£6.00	201	WYRE	£5.60
56	SEVENOAKS	£6.32	129	WEST DORSET	£6.00	202	DUNDEE	£5.58
57	COUNTY OF HEREFORD	£6.30	130	WEST WILTSHIRE	£6.00	203	CHERWELL	£5.56
58	COVENTRY	£6.30	131	WORTHING	£6.00	204	DURHAM COUNTY COUNCIL	£5.55
59	DACORUM	£6.30	132	DARLINGTON	£5.95	205	CALDERDALE	£5.52
60	EAST DEVON	£6.30	133	TENDRING	£5.95	206	CANNOCK CHASE	£5.50
61	PENWITH	£6.30	134	HIGH PEAK	£5.92	207	CASTLE MORPETH	£5.50
62	SWALE	£6.30	135	TORRIDGE	£5.92	208	CENTRAL BEDFORDSHIRE	£5.50
63	TONBRIDGE & MALLING	£6.30	136	CHRISTCHURCH	£5.90	209	DUMFRIES & GALLOWAY	£5.50
64	YORK	£6.30	137	DUDLEY	£5.90	210	EAST CAMBRIDGESHIRE	£5.50
65	FOREST OF DEAN	£6.27	138	EAST DORSET	£5.90	211	EAST STAFFORDSHIRE	£5.50
66	HARBOROUGH	£6.27	139	EAST LINDSEY	£5.90	212	EDEN	£5.50
67	NUNEATON & BEDWORTH	£6.25	140	HASTINGS	£5.90	213	EPPING FOREST	£5.50
68	ARGYLL & BUTE	£6.20	141	RUSHMOOR	£5.90	214	GWYNEDD	£5.50
69	ASHFORD	£6.20	142	WALSALL	£5.90	215	HAMBLETON	£5.50
70	BIRMINGHAM	£6.20	143	NORTH DEVON	£5.85	216	HUNTINGDONSHIRE	£5.50
71	BRENTWOOD	£6.20	144	TEWKESBURY	£5.85	217	MORAY	£5.50
72	BRISTOL, CITY OF UA	£6.20	145	BLACKPOOL	£5.80	218	OLDHAM	£5.50
73	CHELTENHAM	£6.20	146	BRAINTREE	£5.80	219	SHROPSHIRE	£5.50

Pos.	Council	Tariff 1 : 2 Miles	Pos.	Council	Tariff 1 : 2 Miles
220	SOUTH HAMS	£5.50	293	ALNWICK	£5.05
221	STAFFORD	£5.50	294	SOUTH HOLLAND	£5.05
222	TYNEDALE	£5.50	295	SWANSEA	£5.05
223	WANSBECK	£5.50	296	BLYTH VALLEY	£5.00
224	SCOTTISH BORDERS	£5.45	297	CHESTERFIELD	£5.00
225	GEDLING	£5.44	298	CONWY	£5.00
226	ABERDEEN	£5.40	299	COPELAND	£5.00
227	ANGUS	£5.40	300	DAVENTRY	£5.00
228	BARROW IN FURNESS	£5.40	301	EREWASH	£5.00
229	CARDIFF	£5.40	302	LIVERPOOL	£5.00
230	CHILTERN	£5.40	303	NEATH PORT TALBOT	£5.00
231	CLACKMANNAN	£5.40	304	NORTH EAST DERBYSHIRE	£5.00
232	DERBY	£5.40	305	PETERBOROUGH	£5.00
233	FAREHAM	£5.40	306	SOUTH LANARKSHIRE(clydsle)	£5.00
234	LANCASTER	£5.40	307	SOUTH NORTHANTS	£5.00
235	MID SUFFOLK	£5.40	308	THANET	£5.00
236	NEWARK & SHERWOOD	£5.40	309	WEST LINDSEY	£5.00
237	NORTH LINCOLNSHIRE	£5.40	310	STOKE ON TRENT UA	£4.95
238	PEMBROKESHIRE	£5.40	311	BRIDGEND	£4.90
239	PERTH & KINROSS	£5.40	312	CHORLEY	£4.90
240	RUGBY	£5.40	313	CLYDEBANK	£4.90
241	SUNDERLAND	£5.40	314	CONGLETON	£4.90
242	TANDRIDGE	£5.40	315	FLINTSHIRE	£4.90
243	TRAFFORD	£5.40	316	KINGSTON-UPON-HULL	£4.90
244	WEST LOTHIAN	£5.40	317	ROSSENDALE	£4.90
245	WINDSOR & MAIDENHEAD	£5.40	318	TELFORD & WREKIN	£4.90
246	WYCHAVON	£5.40	319	WELLINGBOROUGH	£4.90
247	BROXTOWE	£5.36	320	REDDITCH	£4.88
248	KINGS LYNN & W. NORFOLK	£5.36	321	ALLERDALE	£4.85
249	BASSETLAW	£5.35	322	ASHFIELD	£4.80
250	RICHMONDSHIRE	£5.35	323	CAERPHILLY	£4.80
251	BRADFORD	£5.30	324	DERBYSHIRE DALES	£4.80
252	BURY ST EDMUNDS	£5.30	325	DONCASTER	£4.80
253	COTSWOLD	£5.30	326	HAMILTON	£4.80
254	CRAVEN	£5.30	327	INVERCLYDE	£4.80
255	DUMBARTON	£5.30	328	MANSFIELD	£4.80
256	FENLAND	£5.30	329	NORTH AYRSHIRE	£4.80
257	LICHFIELD	£5.30	330	NORTH LANARKSHIRE	£4.80
258	MELTON	£5.30	331	ROCHDALE	£4.80
259	NORTH EAST LINCOLNSHIRE	£5.30	332	ROTHERHAM	£4.80
260	NORTH NORFOLK	£5.30	333	RUTHERGLEN	£4.80
261	RIBBLE VALLEY	£5.30	334	TORFAEN	£4.80
262	WYRE FOREST	£5.30	335	BARNSLEY	£4.70
263	SALFORD	£5.26	336	BERWICK ON TWEED	£4.70
264	VALE ROYAL	£5.25	337	BLACKBURN	£4.70
265	BLABY	£5.24	338	EAST AYRSHIRE	£4.70
266	BEDFORD	£5.20	339	EAST NORTHANTS	£4.70
267	BOLTON	£5.20	340	FALKIRK	£4.70
268	BURY	£5.20	341	HIGHLANDS	£4.70
269	DENBIGHSHIRE	£5.20	342	HYNDBURN	£4.70
270	ELLESMERE PORT	£5.20	343	WEST LANCASHIRE	£4.70
271	HALTON	£5.20	344	EAST DUNBARTONSHIRE	£4.60
272	MACCLESFIELD	£5.20	345	EAST RENFREW	£4.60
273	NORTH TYNESIDE	£5.20	346	SEFTON	£4.60
274	ORKNEY ISLANDS	£5.20	347	WAKEFIELD	£4.60
275	POWYS	£5.20	348	BURNLEY	£4.50
276	PRESTON	£5.20	349	CORBY	£4.50
277	RHONDDA CYNON TAFF	£5.20	350	MERTHYR TYDFIL	£4.50
278	SOUTH TYNESIDE	£5.20	351	REDCAR & CLEVELAND	£4.50
279	STAFFS MOORLANDS	£5.20	352	ST. HELENS	£4.50
280	STIRLING	£5.20	353	STOCKTON ON TEES	£4.50
281	WARRINGTON	£5.20	354	KIRKLEES	£4.40
282	WIRRAL	£5.20	355	KNOWSLEY	£4.40
283	YNYS MON	£5.20	356	OADBY & WIGSTON	£4.40
284	CEREDIGION	£5.18	357	PENDLE	£4.40
285	EAST RIDING	£5.15	358	AYLESBURY VALE	£4.30
286	BRECKLAND	£5.14	359	BLAENAU GWENT	£4.30
287	AMBER VALLEY	£5.10	360	MIDDLESBROUGH	£4.30
288	BABERGH	£5.10	361	NEWCASTLE-U-LYME	£4.20
289	GATESHEAD	£5.10	362	WESTERN ISLES	£4.20
290	NEWPORT	£5.10	363	HARTLEPOOL	£4.10
291	SOUTH STAFFORDSHIRE	£5.10	364	SOUTH KESTEVEN	£3.50
292	WIGAN	£5.10	365	BOLSOVER	£2.80

THE NATIONAL AVERAGE FARE

Flag at T1 is now	£2.74
Flag at T2 is now	£3.61
1 mile fare T1 is now	£3.80
1 mile fare T2 is now	£4.99
2 mile fare T1 is now	£5.66
2 mile fare T2 is now	£7.41
5 mile fare T1 is now	£11.23
5 mile fare T2 is now	£14.70
10 mile fare T1 is now	£20.66
10 mile fare T2 is now	£26.99
Running mile on T1 is now	£1.86
Running mile on T2 is now	£2.43

AREA FARE AVERAGES

Tariff One

	Flag	1 mi.	2 mil.	5 mi.	10 mi.	Running Mile
East Anglia	£3.00	£3.93	£5.70	£10.99	£19.85	£1.77
Midlands	£2.71	£3.68	£5.44	£10.68	£19.42	£1.75
North	£2.46	£3.51	£5.23	£10.36	£19.00	£1.72
South	£2.94	£4.21	£6.19	£12.20	£22.55	£2.00
South West	£2.72	£4.02	£6.15	£12.51	£23.18	£2.12
Scotland	£2.74	£3.55	£5.32	£10.67	£19.59	£1.79
Wales	£2.82	£3.32	£5.16	£10.65	£19.79	£1.83
Nat. Avg.	£2.74	£3.80	£5.66	£11.23	£20.66	£1.86

Tariff Two

	Flag	1 mi.	2 mil.	5 mi.	10 mi.	Running Mile
East Anglia	£3.91	£5.06	£7.35	£14.16	£25.54	£2.27
Midlands	£3.61	£4.87	£7.19	£14.08	£26.05	£2.32
North	£3.03	£4.35	£6.54	£13.09	£24.00	£2.19
South	£4.05	£5.80	£8.61	£16.73	£30.69	£2.75
South West	£3.76	£5.44	£8.29	£16.91	£31.27	£2.87
Scotland	£3.44	£4.34	£6.30	£12.19	£22.02	£1.97
Wales	£3.57	£4.20	£6.58	£13.66	£25.46	£2.36
Nat. Avg.	£3.61	£4.99	£7.41	£14.70	£26.99	£2.43

CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

CABINET MEETING: 2 JULY 2015

CARDIFF CENTRAL BUS INTERCHANGE

REPORT OF DIRECTOR CITY OPERATIONS & DIRECTOR OF ECONOMIC DEVELOPMENT

AGENDA ITEM: 10

PORTFOLIO: TRANSPORT, PLANNING AND SUSTAINABILITY (COUNCILLOR RAMESH PATEL)

Reason for this Report

1. To provide Cabinet with an update on the Central Square regeneration scheme and the recent progress made with the delivery of a new central bus interchange.

2. To seek Cabinet approval to move forward with the preferred concept design for a new central bus interchange and to work up a detailed scheme in preparation for the submission of a planning application.

3. To seek Cabinet approval to begin an engagement process that will outline the proposals for a new bus interchange to the public and seek views on a number of issues regarding the facilities to be provided.

Background

4. The Council's Corporate Plan 2015-17 sets out what the City of Cardiff Council will do to deliver our vision of becoming Europe's most liveable capital city. One of the four main priorities outlined in the Corporate Plan is s*ustainable economic development,* which will be delivered through two key improvement objectives, namely:

   • Cardiff has more employment opportunities and higher value jobs
   • Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure

5. In order to achieve these objectives the Corporate Plan outlines commitments to:

   • 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

- Work with key partners to design and deliver a new transport interchange - including a new bus station - as part of a high quality gateway into the city by December 2017

6.   The Central Square regeneration scheme is the Council's key major project aimed at delivering against these Corporate Plan objectives. The Council has been working in close partnership with Rightacres Property Limited since 2012 on an ambitious masterplan for the area which involves the development of circa 750,000 sq ft of office-led mixed use development.

7.   On 17th July 2014 Cabinet provided authority to progress with the delivery of a new headquarters building designed by Foster & Partners on the site of the existing central bus station, on the basis that a new state-of-the-art bus interchange would be re-provisioned in close proximity to the train station. As part of this, authority was also provided to undertake a formal consultation process with the public regarding the preferred location of the new interchange.

8.   On the 15th December 2014 a further report was presented to Cabinet outlining the results of the public consultation exercise which showed overwhelming support to build the new bus interchange north of central train station. Authority was provided to develop proposals for a new bus interchange and approval was granted for the proposed interim arrangements and related enabling works to manage bus movements in the city centre for the period that the city will be operating without a bus station.

Issues

9.   The regeneration of Central Square is progressing at pace following BBC Cymru Wales' decision to choose Central Square as their preferred location for a new headquarters building (subject to detailed negotiation and contract). In order to facilitate the delivery of this opportunity the Council has agreed to close the existing bus station in advance of the delivery of a new bus interchange, recognising the catalytic effect that a Foster & Partners building would deliver, not only in terms of the regeneration of Central Square, but also to the Cardiff economy as a whole.

10.   In May 2015, Rightacres Property Ltd secured planning permission for the new headquarters building. It is anticipated that negotiations regarding the lease for the headquarters building will be concluded in time to enable a start on site in the autumn of this year. In order to provide clarity to bus operators and the public and to minimise disruption caused by the temporary diversion of bus services the Council has announced that it will close the existing bus station on 1st August 2015. August is the quietest time of year in terms of public transport usage and it will enable the temporary arrangements to be embedded before the Rugby World Cup 2015 matches take place at the Millennium Stadium in September. It will also provide time for preliminary works and service

diversions to be undertaken on the headquarters site before development needs to begin later in the year.

11. Once the BBC announced its preference to relocate from Llandaff to Central Square the Council understood that it would need to close the existing bus station before a new bus interchange could be constructed. The Council has therefore been working to ensure its plan for a new bus interchange is released for public consumption before the existing bus station has to close.

Design Competition

12. Following the Cabinet decision in December 2014, Rightacres Property Ltd, working closely with the Council, initiated a design competition with ten leading architect practices to design a concept for a new bus interchange on the Marland House/NCP Car Park site. The brief was to design a multi-layered mixed use building with car parking underground, a bus interchange and ancillary uses (such as retail) at ground floor level with mixed use development above including offices, hotel and residential. Participants were provided with a framework of requirements relating to the Council's transport priorities based on work undertaken by industry experts Steer Davies Gleeve (see **Appendix 1**). The Council also provided aspirations in terms of the required quality of design and place and the need to establish significant integration with Cardiff central train station. The developer provided criteria in terms of ensuring an affordable and deliverable high quality mixed use scheme.

13. Nine of the ten practices submitted initial proposals and following interviews the Council and Rightacres invited five to provide more detail. All five submitted high quality proposals that adequately met the transport requirement including the potential for integration with central train station. Following further interviews three practices were short-listed for the developer to review the proposals in some detail, including a review by construction companies, to ensure they were deliverable and fundable. Rightacres and the Council have subsequently agreed together that the proposal presented by Foster & Partners best meets the aspiration for Central Square and as such has been appointed as the preferred concept scheme for the new bus interchange.

Preferred Concept Scheme

14. The delivery of the new Integrated Transport Hub, of which the new bus interchange forms an integral part, is an important transformational project for Cardiff. It will provide the platform to meet the emerging transport needs of the city, and in addition through the delivery of a high quality urban built environment will significantly contribute towards Cardiff aspirations to become Europe's most liveable capital city. The Council has received numerous high quality submissions and the level of technical detail involved in selecting the preferred solution has made this exercise an extremely difficult challenge to evaluate.

Objectives

15.	To ensure Cardiff has a modern Transport Interchange that caters for the projected growth of the Welsh Capital, the Council identified a number of key criteria to assess the shortlisted schemes. These were:

- Maximising the operational effectiveness of the bus station, in terms of capacity, arrangement of access, service user convenience and public safety.
- Expertise and experience of designing and delivering successful high quality transport facilities of similar or increased scale and significance.
- The outstanding architectural and urban design quality of the whole scheme. Ideally the selected proposal should be of high design impact appropriate to a major public building in a European Capital city. Furthermore, we will need a practice that will ensure that the final implemented scheme maintains the same or higher levels of architectural quality to that presented in initial concept stage/planning stage designs.
- To deliver a quality 'international gateway' to the city, interlinking public transport, the surrounding buildings and public spaces and the wider Central Square regeneration area into a single destination in its own right.
- To ensure that the concourse area of the interchange is undercover and fully safety managed (day/night) environment, with 'airport style' seating areas that integrates transport functionality (bilingual signage /ticketing /boarding) with a range of other uses including retail, cafes, and a most importantly a multipurpose 'best in class' 'cycle hub'.
- To ensure that the new interchange is able to successfully integrate in the short and medium terms with the wider Station development as it takes place. Also, that it will create a 'shared' interchange area linking the train station, bus station and Central Square into a multifunctional 'covered' space.

Scheme Selection

16.	It has proven to be a very difficult process to review all the schemes in light of the above selection criteria. Each of the schemes has considerable merits and a number of the proposals were considered to meet most of the criteria. However, following careful consideration we recommend that the scheme proposed by Foster + Partners most effectively meets these criteria and that the architect firm become the preferred bidder for this project. A summary of the submission presented by the preferred bidder is attached to this report as **Appendix 2**. The detailed reasons are as follows:

- Efficient Operational Bus Layout: It is considered that this design offers the required transport facilities in terms of waiting environment for passengers and facilities in terms of transport information, along with clear integration with other modes of transport.

- Major Transport Development Experience: As the design practice responsible for a number of the most prestigious transport interchanges in the world, they provide outstanding assurance regarding deliverability and the quality of the final development.

- Scheme Design Quality: The scheme in all its elements is outstanding and original. In particular, we would highlight the following:

  o The bus station layout creates a high quality and generous concourse with an entrance on to Central Square that is striking and provides a real sense of arrival;

  o The Interchange enclosed area between the bus station and future rail station is a real 'destination space' which will allow a range of exciting inside/outside uses, and in some respects becomes the 'centre' of the new scheme;

  o The above ground office and hotel development is a landmark in its own right and will not only complete the development but will also become a landmark in the city as a whole.

- Gateway Quality: Analysis suggests that the relationship between the new bus interchange, the headquarters building and Central Square will become a major international 'gateway' for the city of the highest quality.

- Concourse Opportunity: The concourse offers more generous spaces for entrance, travel functionality and people interactions. Also, there will be significant opportunities for new facilities in terms of a major new cycle hub and opportunities that will emerge from the public engagement exercise.

- Interchange Linkage Area: The scheme very successfully allows Saunders Road to remain an active and attractive pedestrian and cycle area – as some of the schemes used it more for servicing or development. In turn, with the wide covered canopy, this area will become a landmark new 'covered' space in the city with a range of exciting uses for seating, performance, cycle hub spill out, retail and restaurants – effectively linking the new and existing rail and bus interchange areas. The selected proposal really opens up the opportunity for a landmark new 'central interchange covered space'.

17. The Foster and Partners submission represents a comprehensive and convincing vision for the site and provides a strong 21st century vision for the transport interchange, both internally and externally, and which is capable of being integrated with future Network Rail plans.

18. The overarching design reinforces the existing street pattern and desire lines particularly along the three principle pedestrian routes: the Marland House frontage; Saunders Road; and Wood Street. The proposal does however introduce a new form and scale of development which will significantly alter the physical, social and economic function and appearance of the area. In this respect the current transient nature of much of the area around the square will change to become a

sustainable, vibrant quarter of the city centre with a whole range of uses and occupants, helping to form a new community.

19. The built form will represent a modern city scale development which, whilst contrasting with much of the medium/low rise scale of building seen in St Mary Street and parts of Wood Street, will bring a scale which is in keeping with other parts of the area including the Millennium Stadium, Southgate House, Millennium Plaza, and more recently building No 1 Central Square.

20. Network Rail has ambitious plans to redevelop Central Station, encouraging rail users to interchange with greater use of sustainable modes of transport. This design for the new bus station future-proofs these links by ensuring they can be delivered when Network Rail implements their project. The Network Rail planning process for this redevelopment is at an early stage, and will not be brought forward until Control Period 6 (2019-2024) at the earliest.

Bus Station Operational Functionality

21. In terms of the Interchange operational efficiency there are a number of key features. In order to maximise the efficiency of stand use, it is likely that a system of limited Dynamic Stand Allocation will be used to make bus operation and capacity more efficient. Information on Dynamic Stand Allocation is included in Appendix 1. Although the reduced footprint of the facility will preclude long distance coach layover, provision will be made for coach drop-off and pick–up.

22. Whilst the number of bays provided under the proposed design is less than at the current facility, this has to be viewed in the context of the Council's future vision for the city's bus network. The recently completed Bus Network Review envisioned a strategy which would transform the bus network, resulting in a step change in bus use. This would include operating core network services as cross-city rather than radial routes with hub interchange points located outside the city centre, which will reduce the need for terminal points traditionally located at the bus station. This more flexible method of network provision will enable the growth in the use of public transport, which will cater for the increase in population generated by the LDP development sites.

23. In order to facilitate the establishment and reliability of this new type of network, a series of infrastructure changes and improvements will be undertaken by the Council. These would entail junction modifications and improvements to facilitate bus access to, through and around the city centre whilst limiting general traffic to access to city centre car parks and delivery traffic. This will change the way bus services circulate within the city centre and reduce the number of bus movements via Westgate St, which will have a positive impact on air quality. These measures, together with enhanced enforcement of parking restrictions and Moving Traffic Offences will improve bus journey times and reliability and increase the attractiveness of public transport vis-à-vis use of the private car.

<u>Delivery Approach</u>

24.   At present the proposals for the new bus interchange have been developed to concept stage and the developer has undertaken high level cost appraisals predominantly relating to the developments that will sit above ground floor level, i.e. above the bus station. Over the next few months the concept will be developed into a detailed scheme in preparation for the submission of a planning application. Once a detailed scheme has been produced a full and detailed appraisal of the costs of all aspects of the scheme can be undertaken.

25.   To date the potential costs associated with the new bus interchange have been based on work previously undertaken by the Council and knowledge of recently built facilities across the UK. These indicative costs were presented in the report to Cabinet in December 2014 and ranged from £10m to £20m depending on the scale of development and the facilities provided. It is anticipated that significant economies of scale will be realized through the integration of the new bus interchange into a broader mixed use development. The chosen approach to funding will need to be considered in the context of a detailed cost analysis of the chosen scheme and the approach to funding of the broader development. The Council has land assets in the area which could effectively cover the cost of the new facility. However, there are existing income streams (such as departure charges) and potential new income streams associated with the new bus interchange (such as rental income from retail units) that could potentially cover the costs of the new bus facility aspect of the development. Full details of the funding options and the chosen approach will be presented for consideration by the Council in October.

<u>Public engagement exercise</u>

26.   It has always been the Council's intention to carry out Comprehensive public and key stakeholder engagement with additional engagement with specific special interest groups including the Cardiff Council Access Focus Group and 50+ forums once the preferred concept for a new bus interchange was chosen. This will ensure that the public are fully informed on the new proposal, as well as receiving information on the new bus departure points while the bus station is closed. The engagement process will present the scheme in 'conceptual' terms, as there remains a significant amount of work required to produce the detailed scheme. Under the current timeline, a detailed planning application is expected to be submitted towards the end of this year. Feedback from the public including the above mentioned special interest groups will be considered, as the detailed design of the new bus station develops; indeed a separate EqIA (Equality Impact Assessment), will be conducted on the planning application of the new facility. The public can consider the type and location and uses/activities in all the main areas of public realm, concourse, and shared covered spaces. In particular there will be the opportunity to define the nature of the new cycle hub.

27.   The public engagement process will include:

- Roadshows - these will involve four public exhibitions led by officers. The new proposals will be presented and feedback forms will be available for the public to give their details and their comments.

- Staff on street giving out information on the new scheme - there will be on street presence of staff working with transport operators to give information on the new bus station, and the interim arrangements that are being put in place to cater for the displacement of services while the bus station is closed.

- Media Coverage and on street advertising - there will be comprehensive local media coverage (Capital times and Media Wales) of the proposals. This will identify the locations/times of roadshows but also present the scheme and invite any comments.

- Special Interest Groups Cardiff Council Access Focus Group / 50+ forums

  - to ensure a wide spread understanding of the changes in place and information is provided in a variety of formats

28. Once the comments have been received they will be considered and a prioritised list of scheme amendments will be made. This will be communicated to the public through further engagement, as the detailed design progresses.

Interim Arrangements

29. Ensuring that effective Interim Arrangements are in place for when the Bus Station closes is essential. As outlined in paragraph 11 above it is the Council's intention to progress with the closure of the existing bus station on 1st August 2015. August is the quietest time of year for public transport use and therefore the best time of year to manage a transition to interim arrangements. It will also enable the new interim arrangements to be fully embedded before the commencement of the Rugby World Cup in Cardiff on 19th September.

30. In anticipation of the bus station closure the Council has undertaken a series of enabling works across the city centre to provide additional on-street capacity for buses. These works are now completed.

31. Details of the proposed (interim) arrangements for the movement of buses through the city centre for the period of time the city needs to operate without a bus station are outlined in **Appendix 3**.

Next Steps

32. If the preferred concept design for a new bus interchange presented in this report is approved by Cabinet, the Council and the developer will immediately begin work to produce a detailed scheme with a view to submitting a planning application for the new bus interchange towards the end of this year. The proposed timetable of activities is outlined below:

- **31st July:** Submit planning application for the demolition of the Wood Street NCP Car Park

- **1st August 2015**: Bus station closed to enable transition to interim arrangements and commencement of preliminary works and service diversions.

- **October:** Provisional date for signing of BBC agreement to lease with development to start on site immediately after.

- **October:** Detailed scheme and preferred funding approach for a new bus interchange to be presented to Cabinet for approval.

- **December 2015:** Submit planning application for new bus interchange.

- **December 2015:** Begin demolition of Wood Street NCP Car Park.

- **December 2015:** Submit planning application for the demolition of Marland House.

- **March 2016:** Begin demolition of Marland House.

- **April 2016:** Begin construction of new bus interchange.

Reason for Recommendations

33.   To provide Cabinet with an update on the delivery of a new bus interchange and to seek approval for the chosen concept design.

Financial Implications

34.   This report seeks to approve a concept design progression to detailed design and to progress a public engagement programme for a new central bus interchange.

35.   In terms of revenue implications, the cost of operating the existing bus station is largely funded via departure fees paid by the operators using the station's services. Once closed, it is understood that the existing bus station's operating costs will cease. The cost of the additional on-street capacity will be managed as part of the existing bus shelter management contract. In addition, temporary driver facilities have been made available, any costs arising to the council (in respect of driver facilities), along with the cost of the public engagement exercise will need to be met jointly from existing City Operations and Economic Development revenue budgets.

36.   The operating arrangements, including any revenue implications associated with the new facility will need to be considered in a future report to determine any net revenue budgetary impact to the council.

37.   Capital works to enhance the existing on-street capacity have recently been completed and the final cost statements are being prepared. It is understood that final cost amounts to circa £700k.

38.   As the council will be reliant on its ability to recycle its investment in Central Square to fund the new bus interchange, it is essential that an updated Central Square development appraisal is prepared in conjunction with progressing work on the detailed scheme. This will provide Cabinet with an updated assessment of the level of capital receipts that may be available to fund the facility as well as risk and cash flow timing of receipt. Where revenue or other income streams are assumed again this will need to be considered as part of the affordability of the proposal and risks to achievement. There will need to be consideration of wider potential financial impacts such as VAT and stamp duty land tax, particularly when working with other partners, so that full financial implications can be determined

39.   The report outlines that a full financial appraisal will be developed as part of the detailed design with the aim of delivering the new facility on a cost neutral basis. This will need to include all costs for the facility itself, for any hub interchange points located outside the City centre as well as any other junction and associated infrastructure enhancements required. The 2015/16 Budget Report set out indicative capital budgets to 2019/20 and the Medium Term Financial Plan to 2018/19. The report clearly outlined the increasing financial pressures on council resources in future years and the severe financial challenges the council faces in order to identify new allocations. It is therefore essential that the financial appraisal (along with any associated impacts) is developed with Financial Services at an early stage, given the potentially significant financial implications associated with the delivery of a new central bus interchange.

40.   Any changes in concepts following start of detailed design could result in abortive costs. Where expenditure is being incurred, this is being done on the assumption of a future capital receipt. It is important that any such work is done on the assurance of receipts actually being received within a short timescale in order to reduce the risk and financial impact to the Council.

41.   It is understood that the conditional legal agreement between the developer and the BBC is progressing in-line with the agreed timetable. But, until such time as that agreement becomes unconditional, there remains a financial risk that an element of costs incurred to-date may prove to be abortive.

Legal Implications

42.   The Council will be required to ensure value for money by ensuring proper process in regard to the provision of the proposed new bus exchange by the developer and the funding of that provision. In carrying out consultation the Council is legally required (a) not to have made a decision in advance (b) to provide sufficient information (c) to allow

sufficient time and (d) to consider the responses properly. Equality Impact issues will need to be taken into account by the decision makers.

RECOMMENDATIONS

Cabinet is recommended to:

1.   Approve the preferred concept design for a new Central Bus Interchange as presented in this report;

2.   Delegate authority to the Director of City Operations and the Director of Economic Development in consultation with the Leader of the Council, Cabinet Member for Transport, Planning and Sustainability, Cabinet Member for Corporate Services and Performance, Section 151 Officer and the Director of Governance and Legal Services to progress with the preparation of a detailed scheme, updated development appraisal and full financial appraisal for the delivery of a new Central Bus Interchange and to return to Cabinet in October in advance of submitting a planning application;

3.   Provide authority to begin a public engagement process on the 3rd July 2015 for 4 weeks to present the proposals for a new bus interchange to the public and to consult on a number of issues relating to the facilities to be provided within the new bus interchange and to raise awareness of the interim arrangements in advance of the closure of the current bus station on 1st August 2015.

ANDREW GREGORY   **NEIL HANRATTY**
Director   Director
26 June 2015   26 June 2015

The following Appendices are attached:-

Appendix 1: Bus Station Technical Specification
Appendix 2: Preferred Concept Scheme
Appendix 3: Interim Arrangements
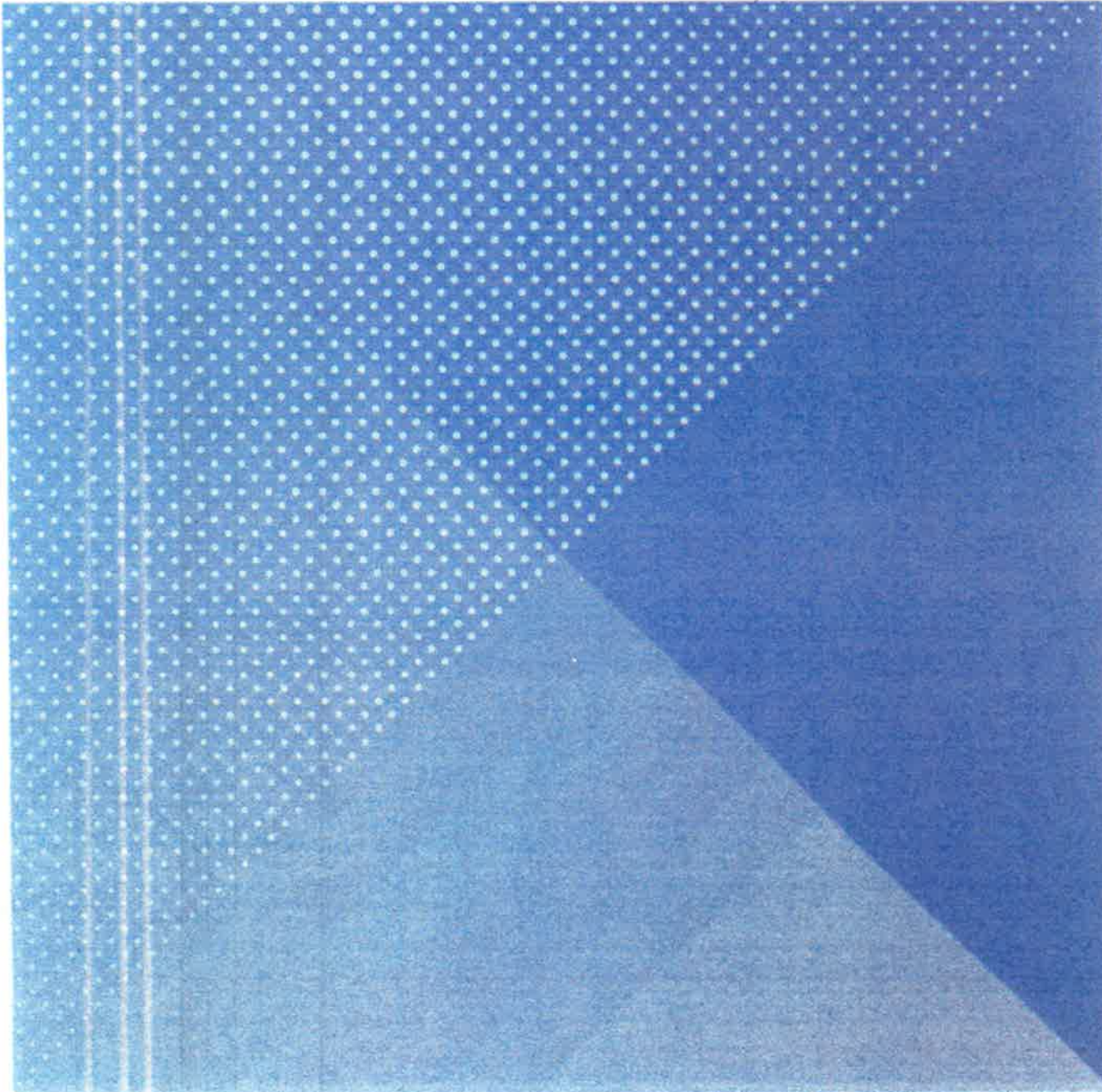
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Central Square - New Bus Facility

Final Report of Stage 2
March 2015

The City of Cardiff Council

Our ref: 22715902
Client ref:

≣ steer davies gleave

Central Square - New Bus Facility

Final Report of Stage 2

March 2015

The City of Cardiff Council

Our ref: 22715902

Client ref:

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Contents

Figures

Appendices

1 Introduction

Background

Steer Davies Gleave's (SDG) has undertaken extensive work to date which has shown that a new bus facility can be accommodated within the Central Square masterplan layout and that the forthcoming planning applications do not preclude either a new bus station or a future transport hub on Central Square.

The Central Square New Bus Facility and Potential for a Transport Hub report (October 2014) presented three bus station layouts that could operate on plots 9-13 of the Central Square masterplan. This was informed by discussions with bus operators, user groups and traffic consultants involved in the area. Following this study, the City of Cardiff Council has engaged further with these stakeholders obtaining feedback on the bus station layouts. Feedback received was that the preferred layout was Option 3 – Drive in Reverse Out (DIRO).

Following this feedback, the City of Cardiff Council appointed Steer Davies Gleave to take forward this option to the next stage of design development and respond to particular constraints and operational requirements. This report summarises this second stage of design work.

Scope of Work

The scope of work is formed of two components, with each informing the other, leading to design iterations. The two components of the scope are to:

1. further develop the concept design of the new bus station (Option 3 – DIRO only) to optimise the layout and address comments received from the City of Cardiff Council, Rightacres Property, the bus operators and user groups (work led by SDG); and
2. undertake traffic capacity analysis (VISSIM modelling) to test the design and performance of the proposed bus station and of the surrounding highway network (work led by AECOM).

Ultimately this stage of work seeks to refine the design to a level of detail that can satisfy the various stakeholders and be used as a baseline and checking measure against the proposals from the design competition, which is being run in tandem with this report. The October 2014 report formed part of the supporting information for the design competition brief.

The design iterations and final design are to a concept level only. No consideration is given to utilities and other elements that would be addressed

up to preliminary design, with the exception of a
Welsh Water easement which is known to be located
in the area of the proposed bus station. This has been
taken into consideration in the final iteration of the
option only, as the information was provided
subsequent to earlier options being developed
(AutoCAD file received by SDG on 19 January 2015). It
should be noted that the design competition is being
developed with consideration given to site
constraints.

Study Area

The area examined for this stage of work is limited to
the proposed location of the bus station; an area of
land alongside and including Great Western Lane
between Wood Street and Saunders Street. This is
the area for which SDG have prepared internal layout
designs for the bus station.

Consideration has also been given to the highways
layouts for junctions that govern access to the bus
station and are within close proximity to the site,
namely: Saunders Road/ St Mary Street; Wood
Street/ Havelock Street; Wood Street/ Westgate
Street; and Wood Street/ St Mary Street. These
constitute the extents of the wider area for which
AECOM has been studying and testing permutations
of highways designs.

2 Option testing – traffic model results

AECOM has undertaken traffic capacity analysis to test the design and performance of the proposed bus station layout, and examine options for the surrounding highway network work. This work is based on the existing VISSIM model used to assess the impact of the Cardiff Central Square plots 2 and 3 planning application, and enhances it by modelling the internal bus station circulation.

AECOM prepared a technical report *VISSIM Modelling Results Technical Note* (10 December 2014) setting out results of modelling, and drawing conclusions in relation to the highways layout and the bus station. This chapter summarises key findings. The full report is included at Appendix A.

Summary of results

Highways options

Three network designs, and a fourth variation on a design, were tested in VISSIM to better understand their impact on the local highway network. The options considered include:

- Design 005: Bi-directional bus only on the southern part of Westgate Street between Park Street and Wood Street, reversed direction on Scott Road, single lane in each direction along Wood Street and signalised exit from the bus station.
- Design 006: Bi-directional on the southern part of Westgate Street between Park Street and Wood Street with bus only in the southbound direction, Havelock Street closed to all vehicles, Scott Road reversed, single lane in each direction on Wood Street with an eastbound flare at the Westgate Street junction and signalised exit from the bus station.
- Design 007: Similar to the existing layout, with priority exit from the bus station and a single lane in each direction along Wood Street.
- Design 005 reversed: As Design 005, with the direction of traffic on Havelock Street and Scott Road reversed to allow northbound vehicles on Scott Road, and southbound vehicles on Havelock Street.

Drawings for each of these options are included in the AECOM report at Appendix A.

The results of the VISSIM testing indicate that there is no clear frontrunner for a preferred highway option to take forward; all designs perform within acceptable levels of highways and transport expectations to be considered as satisfactory options.

Bus station internal operation

The preferred internal bus station layout developed by SDG (Option 3 = DIRO) was also tested using the VISSIM model. Figure 2.1 shows the bus station layout in the context of the wider area, and Figure 2.2 zooms in to the bus station area itself.

The modelling of the internal bus station operation shows there is sufficient capacity for buses to circulate within the bus station and access and egress available stands. Preliminary analysis has indicated improvements and efficiencies would be needed over the existing operation to accommodate the bus demand. This could include optimised timetabling, re-allocation of layover to other parts of the road network, bus priority improvements to increase bus journey time reliability, and use of bus station Dynamic Stand Allocation (DSA).

The potential for use of DSA is discussed further in Chapter 3 of this report and accompanying analysis by AECOM at Appendix D.

Figure 2.1: Bus station layout – Option 3, DIRO (wider context)

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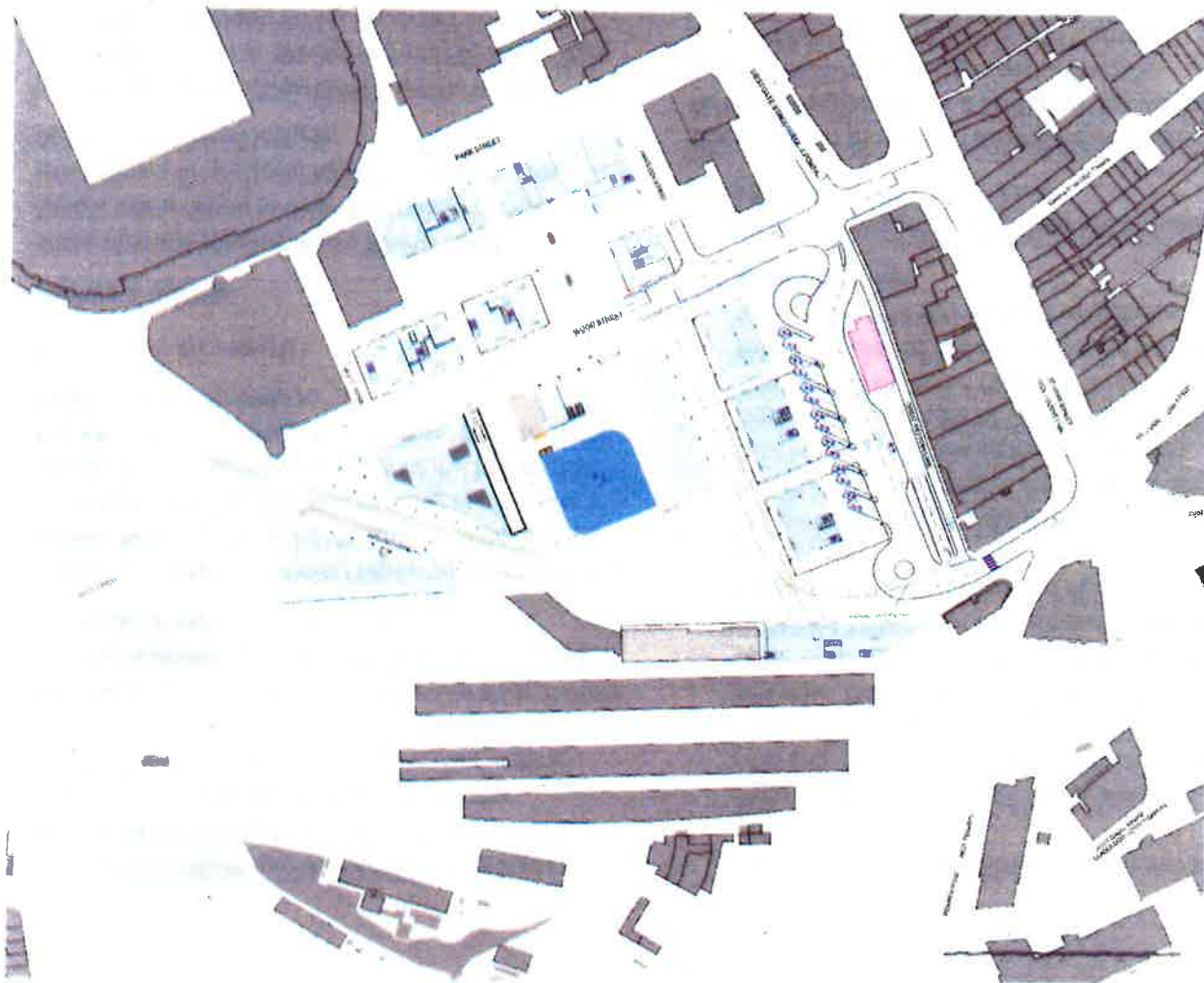
Figure 2.2: Bus station layout - Option 3, DIRO
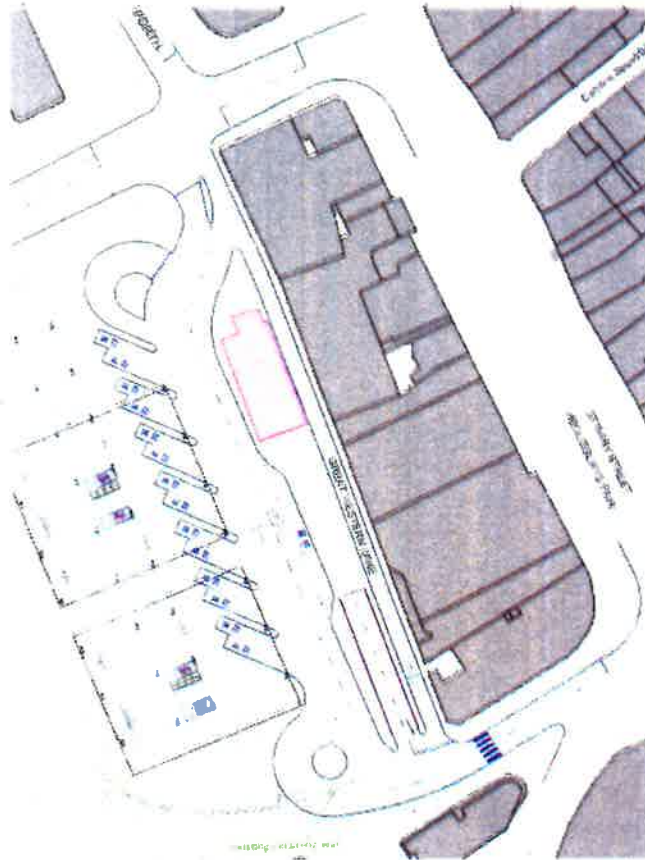
Model conclusions

The key findings that drive further design development for a new bus station facility are that:

- there is sufficient capacity for buses to circulate within the bus station, and access and egress available stands - this is based on the assumptions that have been employed to test the design (these are set out in the full technical note at Appendix A);
- a more detailed assessment is required in relation to bus operations to accommodate bus demand (e.g. timetabling, stand allocation, re-allocation of layover etc.); and
- all three highway layouts are acceptable in terms of traffic operations to be considered as possible design options.

Assessment framework

Following the modelling work an additional assessment was undertaken by SDG of the highway layouts to provide further guidance on which highway layout to take forward in relation to the final design of the new bus facility. A qualitative assessment framework was developed based on proposed principles derived from the Foster's masterplan for the wider area. This was used to help prioritise the three layouts and the layout variation as described above.

The full results of this assessment are included at Appendix B. A total score is given for each option, however the assessment framework is designed to give a comprehensive overview of multiple considerations when deciding the most desirable option. Some impacts may have a greater weighting that others or be considered totally unacceptable. On this basis decision makers should review the full impacts of each option, considering the various elements before deciding on a particular highways layout to take forward.

3 Bus station internal layout design

Stage 1 draft design option

The starting point for this stage of design work was the preferred concept design from the stage one work – Option 3, DIRO, as illustrated in Figure 2.1.

Stakeholder comments

Meetings were held on with the bus operators and the client group on the 16th and 17th December 2014 respectively to present the bus station design along with the highway layouts and modelling results. The aim of the meeting was to gain feedback on the design and confirm actions for design development, leading to a single design for sign-off.

In summary the main points of feedback received on the internal layout of the bus station include:

- The bus operators would like the Saunders Road access to be in operation all days (not just during events), however as this link would be the access for the car park this would put a lot more vehicles on this link and potentially increase conflict with pedestrian movement between St Mary Street and the rail station. Furthermore this is something that would need to be considered in relation to the longer term, city-wide bus operations strategy (and the air quality issue on Westgate Street) and therefore goes beyond the scope of this study.

- It was agreed that the bus station needs to be flexible to accommodate future operation / growth and therefore able to accommodate all movements from all access points.
- The bus operators' main concern is bus station capacity, particularly allowing sufficient dwell time/ layover to operate services. Layover space for four to five buses is required.
- It was agreed that two options would be explored and designed:

  A. Expanding the bus station footprint west to allow more space for bus circulation. It is recognised that this will affect the masterplan layout. No additional layover space would be provided.
  B. Use Great Western Lane as the southbound bus lane and removing the southern turning loop. Issues with car park ramp relocation will need to be considered. Great Western Lane must still allow for servicing access.

Following on from this meeting Steer Davies Gleave prepared two further iterations of the design options, which are presented in the following section. Full sized drawings of the design options are included in Appendix C.

Design development

Option 3, variant A

The option illustrated in Figure 3.1 illustrates the first variant of the bus option based on comments received at the meetings in December 2014. Changes include:

- The southern turning loop in the original design is removed.
- Southbound buses are routed along Great Western Lane, to the east of the sub-station, whilst still allowing servicing access to rear of retail properties.
- Bus station footprint expanded westwards.
- Layover space in DIRO arrangement to be accessed via Great Western Lane.
- The underground car park access ramp is relocated to the west end of Saunders Road.

This variant would have an impact on the land to the west of the bus station. To allow for an adequate waiting area for bus passengers the buildings along this side will need to be designed in such a way as to accommodate this; i.e. constraints provided by the proposed footprint of the buildings changed.

This layout accommodates 14 stands and five layover bays.

Figure 3.1: Bus station internal layout – Option 3, variant A
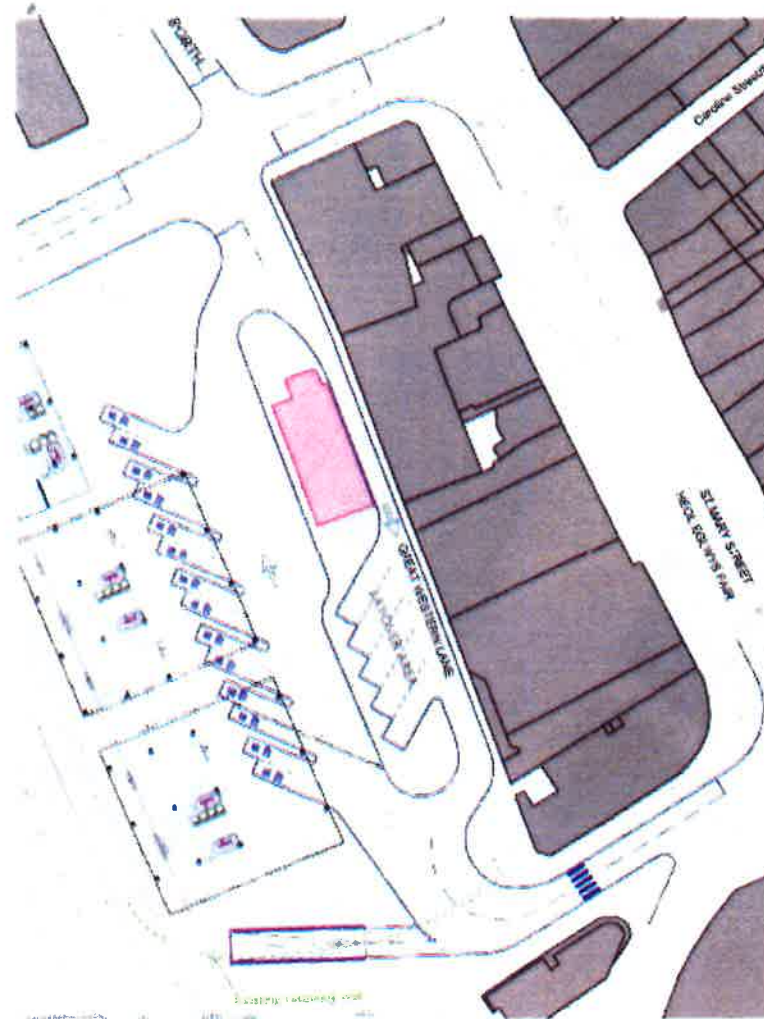
Option 3, variant B

The option illustrated in Figure 3.2 illustrates the second variant of the bus option based on comments received at the meetings in December 2014. Changes include:

- The southern turning loop in the original design is removed.
- Southbound buses are routed along Great Western Lane, to the east of the sub-station, whilst still allowing servicing access from here for retail properties.
- The underground car park access ramp is relocated to the west end of Saunders Road.

Unlike the arrangement in variant A, this option would not directly affect the buildings located to the west of the bus station.

This layout accommodates 14 stands and four layover bays.

Figure 3.2: Bus station internal layout – Option 3, variant B
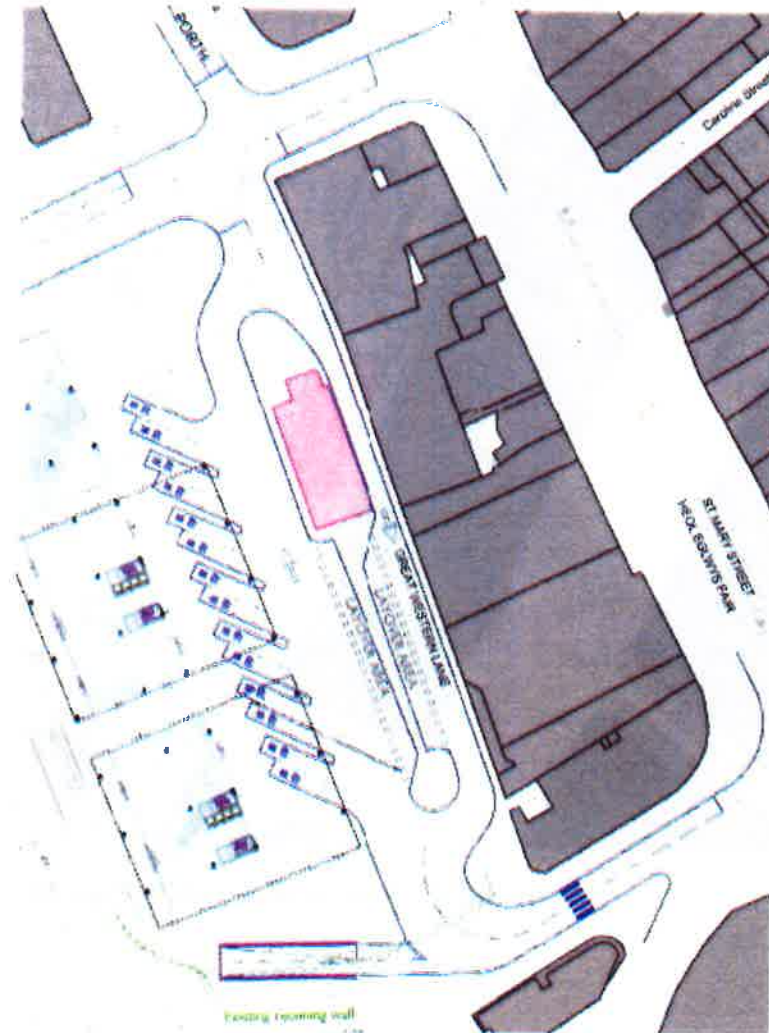
Final design option

Following preparation of variants A and B, a further design iteration was drawn to take account of the easement of a Welsh Water pipe that runs east-west across the southern end of Great Western Lane. This is illustrated in Figure 3.3. Changes include:

- Relocation of the underground car park access ramp to the north of the water easement.
- Relocation of the bus stops further north to allow adequate space for the access ramp.

The layout include 14 stands and four layover bays.

The ramp geometry meets minimum standards set out in Design Recommendations for Multi-Storey and Underground Car Parks (4th edition, Institution of Structural Engineers). The ramp on the inner curve is 25 metres long at a 12% gradient, enabling the foot of the ramp to achieve a clearance of approximately three metres below the ground floor of the building above. Allowing for the floor slab at the base of the ramp means this would leave approximately 2.6 metres clearance. This clearance will be sufficient for cars, and also vans up to medium height (e.g. a Ford Transit van - medium roof is 2397mm tall) however the design would need to be revisited should there be a need to allow access for taller vehicles (e.g. Ford Transit van - high roof is 2611mm tall).

Figure 3.3: Bus station internal layout – Final option
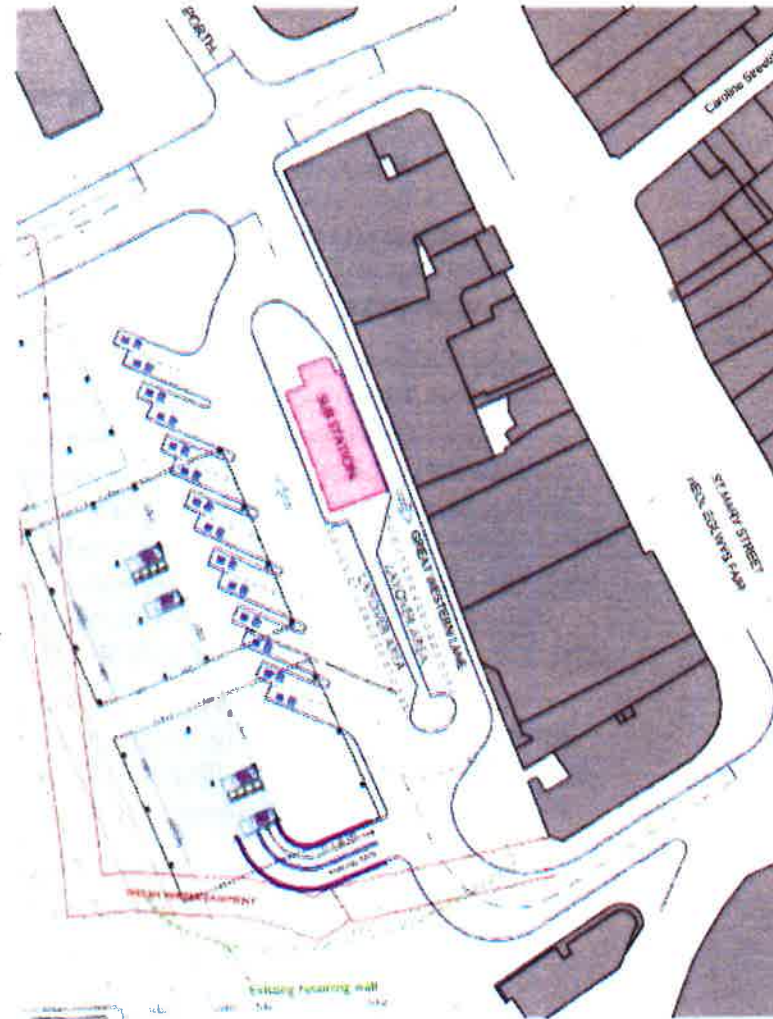
The location of the car park access means that an uninterrupted at-grade pedestrian connection between the bus station and the train station via the most direct route is not possible. Consideration should be given at the next stage of design to how to better provide for people walking between the bus and train stations. Potential this could include for example adjusting the footprint of the proposed buildings adjacent to the bus station to provide direct and legible pedestrian route, or providing a walkway that ramps up from bus station to rail station and overarches the car park entrance.

Bus station operation - Dynamic Stand Allocation

Initial consideration has been given to the use of Dynamic Stand Allocation (DSA) for operation of the new bus station in order to make most efficient use of the limited space available.

DSA is intended, in its ideal form, to result in a more compact and user-friendly bus facility. Traditionally each bus line has its own stop at the station, which results in some stops being empty or less utilised, even during rush hour. The application of DSA makes use of stops in a more flexible manner, by assigning any available stop to any incoming bus, and using

electronic signing to advise passengers of where to board their bus.

AECOM have previously undertaken research on dynamic stand allocation in relation to Cardiff and have produced reports on the matter. These are included for reference at Appendix D.

In summary, it would seem from these reports that the effectiveness of DSA is highly variable. The technological challenge of ensuring data accuracy / transfer between systems is one key reason as to why the capability / benefits of DSA have not actually been realised where it has been implemented. However the reports also note that where implemented the enhanced service delivery is generally well received and appreciated by users.

DSA does provide a possible approach to managing bus station operations, however the initial evidence suggests that it is not always successful. More work will need to be done as part of future studies on bus station operations in order to make a more informed decision of whether incorporation of DSA within the bus station would be beneficial.

4 Summary of issues and constraints

Key issues and constraints

The final preferred design described in chapter two is recommended for use as the benchmark for the design competition against which the proposed layouts generated through the design competition can be analysed and compared. In taking this design forward the following issues will need to be taken into account:

- The directions and general arrangements required for vehicles to access the station, including the need for station access to 'flip' to allow access on match days.
- The dimensions and arrangement of the vehicular areas as set out in the drawing to enable safe and efficient vehicle circulation within the station.
- The space required to accommodate 14 stopping bays and layover for four buses, as set out in the final design option drawing.
- Provision of the most direct and safe routes for pedestrians between stops and to external destinations, that reduce the likelihood of passengers crossing operational areas of the station, or making unpredictable movements.
- Passenger desire lines to destinations such as the railway station, city centre, Millenium Stadium and future development opportunities.

- Space requirements for passenger areas, taking into account the need to comfortably accommodate people waiting for and people alighting from bus services.
- Space requirements for passenger facilities, and separate staff/ operational facilities.
- The relationship between the underground car park access ramp and the lift core within the building above. As noted in chapter 2 the circulation internal to the building may need to be adjusted to accommodate the basement entrance.

In addition to the above, there are a number of critical constraints that must be accommodated:
- Retention of the Welsh Water pipe in situ, with no encroachment into its easement.
- Retention of the existing substation in situ on Great Western Lane.
- Allowing servicing and fire tender access on Great Western Lane to rear of buildings which front onto St Mary Street.
- Retention or reprovision of the existing loading bay facility to rear of the same buildings, at the southern end of Great Western Lane.
- The minimum dimensions for a car park access ramp, as described in chapter two and drawn in the final option layout.

A Appendix - Cardiff Bus Station Technical Note: VISSIM modelling results (AECOM)

steer davies gleave

Technical Note

AECOM

Project:	**Cardiff Bus Station**	Job No:	**60329051**
Subject:	**VISSIM Modelling Results: Issue 1**		
Prepared by:	**Elena Caudwell**	Date:	**09/12/2014**
Checked by:	**George Lunt**	Date:	**09/12/2014**
Approved by:	**George Lunt**	Date:	**28/03/2015**

1. Introduction

AECOM has been requested by Rightacres to support Steer Davies Gleave (SDG) in the design of the re-located bus station. AECOM's work uses the existing VISSIM model used to assess the impact of the Cardiff Central Square plots 2 and 3 planning application, and enhances it by modelling the internal bus station circulation.

This report is the first stage of works, showing the initial modelling results, and will help make decisions on the network and bus station design going forward. The remainder of this Technical Note is structured as follows:

- Section 2: Option summary;
- Section 3: Modelling Results;
- Section 4: Highway design discussion;
- Section 5: Bus station internal operation; and
- Section 6: Summary and conclusions.

2. Option Summary

Three proposed highway network designs have been modelled for comparison, with the internal bus station modelled using the preferred design (SDG Option 3). Copies of the three designs are included in **Appendix A**. A fourth design option has been tested for consideration, which is a slight change on Design 005. The options are summarised below:

- **Design 005**: Bi-directional bus only on the southern part of Westgate Street between Park Street and Wood Street, reversed direction on Scott Road, single lane in each direction along Wood Street and signalised exit from the bus station.
- **Design 006**: Bi-directional on the southern part of Westgate Street between Park Street and Wood Street with bus only in the southbound direction, Havelock Street closed to all vehicles, Scott Road reversed, single lane in each direction on Wood Street with an eastbound flare at the Westgate Street junction and signalised exit from the bus station.
- **Design 007**: Similar to the existing layout, with priority exit from the bus station and a single lane in each direction along Wood Street.
- **Design 005 reversed**: As Design 005, with the direction of traffic on Havelock Street and Scott Road reversed to allow northbound vehicles on Scott Road, and southbound vehicles on Havelock Street.

3. Modelling Results

Journey time and network performance results have been collected to compare the four options. These are presented below. In summary, all options show similar journey time performance results across the network for both buses and cars.

3.1 Journey Times

Table 3.1 – AM Journey Time Results

		AM			
		Design 005 reversed	Design 005	Design 006	Design 007
Bus	Bus station to Wood St	01:13	01:13	00:57	01:02
	Wood St to Bus Station	01:48	01:50	01:50	02:20
	Bus station to Cowbridge E	03:45	03:44	03:29	03:18
	Cowbridge E to Bus station	04:23	04:24	04:22	04:06
	Bus station to Castle St	04:14	04:16	04:04	03:53
	Castle St to Bus station	04:31	04:26	04:30	04:09
Car	Cowbridge E to Callaghan Sq	06:18	06:51	07:04	05:55
	Cowbridge E to Wood St	03:56	04:16	04:14	04:39
	Castle St to Callaghan Sq	05:56	06:37	06:59	05:50
	Castle St to Wood St	03:41	03:56	04:02	04:19
	Callaghan Sq to Cowbridge E	04:42	04:36	05:05	04:30
	Callaghan Sq to Castle St	05:30	05:22	05:29	05:04
	Callaghan Sq to Wood St	03:37	03:48	03:58	03:44
	Wood St to Cowbridge E	02:55	03:21	03:52	02:50
	Wood St to Castle St	03:18	03:43	04:10	03:13
	Wood St to Callaghan Sq	04:04	04:08	04:17	04:25

Table 3.2 – PM Journey Time Results

		PM			
		Design 005 reversed	Design 005	Design 006	Design 007
Bus	Bus station to Wood St	01:21	01:16	01:02	01:07
	Wood St to Bus Station	01:43	01:59	01:33	02:53
	Bus station to Cowbridge E	03:51	04:02	03:39	03:44
	Cowbridge E to Bus station	05:31	05:22	05:18	04:02
	Bus station to Castle St	04:44	04:52	04:34	04:37
	Castle St to Bus station	05:08	04:57	04:58	03:56
Car	Cowbridge E to Callaghan Sq	05:57	06:35	06:50	06:00
	Cowbridge E to Wood St	04:46	04:38	04:35	04:52
	Castle St to Callaghan Sq	06:06	06:27	06:54	06:04
	Castle St to Wood St	04:03	03:48	03:53	04:03
	Callaghan Sq to Cowbridge E	05:55	06:29	05:56	06:00
	Callaghan Sq to Castle St	06:53	07:23	07:07	06:56
	Callaghan Sq to Wood St	04:07	04:25	04:45	04:33
	Wood St to Cowbridge E	03:12	03:57	04:00	03:22
	Wood St to Castle St	04:02	04:50	04:56	04:05
	Wood St to Callaghan Sq	03:55	04:10	04:26	05:12

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3.2 Network Performance

Table 3.3 – AM Network Performance Results

	AM			
	Design 005 reversed	Design 005	Design 006	Design 007
Total travel time (hrs) Bus	52.4	52.6	52.7	51.2
Total travel time (hrs) Car	217.8	219.7	222.7	218.8
Total delay time (hrs) All Vehicles	174.5	177.4	181.5	174.2
Average delay time per vehicle (s) Bus	391.1	393.3	395.0	368.8
Average delay time per vehicle (s) Car	82.2	83.2	85.7	83.0
Average speed (mph) Bus	7.0	7.0	7.0	7.2
Average speed (mph) Car	11.5	11.4	11.1	11.3
Latent demand, All Vehicle Types	200	183	206	196
Number of vehicles that have left the network, Bus	158	157	157	157
Number of vehicles that have left the network, Car	5506	5518	5486	5505

Table 3.4 – PM Network Performance Results

	PM			
	Design 005 reversed	Design 005	Design 006	Design 007
Total travel time (hrs) Bus	60.7	60.8	60.6	59.0
Total travel time (hrs) Car	226.5	231.1	232.2	230.3
Total delay time (hrs) All Vehicles	198.7	204.4	206.3	201.7
Average delay time per vehicle (s) Bus	467.6	467.5	464.9	436.9
Average delay time per vehicle (s) Car	92.6	95.7	96.6	95.4
Average speed (mph) Bus	6.3	6.3	6.3	6.6
Average speed (mph) Car	10.6	10.3	10.3	10.3
Latent demand, All Vehicle Types	5	5	5	5
Number of vehicles that have left the network, Bus	169	169	169	170
Number of vehicles that have left the network, Car	5367	5361	5362	5365

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4. Design Discussion

This section sets out key points for each design which has been modelled in VISSIM, and in particular any sensitive areas of the models.

Design 005

- Right turn into Havelock Street is sensitive, but less problematic than design 007 because buses don't use it (see below).
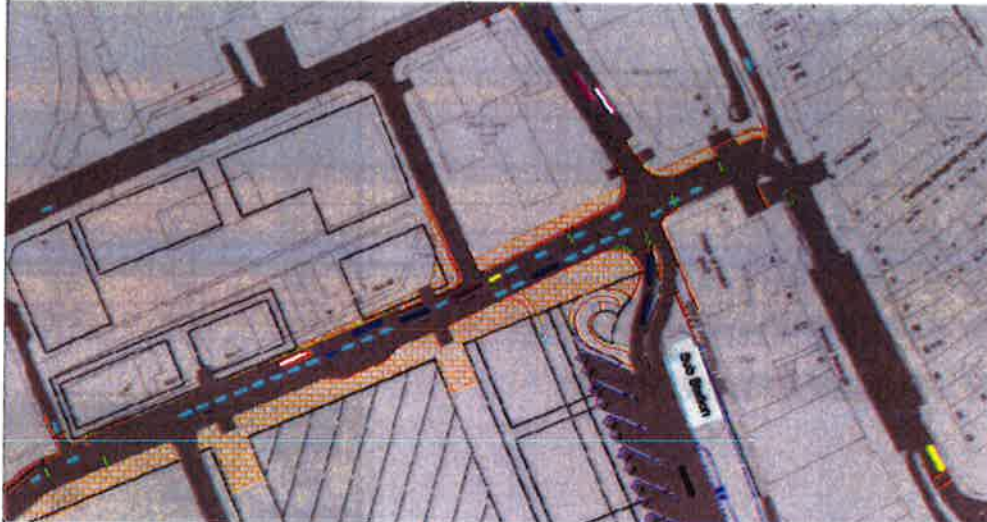
- Coordinating the signals between Wood Street/Westgate Street and Park Street/Westgate Street junctions for bus movements – ideally the southbound through movement and the northbound through movement would be coordinated, but at the Park Street/Westgate Street junction they are opposing movements so need to compromise.
- Improved southbound traffic on Westgate Street, increased eastbound traffic on Wood Street (some of this may reroute, and there is the option of banning the left turn out of Scott Road).
- More control over queuing in bus station due to signalisation.

Design 006

- The flare on Wood Street eastbound to allow buses their own left turn lane doesn't offer too much benefit as the queue extends past the flare (see below).
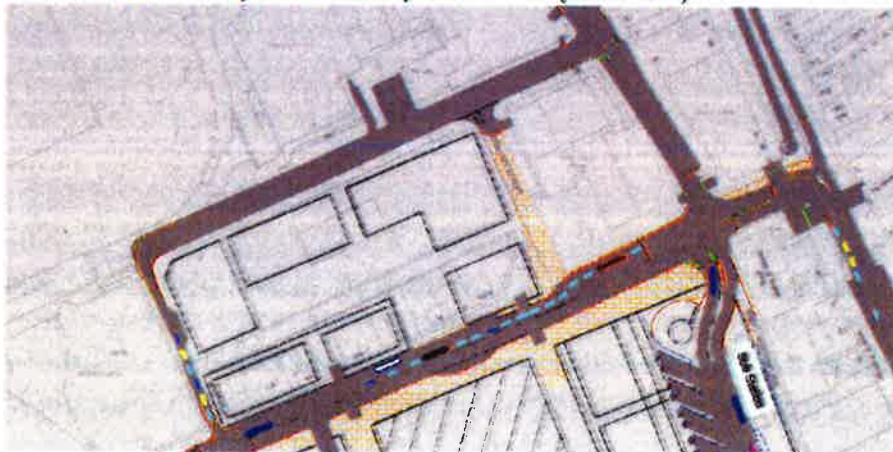
- Coordinating the signals between Wood Street/Westgate Street and Park Street/Westgate Street junctions – ideally the southbound through movement and the northbound through movement would be coordinated, but there are opposing movements to compromise.

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- Improved southbound traffic on Westgate Street, increased eastbound traffic on Wood Street (some of this may reroute, and option of banning left turn out of Scott Road).
- More control over queuing in bus station due to signalisation.
- General traffic right-turn into Westgate St from Wood St can be waiting some time, and this blocks ahead traffic (see below).
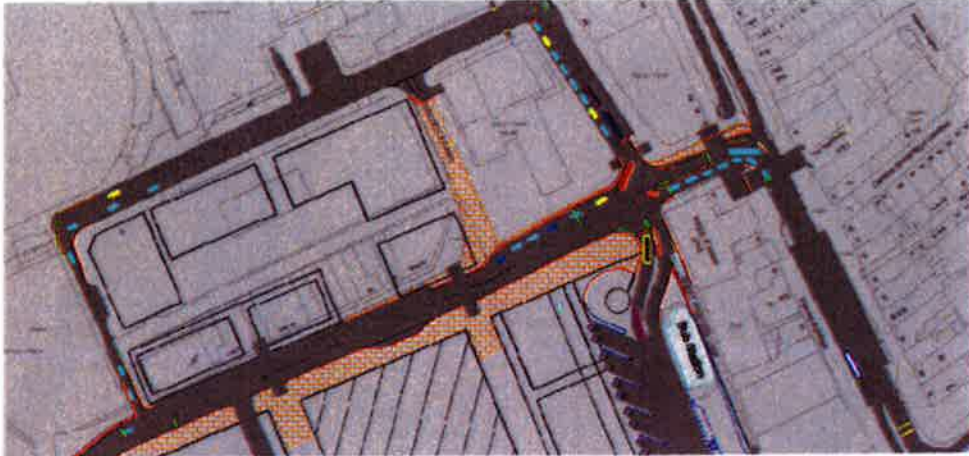
- Southbound traffic from Scott Road can be blocked by buses trying to get into their stops on Wood Street (see below).

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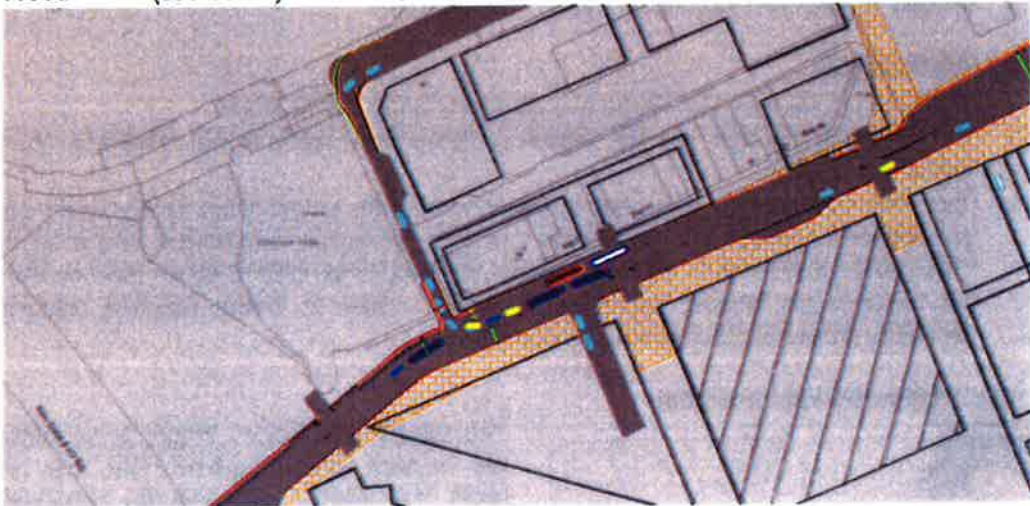
Design 007

- Right turn into Havelock Street is a sensitive area, and if it is blocked it can cause queuing westbound on Wood Street, and block the bus station exit (see below).
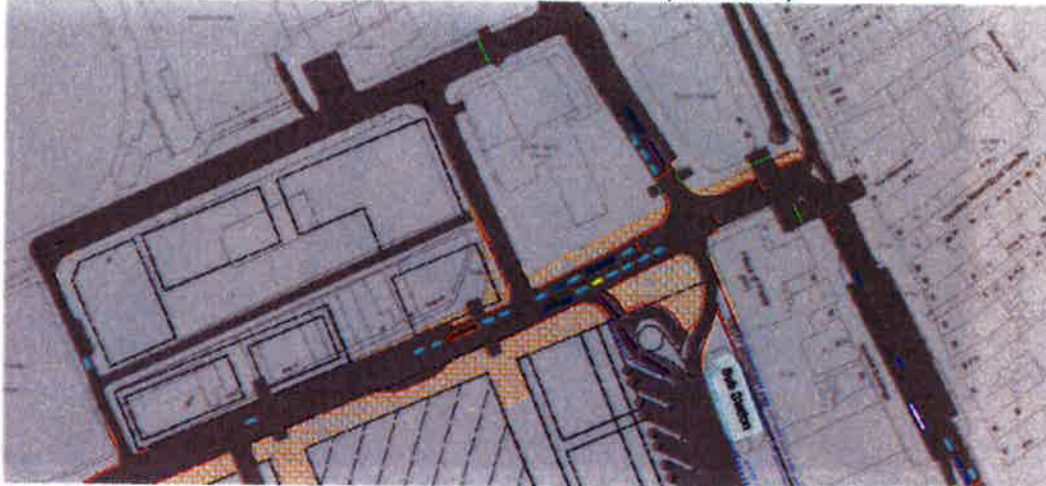
- As existing, southern section of Westgate Street is congested, and vehicles illegally turning left.
- Priority exit from the bus station rather than signals.

Design 005 reversed

- Same as 005 except Scott Road and Havelock Street are reversed.
- This removes the right turn into Havelock Street from Wood Street. Therefore the bus station exit is not blocked.
- Also, 005 in its existing form has northbound vehicles on Havelock Street which are conflicted by westbound vehicles on Park Street. The lights are green for Westgate Street southbound and Park Street eastbound in the same stage, causing underutilised green time on Park Street as the vehicles are queued on Havelock Street – there is limited stacking capacity between Havelock Street and the signals on Park Street.

5. Bus Station Internal Operation
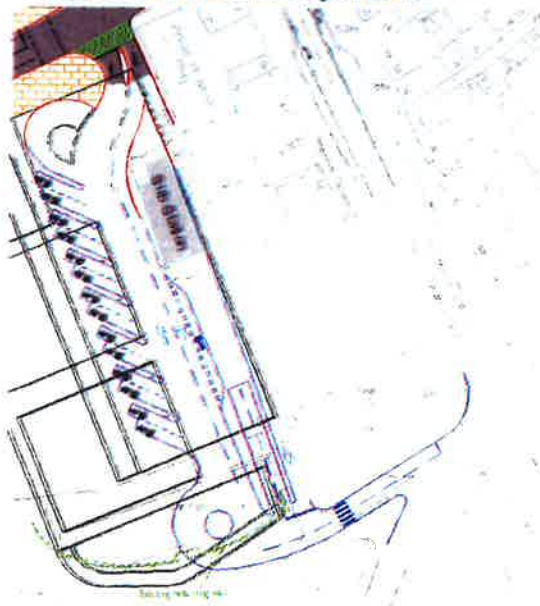
The internal bus station design is consistent between the network design options, and was provided by SDG. This section highlights the assumptions made, how these were modelled in VISSIM, and key results

5.1 Design

The proposed design is located to the east of the existing bus station at Marlond House, with access via Wood Street under normal operation, and via Saunders Road on event days. The exit to the north slightly varies between proposed designs.

5.2 Assumptions

A number of assumptions have been provided for the bus station design by SDG, and these are detailed below along with clarification on how these are modelled in VISSIM, if necessary.

- **Bus station speed limit**: the speed limit for the proposed bus station is unknown, but 10mph has been assumed at this stage of the modelling. This corresponds to the speed limit in the existing bus station.
- **Southbound traffic**: reversing buses are assumed to have no impact on the southbound lane, and similarly can reverse from their stand whilst a vehicle is passing in the southbound lane.
- **Bus 'zone of influence'**: buses are unable to reverse from their stand when there is a bus moving from an adjacent stand.
- **Coaches (National Express)**: coaches can only use left hand stands, where there is access to luggage storage. Therefore they have been allocated two stands which are separated by one.
- **Bus dwell time**: bus dwell time is currently modelled with a uniform distribution between 4 and 6 minutes.
- **Stand allocation**: detailed stand allocation has not been undertaken in this piece of work. A rough estimate of each services stand has been put together using information of their existing stand use. Buses are directed to their allocated stand on entering the bus station, and if this stand is unavailable they are directed to another available stand.
- **Layover area**: the layover area has not been modelled.
- **Event day**: the event day scenario has not been modelled.

5.3 Internal Modelling Results

The bus station internal operation has been observed in the model, and some information on the number of buses able to access their allocated stand has been taken.

- Based on a random dwell time between 4 and 6 minutes, 65% of buses were able to use the "correct" stand.
- A sensitivity test was carried out to test a random dwell time between 8 and 10 minutes (this is based on surveyed dwell times in the existing bus station). After 20 minutes, the bus station stands were all taken and the buses entering the bus station were unable to use any stand.

6. Summary and Conclusions

Three network designs, and a fourth variation on a design, have been tested in VISSIM to better understand their impact on the highway network. There is no clear frontrunner for the preferred highway option to take forward, and all designs operate well enough to be a possible option.

The modelling of the internal bus station operation shows there is sufficient capacity for buses to circulate within the bus station and access and egress available stands. Preliminary analysis has indicated improvements and efficiencies would be needed over the existing operation to accommodate the bus demand. This could include optimised timetabling, use of bus station dynamic stand allocation, re-allocation of layover to other parts of the road network, and bus priority improvements to increase bus journey time reliability. Event day operations would need further analysis.

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Appendix A
Highway Network Design Options
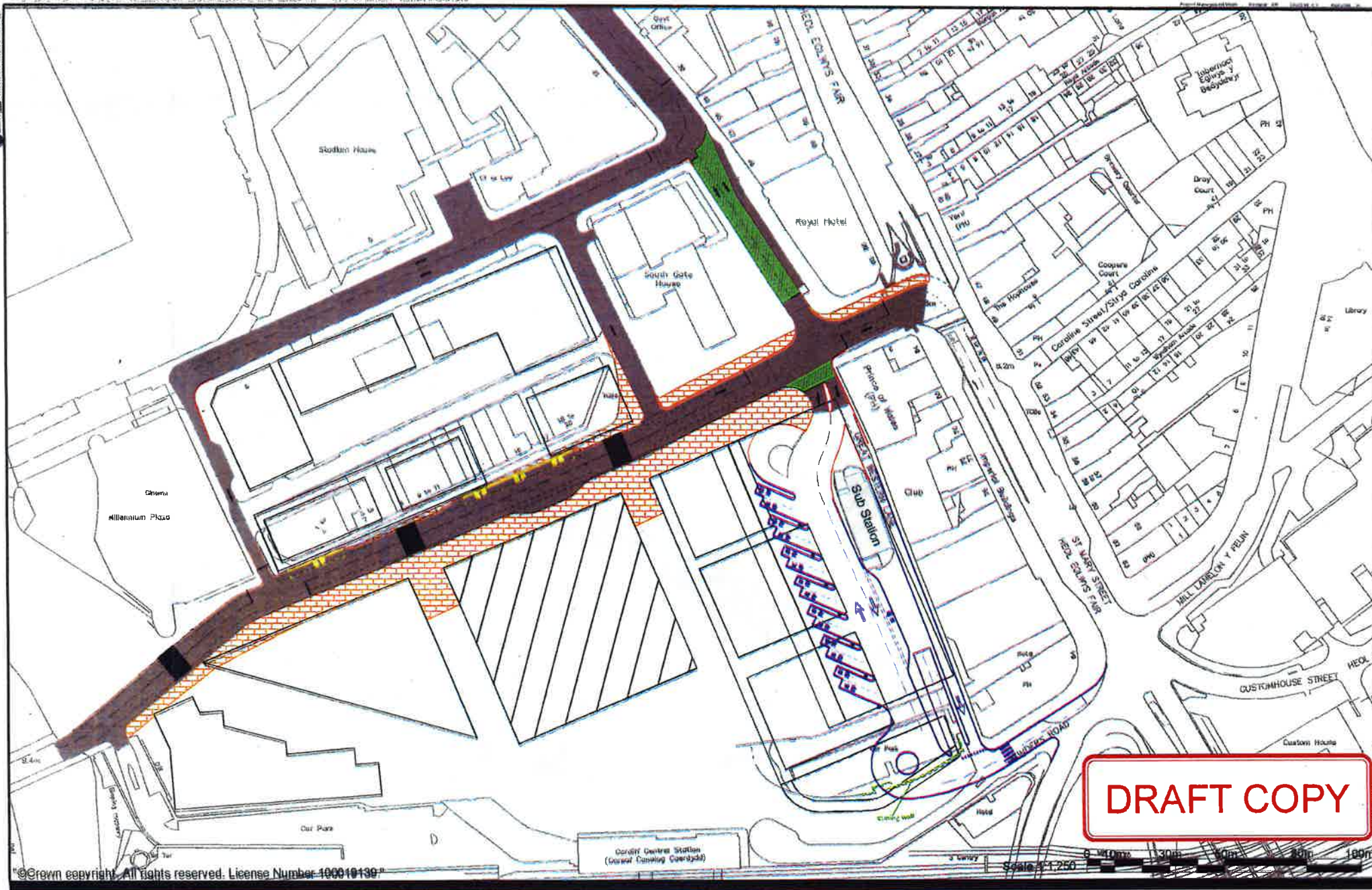
Central Square Planning Submission

SDG Option 3

Date: 2014-09-19

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Central Square Planning Submission
SDG Option 3

Date: 2014-09-19

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Central Square Planning Submission

SDG Option 3

Date: 2014-09-19

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B Appendix – Assessment Framework

As set out in the preceding Appendix, the modelling work undertaken by AECOM indicates that all three highway layouts operate effectively enough to be considered as possible options. Within the scope of this stage of the project, the question is therefore which highway layout to take forward in the final design of the new bus facility. The answer is that broadly any option is possible, and in essence the detail of highways operation is not essential to the design competition to be held at a later stage. However we have developed a qualitative assessment framework based on proposed principles in order to help prioritise the three layouts and the variation.

Proposed Objectives / Principles

Previous bus station studies have referred to the WelTAG Transport Planning Objectives (TPOs); however, the objectives are out of date (one has a target date of 2013) and are quite narrowly focussed on the bus station itself. It was therefore considered that the WelTAG TPOs would not be suitable to prioritise highway layouts to accommodate the new bus station, particularly with consideration of the longer term aspirations of the Central Square area.

The Central Square Masterplan was developed in 2014 by Foster & Partners and is used as a template for development and infrastructure planning in the Central Square area. The Masterplan includes transport principles underpinned by the Central Square development for the city centre. These principles include the following:

- To promote and extend the use of public transport;
- To reduce through traffic and tensions between the various modes of travel;
- To provide an inviting environment for pedestrians and cyclists;
- To maintain good access to the main car parks;
- To not compromise the proposed metro system; and
- To improve the access to and effectiveness of the public transport offer.

It should be noted that the full set of principles also includes: to ensure an appropriate balance of short stay car parking with effective strategic pricing. This principle is however not relevant to the bus station design and has therefore not been considered here.

With these principles identified within the Masterplan as a means of achieving the transport vision, they have been used as the basis of an assessment framework to prioritise highway layout options.

Assessment Framework

The assessment framework is shaped around the Masterplan Transport Principles for the city centre as described above and employs a scoring system of +3 to -3, where +3 = strongly supports the principle, 0 = neutral effect, and -3 = strongly conflicts with the principle.

A total score has been provided that sums the scores for each principle. These are presented in the table to the right. However, the total scores should be used with caution as the assessment framework is designed to give a comprehensive overview of multiple considerations when deciding the most desirable option. Some impacts may have a greater weighting that others or be considered totally unacceptable. Therefore decision makers should review the full impacts of the options, using total scores as one element of their consideration.

Option assessment

The following pages set out the full results of the assessment. These are ordered from best performing option overall, to worst performing option.

Table 4.1: Assessment Framework Summary Scores

Option number	Total scroe
Design 005 reversed	+6
Design 005	+2
Design 006	0
Design 007	-2

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Additional Option – Design 005 Reversed

Principle	Score	Rationale
Promote and extend the use of public transport	+3	The new bus station design will allow for bus services to operate to / from Central Square with the potential to form an integrated, multi-modal transport hub.
		As all highway layouts operate satisfactorily, they are assumed to all support operation of the bus station, and therefore promote and extend the use of public transport.
Reduce through traffic and tensions between the various modes of travel	+1	The reversal of the traffic flow on Havelock Street and Westgate Street utilises green time more effectively and therefore reduces queuing on Park Street and from Wood Street. This results in a minor positive impact.
Provide an inviting environment for pedestrians and cyclists	+1	The single crossing point at the bus station access would be more desirable for pedestrians along Wood Street (compared to two crossing points).
		Wood Street is a proposed cycling route, and increasing traffic on Wood Street could make the cycling environment less desirable. This could be managed through the implementation of high quality, fully-segregated cycling facilities.
		At this stage of design, these factors on balance are expected to therefore have a slight positive effect.
Maintain good access to the main car parks	0	Access is maintained to the proposed car parks with no apparent limitations introduced by traffic flow.
Not compromise the proposed metro system	-1	The proposed metro alignment is on Wood Street. Therefore greater traffic flow on Wood Street will increase its importance as a traffic distributor road, and threaten the delivery of the metro.
		It is possible that traffic will re-route to other routes and could be managed during development of the metro scheme. Therefore the impact is expected to be minor.
Improve the access to and effectiveness of the public transport offer	+2	Buses can access and egress the bus station from all directions, particularly to/from Westgate Street (current major route for buses).
		Traffic does not queue across the bus station access, and signalisation controls the level of queueing to egress the facility.
		Bus journey times are not optimal compared to other options.
TOTAL SCORE	+6	

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Design 005

Principle	Score	Rationale
Promote and extend the use of public transport	+3	The new bus station design will allow for bus services to operate to / from Central Square with the potential to form an integrated, multi-modal transport hub.
		As all highway layouts operate satisfactorily, they are assumed to all support operation of the bus station, and therefore promote and extend the use of public transport.
Reduce through traffic and tensions between the various modes of travel	-1	Signal coordination is slightly problematic.
		Southbound traffic on Westgate Street is reduced, but eastbound traffic on Wood street increases. Wood Street has been identified as a primary vehicular street in the Masterplan, therefore this impact is not considered to be major.
Provide an inviting environment for pedestrians and cyclists	+1	The single crossing point at the bus station access would be more desirable for pedestrians along Wood Street (compared to two crossing points).
		Wood Street is a proposed cycling route, and increasing traffic on Wood Street could make the cycling environment less desirable. This could be managed through the implementation of high quality, fully-segregated cycling facilities.
		At this stage of design, these factors on balance are expected to therefore have a slight positive effect.
Maintain good access to the main car parks	-1	Access is maintained to the proposed car parks from Saunders Road and Wood Street, although traffic queuing eastbound along Wood Street could limit ease of access into the BBC car park off Wood Street. This impact is expected to be minor.
Not compromise the proposed metro system	-1	The proposed metro alignment is on Wood Street. Therefore greater traffic flow on Wood Street will increase its importance as a traffic distributor road, and threaten the delivery of the metro.
		It is possible that traffic will re-route to other routes and could be managed during development of the metro scheme. Therefore the impact is expected to be minor.
Improve the access to and effectiveness of the public transport offer	+1	Buses can access and egress the bus station from all directions, particularly to/from Westgate Street (current major route for buses).
		Bus station signalisation controls the level of queueing to egress the facility; however, the right turn for traffic onto Havelock Street has the potential to cause queuing across the bus station entrance on rare occasions, restricting bus access and limiting service quality.
		Bus journey times are not optimal compared to other options.
TOTAL SCORE	+2	

Design 006

Principle	Score	Rationale
Promote and extend the use of public transport	+3	The new bus station design will allow for bus services to operate to / from Central Square with the potential to form an integrated, multi-modal transport hub. As all highway layouts operate satisfactorily, they are assumed to all support operation of the bus station, and therefore promote and extend the use of public transport.
Reduce through traffic and tensions between the various modes of travel	-1	Signal coordination is slightly problematic. The traffic right turn onto Westgate Street from Wood Street blocks through traffic and creates a queue round to St Mary Street. This could introduce more conflicts between pedestrians and traffic as it is a significant pedestrian desire line. Pedestrianising Havelock Street, however, will reduce inter-modal conflicts for northbound / southbound pedestrian movements. As Wood Street to St Mary Street is expected to be a greater desire line than Havelock Street due to its location between Central Square and the retail area, the overall effect is expected to be slightly negative.
Provide an inviting environment for pedestrians and cyclists	0	The flare on Wood Street increases the crossing distance for pedestrians and reduces the quality of the public realm. However, the public realm on Havelock Street could be significantly improved due to it being closed to traffic. For cyclists, the flare on Wood Street may reduce the amount of land available for a designated eastbound cycle lane on the proposed primary cycle route. The impact is therefore considered neutral. If the flare was to be removed (which is possible due to its limited efficacy), this score would be +2. There is still the issue of queuing traffic on Wood Street to St Mary Street preventing a +3 score.
Maintain good access to the main car parks	-2	Access is maintained to the proposed car parks, although greater levels of traffic coming southbound on Scott Road and turning left could restrict access and egress to the BBC car park. This impact is expected to be greater than for Design 005.
Not compromise the proposed metro system	-2	The proposed metro alignment is on Wood Street. The flare on Wood Street may reduce the amount of land available for the proposed metro. Also greater traffic flow on Wood Street will increase its importance as a traffic distributor road, and threaten the delivery of the metro. It is possible that traffic will re-route to other routes and could be managed during development of the metro scheme. If the flare was to be removed (which is possible due to its limited efficacy), the impact would be similar to Design 005 and this score would be -1.
Improve the access to and effectiveness of the public transport offer	+2	Buses can access and egress the bus station from all directions, particularly to/from Westgate Street (current major route for buses). Traffic does not queue across the bus station access, and signalisation controls the level of queueing to egress the facility. Bus journey times are not optimal compared to other options.
TOTAL SCORE	0	With the removal of the flare on Wood Street the total score would be +3.

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Design 007

Principle	Score	Rationale
Promote and extend the use of public transport	+3	The new bus station design will allow for bus services to operate to / from Central Square with the potential to form an integrated, multi-modal transport hub.
		As all highway layouts operate satisfactorily, they are assumed to all support operation of the bus station, and therefore promote and extend the use of public transport.
Reduce through traffic and tensions between the various modes of travel	-2	Priority egress for the bus station increases tension between buses and other traffic / pedestrians / cyclists as buses attempt to exit the bus station. This impact is expected to be moderate as Wood Street becomes a multi-modal, more vibrant streetscape with delivery of the Masterplan.
Provide an inviting environment for pedestrians and cyclists	-1	Option is less pedestrian friendly as pedestrians have to cross two access points for the bus station rather than one.
		No significant impacts or benefits for cyclists.
Maintain good access to the main car parks	0	Access is maintained to the proposed car parks with no apparent limitations introduced by traffic flow.
Not compromise the proposed metro system	0	The proposed metro alignment is on Wood Street. This layout does not appear to impact delivery of the metro as planned.
Improve the access to and effectiveness of the public transport offer	+2	Buses can access the bus station from all directions but cannot egress eastbound on Wood Street.
		The right turn for traffic onto Havelock Street can cause queuing westbound on Wood Street, blocking the bus station egress.
		Absence of signalisation means that the level of queuing to egress the facility is not controlled.
		The southern section of Westgate Street is congested, with illegal left turn movements from traffic. This could limit the quality of service for buses accessing the bus station. However, this option provides the most optimal journey times.
		The two pedestrian crossing points at the bus station access / egress could make it more difficult for pedestrians to access bus services from St Mary Street / Wood Street.
TOTAL SCORE	**+2**	

C Appendix –
Option drawings

CARDIFF BUS STATION

OPTION 3, VARIANT

PARK STREET

WESTGATE STREET/HEOL Y PORTH

HAVELOCK STREET

WOOD STREET

SCOTT ROAD

GREAT WESTERN LANE

ST MARY STREET/HEOL EGLWYS FAIR

MILL LANE/LON Y FELIN

CUSTOM

WOOD STREET

Existing retaining wall

PENARTH ROAD/HEOL PENARTH

WEST CANAL WHARF/GLANFA GORLLEWIN Y GAMLAS

Caroline Street/Stryd Caroline

N

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RIGHT ACRES

CARDIFF BUS STATION
OPTION 3, VARIANT B

steer davies gleave

EIGHT ACRES

CARDIFF BUS STAT...

OPTION 3 - FINAL

PARK STREET

WESTGATE STREET / HEOL Y PORTH

HAVELOCK STREET

WOOD STREET

WOOD STREET

SOUTH ROAD

ST MARY STREET / HEOL EGLWYS FAIR

GREAT WESTERN LANE

LAYOVER AREA

SUBSTATION

MILL LANE / LON Y FELIN

CUSTOM...

Castle Street / Stryd Castle

Existing retaining wall

MAIN MANAGEMENT

PENARTH ROAD   HEOL PENARTH

WEST CANAL WHARF
GLANFA GAMLAS ORLLEWIN Y GAMLAS

steer davies

28-32 Upper Ground Lon...
tel +44 (0)20 7910 5000

1:500@A0

N

D Appendix –
Reports on
Dynamic Stand
Allocation (DSA)

Project:	**Cardiff city centre bus station modelling**	Job No:	**60197354**
Subject:	**Potential Application of Dynamic Stand Allocation (DSA) – Report of External Consultations – Issue 1**		
Prepared by:	**Steve Tarry**	Date:	**20th April 2012**
Checked by:	**Graham Stevenson**	Date:	**23rd April 2012**
Approved by:	**George Lunt**	Date:	**23rd April 2012**

1   Introduction

Objectives of This Report

This report concerns consultations held with potential suppliers of Dynamic Stand Allocation (DSA) equipment and with authorities which have either implemented DSA or have considered its future use.

DSA is being considered as a way to increase utilisation of available stands within a proposed new Cardiff bus station. This would potentially prolong its operational life; building in added capacity to cater for future increases in demand and reducing land take requirements. However, the specific way this might be achieved, how such a system might operate and its likely costs and benefits are yet to be determined.

As a result, AECOM has been appointed to assess the feasibility / merit of the application of DSA within the context of the new bus station and how such a system would need to be accommodated in any future design.

The Study involves the following tasks and associated Deliverables:

Desk Top Study - Deliverable 1 (a copy of which is appended, for ease of reference), which has reviewed UK and worldwide experience of the application of DSA. The report sets out key next steps for the Study, including the external (supplier and authority) consultations reported here.

Report of External Consultations – Deliverable 2 (this report), which reports on the outcome of the consultations and identifies specific issues that would need to be taken into account in subsequent stages of the Study.

Assessment Report – Deliverable 3, which, if agreed, would consider the transferability of operational experience of DSA to a new Cardiff bus station; the likely benefits, potential costs and associated Risks in taking forward DSA within the scheme's design. This would be used for internal consultations, considering the merit of proceeding further with the study, alerting interested parties to what is under consideration and gaining feedback on the proposals.

Stakeholder Consultations – Deliverable 4, which would set out preferred option(s) for DSA, taking on board comments and feedback received from the internal review. This deliverable would be used for the purpose of external consultations to be held with operators and other end user representatives.

Final Report – Deliverable 5, which would summarise the work undertaken in the study as a whole, would reflect upon the Stakeholder Consultations and update initial conceptual design(s)

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accordingly. This deliverable would form the basis of a design brief should a decision be taken in the future to proceed further with the scheme.

Report Structure

Following this brief introduction, the remainder of this report is structured as follows:

Section 2 summarises the conclusions and recommendations from the initial Desk Top Study. This provides the context within which the subsequent external consultations were held.

For completeness and ease of reference, a copy of the Report is included within an Appendix. Relevant extracts from the Papers reviewed as part of the study, including during the consultations phase are included within a separate Annex.

Section 3 summarises the results of the consultations and draws out a number of conclusions and recommendations related to the next stages of the Study.

Finally, **Section 4** presents conclusions from the work to date with suggested next steps.

2   Desk Top Study

Introduction

The Desk Top Study (Deliverable 1) covered the following issues:

- The current state of the art in the application of DSA;

- Technology requirements for DSA and potential equipment suppliers

- Operational requirements and experience of DSA within the UK, the Netherlands, Australia and New Zealand

- Design Implications for Cardiff Bus Station, including Principles of Operation

A copy of the report and supporting papers are included as an Appendix

Based on a consideration of the above, the Desk Top Study identified a number of issues to be considered further, set out within the report's Summary and Conclusions; they are summarised below for completeness

Summary of Conclusions from Desk Top Study

It is clear that the potential use of DSA would, in theory, enable more efficient use to be made of facilities at the proposed new Cardiff bus station. However, it is also clear that implementing DSA would not only require significant investment to be made in appropriate technology but would also impose a number of physical constraints on the design of a bus station

Where DSA has been considered and, in some circumstances actively pursued by other authorities, this has been dependent on local circumstances, which vary between sites and on the particular policy of the authority concerned.

Consequently, while generic factors influencing the merit of DSA can be identified (and, in the case of GMPTE can be incorporated within guidance on bus station design), a careful review of such factors and how they would apply to a new Cardiff bus station will need to be an integral part of a future design process allowing an assessment to be made of the benefits DSA might deliver, relative to the costs involved (see reference to planned Deliverable 3, in the introduction to this report).

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To better inform the development of practical options for assessment purposes, the desk top study recommended that a number of external consultations be held, with suppliers and local authorities, to identify key lessons learnt, in addition to those reported in published papers and explore further the underlying issues associated with the application of DSA.

The results from these consultations are summarised in the following section (details of the discussion guide used for the consultations are included within the Appendix). The feedback received forms a key input to the development of the options to be assessed in the next stage of the Study.

3   Consultations

Consultations with Potential Suppliers

VIX Technology – Michael Hart
- Currently VIX have a full DSA site at Chatham, Kent and a reactive system at Aylesbury, Buckinghamshire. Although currently not in full operation, due to issues with data transfer between VIX systems and the RTI system, this is due to be resolved shortly.
- VIX offer 2 elements/ways to make a bus station 'dynamic':
   o Reactive and Reallocation mode: The bus has a 'normal and planned stand', but if on arrival this is occupied, then the bus goes to another stand and the system reacts to that movement. Displays change and passenger information is updated accordingly. This system is deemed to be attractive to operators and friendly to passengers.
   o Full Dynamic operation: The system allocates an appropriate stand and advises the driver as the vehicle approaches giving sufficient time for passengers to move to the correct stand.
- Also discussed was the issue of providing information to the driver (via ticket machine for example) as this poses potential health and safety issues (as drivers should be stationery when assimilating such information).
- VIX prefer an alternative (and simpler from a number of perspectives) method of having a large display at the entrance to the bus station.

Trapeze – Paul Attenborough
- Currently, Trapeze bus station management systems have no DSA functionality; manual operation would be required to assign vehicles to appropriate stands in real time;
- However, Trapeze are willing to add this to their product road map, if DSA is of interest to Cardiff City Council and would be pleased to work with the City Council should they wish to jointly research the practical application of DSA (as part of a Research Group).

RSL
- RSL have no operational experience of DSA, although they purport to have the appropriate expertise and have bid for a couple of DSA pieces of work (but have not won them).

INIT – Jens Mullak
- INIT have developed a concept for DSA, but have not tested this in a real life situation;
- They have, however, developed a Terminal Management System (TMS) that has been deployed at St Margret's bus station in Leicester, providing real time travel information to passengers regarding the route number of buses, destinations, bay numbers, times of timetabled departures / expected times of departure.

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Hogia – Gary Umpleby
- Hogia have reservations about DSA, related to techniques for accurate vehicle positioning and appropriate data transfer, recognising the importance of accurate data on which to make real time operational decisions.
- Hogia would choose to avoid a complicated project that may damage their reputation (as well as that of Cardiff City Council).
- Hogia would in any case only provide the software – hardware would have to be sourced from other providers,

Connexionz UK – Russell Gard
- Connexionz UK have experience of using DSA in Christchurch NZ. The system was operational there for a number of years and has been rebuilt since the earthquake.
- This is the only place where this particular system has been implemented.
- The system notifies drivers of their stand on a screen at the entrance to the station. Passengers are notified 5 minutes before the vehicle arrives. The station in Christchurch has a maximum of 30 seconds (approx) walking time between any stand.

Consultations with Local Authorities

In addition to the discussions with potential technology providers discussions have also taken place with a number of local authorities who either have DSA in operation, or have considered its implementation. Salient points from the discussions are detailed below.

Buckinghamshire CC – Paul Goodwin
- The VIX system, installed 4 years ago (using Avonwood equipment) at Aylesbury Bus Station (the current station stretched to capacity) is only used as a confirmation (reactive) system (i.e. that buses arriving on stand are the ones expected). Each bus contains a tag and each bay has a wakeup antenna;
- There have been some issues with the installed communication systems – currently legal discussions underway to establish which party is at fault.
- The system is well received by passengers however who appreciate the information it provides.
- Full DSA will be considered when the bus station is rebuilt (it will have fewer stands than at present) – although this is years away as a planning application has not yet been submitted.
- High Wycombe bus station is also being considered for DSA. Funding has been applied for through the Better Bus Fund; a decision should be known by the end of FY 11/12 with money to be spent by the end of FY 12/13.
- It was felt that the best way for DSA to operate would be include a separate drop off zone, a waiting/layover area for buses (with no passenger facilities) and a separate concourse with controlled departure gates for passengers.
- There is potential for bus communication through the ticket machine to minimise additional hardware to be installed on bus.

Jersey – Connex Bus
- Currently there is a VIX system installed in the main bus station in St Hellier,
- The system was installed 4 years ago. However, it was only operational for 2 months and then was switched off due to passenger complaints and the system sometimes not being as clever as employees (e.g. delayed terminating bus being replaced by another vehicle to undertake its next service, but the system still showed the next service as delayed and altered the stand even though it was departing on time)).
- There is a clear need to ensure that data are accurate; something that needs to be kept on top of at all times.

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TfL – Joel Adams (Strategy and Planning Manager, Bus Infrastructure)

- TfL do not use DSA routinely (it is used within Victoria Bus Station, but this is operated by Victoria Coach Station Ltd).
- There are a number of facilities where, due to capacity constraints, there is some degree of informal dynamic stand allocation (buses arrive, alight passengers, find a free space to park and layover). Brent Cross Bus Station would be an example of this, as is Heathrow (operated by BAA)
- Sites without stands marked for individual routes generally require more active management by both TfL staff and service controllers working for the bus operating companies and can be problematic where there are a number of different bus operators using the same site.
- It was felt that dynamically allocating stops and stands would be more suitable for a site with a high proportion of long-distance or low frequency routes rather than a busy urban bus station principally served by high-frequency buses.

4   Summary, Conclusions and Recommended Next Steps

It is clear that the consultations have reinforced the conclusions drawn from the Desk Top Study: that the use of DSA is in its infancy; that the driving force behind its consideration and in some cities its application; and the way / degree to which true DSA is operated (i.e. stands allocated in a true dynamic way) varies significantly between different installations.

Consultations have also reinforced the view that the effectiveness of DSA is highly variable and while the effectiveness of DSA is clearly dependent on local circumstances, a recurring theme from the study to date is that the technological challenge of ensuring data accuracy / transfer between systems is frequently cited as the reason why the full capability / benefits of DSA have not actually been realised.

Nevertheless, despite the number of identified issues associated with the deployment and efficient operation of DSA, it is also a truism that where it is / has been used, the enhanced service delivery is generally well received and appreciated by users.

As such, DSA undoubtedly provides a possible approach to extending the operational life of a new bus station and can be a key element of a strategy to encourage a behaviour change towards the increased usage of public transport.

If used effectively DSA would provide some future proofing, enabling growth in demand and / or significant changes in operational requirements / numbers and frequencies of services to be catered for within the same bus station 'footprint'.

However, whether the benefits that DSA could deliver would justify the costs involved and whether the inherent risks associated in deploying a relatively novel approach could be effectively managed within the design of and operational procedures for of the new facility will require further detailed analysis of options.

This should be the particular focus of the next stage of the Study. Conceptual designs should be assessed for operational efficiencies, with and without the use of DSA and ball-park costs should be identified for each considered option. A risk analysis should also identify those factors effecting both the costs and benefits of the application of DSA and identify how these might be mitigated within a future detailed design process.

This information would enable a better informed decision to be made of the specific merit of proceeding further with the incorporation of DSA within the design of the new bus station.

Subject to the review and agreement by Cardiff Council to this recommendation, a detailed specification for the work to be undertaken will be agreed upon prior to proceeding to the next stage of the Study.

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> **Appendix – Desk Top Study Report - Including Discussion Guide for Consultations**

1   Introduction

Objectives of This Report

This report concerns the feasibility / merit of the application of Dynamic Stand Allocation (DSA) within the new Cardiff bus station. The use of DSA in its ideal form could contribute greatly to delivering a truly dynamic bus station, which would be both a compact and user friendly facility for users of public transport; enhancing the operation of the facility and extending its lifespan.

DSA could potentially be used to dynamically allocate incoming buses to a bus bay. As a result, the increased utilisation of available stands would prolong the operational life of the bus station; building in added capacity to cater for future increases in demand and reducing land take requirements. 'Footprint' reductions through the application of DSA are site specific (physical layout, numbers of operators and frequency of services), but the experience of the application of DSA elsewhere has shown savings in land take of up to 50%.

There are undoubtedly many potential benefits to using DSA on a surface bus station to reduce the footprint/cost and make better use of the land for development or amenity purposes; the use of DSA will also potentially add to the attractiveness of public transport to travellers through the provision of dynamic signing and travel information, real time arrival and departure information. However, for it to be effective, there are a number of features which will need to be incorporated within the design of the bus station (location of waiting area, itinerary for passengers and orientation of bus bays / stands) which will potentially add to the overall cost of the bus station and impose a potential constraint on land use within the site. This note reviews the impact of such issues on the overall design of the facility. It is predicated on a review of the application of DSA at other sites, building on the experience of those who have chosen to adopt DSA and the issues involved with its effective operation.

Traditionally, each bus line has its own stop at a bus station, which implies that many of the stops are empty, even during rush hour. Using the available stops flexibly, in the sense that these are assigned to any incoming bus, opens up the opportunity to reduce the total platform length / number of stands required. This has been shown to be an attraction to authorities when developing new bus stations in areas where space is scarce, as can often be the case at central railway stations, where the largest bus stations are often found.

Report Structure

To achieve the aims of the study, a desktop review has been undertaken, as summarized in **Section 2**, of the current and future state of the art related to DSA.

The use of DSA would typically require investment in a range of supporting technologies, in order to operate in a fully automatic way; although a lower technology solution might also be envisaged, involving some degree of manual intervention. Consequently, the review of DSA is set within the context of incorporating technology and conventional measures within the overall physical design of the new Cardiff bus station; its operation and management.

In later sections of the report some consideration is given to a level of manual intervention within the operation of DSA, however, the review in Section 2 focuses in particular on automated operation; it is considered that investment in an automated DSA system would contribute significantly to the achievement of key objectives for the development of the new bus station, notably;

- facilitating simple and seamless journeys, with easy interchange of passengers between modes

- ensuring efficient and reliable operation and management of the facility, with some flexibility in operation, and capacity for expansion

- providing facilities which are convenient, accessible and easy to use, with appropriate information and guidance to provide a pleasurable, relaxing and positive experience

- delivering a safe and secure, clean, attractive and welcoming environment for end users

Following the state of the art review, **Section 3** highlights some of the practical issues associated with the implementation and operation of DSA, based on experience within the UK, the Netherlands, Australia and New Zealand. It identifies specific operational features of DSA which have impacted on the design of the particular facilities reviewed. Some lessons to be learnt from the application of the approach are evident; particularly from sites where the application of DSA has proven to be less successful than anticipated.

The report goes on to present in **Section 4** some possible options for the implementation of DSA within a new Cardiff bus station, in terms of physical requirements and technology infrastructure and the impact on the potential layout of the bus station.

A summary of the desk top reviews and conclusions drawn are presented in **Section 5**.

It is planned for this note and the options presented herein to be used as input to stakeholder consultations including bus operators, passenger groups and the Council's telematics team regarding the potential application of DSA within the new Cardiff bus station. Those issues of particular concern are summarized in **Section 6** along with key next steps.

A potential need for site visits was identified, when framing the terms of reference for the study, to discuss in greater detail the experiences of authorities/operators which have engaged in the application of DSA. However, it is considered that this is ideally a subject for consideration following a review of this note and of the issues highlighted herein, by the City Council. In the interim, it is intended to undertake a limited consultation, via a phone interview with selected authorities, to validate the conclusions drawn and recommendations likely to be made as a result of this review.

2   State of the Art Review

Introduction

The correct application of technology, in particular automated DSA, can contribute greatly to the smooth operation of the Bus Station. The use of technology will, in general: .

- enhance integration between travel modes

- enhance the traveller experience through provision of real time information

- support seamless traveller transition between modes

- improve management and service operations

- help creates a safe and secure environment

- provide flexible expandable and upgradable solutions for changing situations (with Dynamic Stand Allocation as an example of how this might be achieved).

The review undertaken for this study has highlighted that an integrated design approach involving traditional infrastructure and new technology will help deliver a pleasing and friendly environment for the traveller, increasing the use of public transport and making public transport a mode of choice not a necessity. While the application of DSA can undoubtedly deliver significant benefits, if designed and operated in an appropriate way, the review has also highlighted situations where the operation

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of DSA has not been as intended, often as a result of an inappropriate layout of the facility, failures in the technology deployed and a lack of sufficient demand to warrant its use (it should be recognised that the use of DSA can result in some uncertainty amongst regular users and inconvenience for those with a physical / visual impairment, who would prefer the same service always to depart from the same stand, so should not be used without a reasoned justification).

Technology Requirements for DSA

Undoubtedly, the design of the technology infrastructure at an early stage will be crucial to the success of DSA, with infrastructure and supporting technologies designed in an integrated way. Without this, the efficiency and value of the bus station will inevitably degrade (as passengers attracted to public transport who receive poor information, with ambiguous directions to their next mode of travel return to private transport).

Whilst much can be done without using technology (providing static passenger directional signing and travel information and co-ordinated timetables, with a high quality design for the interchange and traveller waiting area) many essential elements will still be missing, such as real time information for travellers, an ability to respond automatically to changing situations and to manage the interchange as a whole, not just individual services. As a consequence the ability to meet many design / operational objectives (for example, facilitating simple and seamless journeys, with easy interchange) will be compromised.

Key services underpinned by investment in appropriate technology could include, amongst many others:

- Real time, cross-modal traveller information

- Fleet management and dispatching

- Dynamic bus bay (stand) allocation (DSA)

In terms of DSA in particular, generic technology components required to facilitate the automated allocation of buses to stands include systems for:

- Real-time bus tracking;

- Communication of instructions / directions to bus drivers and passengers;

- Bus-stand door control, and

- Real-time passenger information;

A block diagram showing the relationship between individual technology components used to deliver DSA (as applied in Perth, Australia – described further in Section 3) is presented overleaf. It highlights the necessary linkages between DSA and other "internal" and "external" systems, including traffic signal controllers and dynamic VMS signs and wide area public transport information provision. This emphasises the need to integrate DSA within the overall, co-ordinated management / operation of the bus station and of the surrounding road network.

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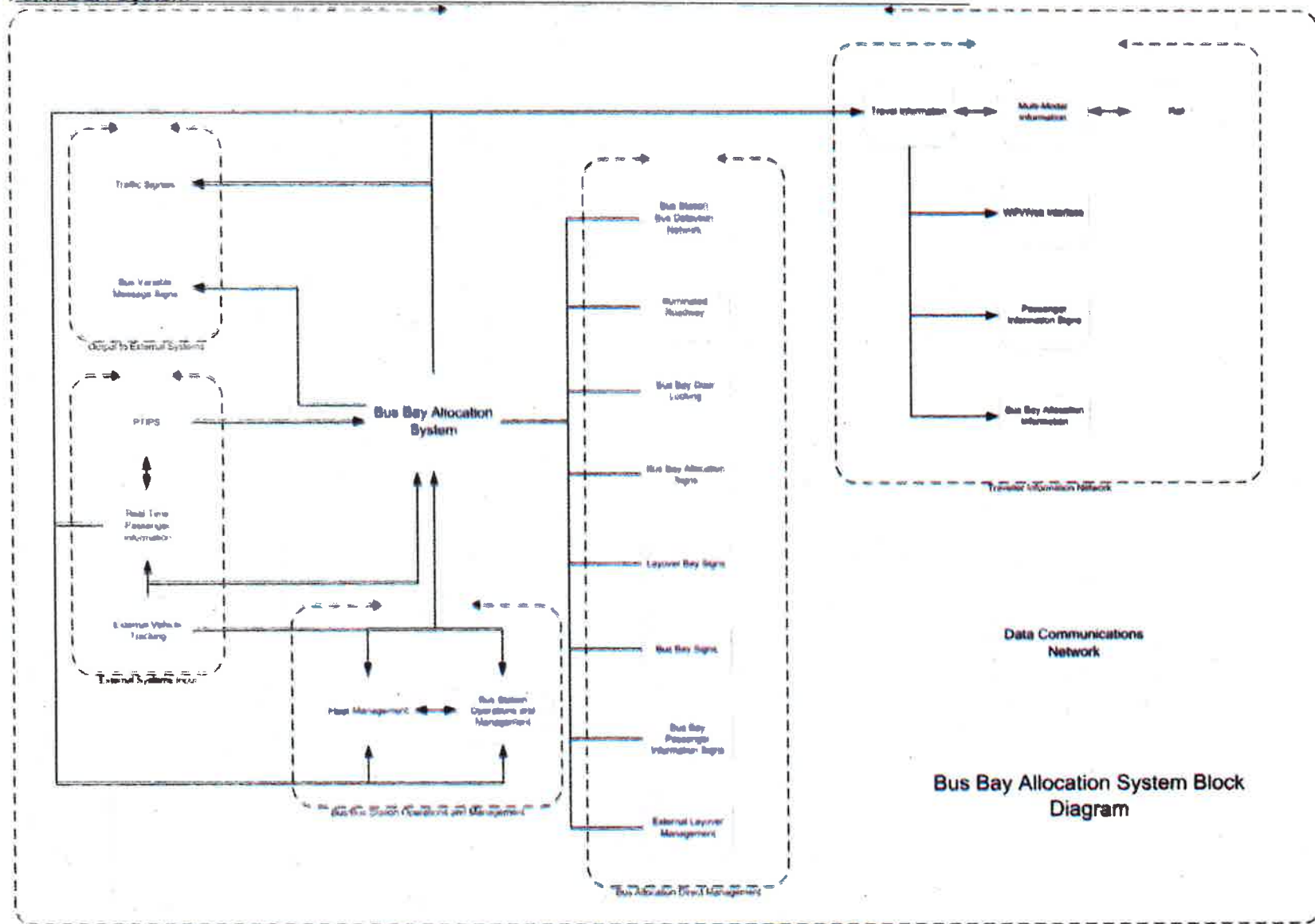
Bus Bay Allocation System Block Diagram

Potential Technology Suppliers

A number of technology companies have been cited within the documentation reviewed for this study which operate within the field public transport and which are reported to have the capability to provide products which could support the deployment / operation of DSA. They include:

- Vix Technology and Trapeze - global software and hardware solutions providers
- Regional Services Limited (RSL) – a Coventry based company offering a range of traveller information products and services
- INIT supplier of Intelligent Transportation Systems and Electronic Ticketing Systems, initially founded within Germany

No contact has been made, to date, with these companies to determine the current state of the market / capability and availability of systems to deliver DSA within a new Cardiff bus station.

As noted in the final sections of this note, it is recommended that consultations be held with authorities whom have previously invested in / are considering investment in DSA technology. Within a wide range of issues to be explored, the consultations would seek to ascertain which DSA system suppliers have been contacted / retained and the experiences gained as a consequence.

Based on the feedback received an 'exploration' is proposed of the capabilities of candidate DSA solutions / suppliers, in order to ascertain what limitations / constraints the deployment of the technologies and supporting infrastructure would impose on the design of the bus station. The review would also seek to determine what potential additional capacity might be delivered, taking on board the specific systems' capabilities / service operational regimes that might be supported. This would potentially feed into a subsequent value judgement of the merit of investment of DSA within the context of a new Cardiff bus station.

The Potential for Manual Intervention

Whilst the review has focussed on the technology requirements for DSA, manual intervention can potentially play some role in the operation of DSA (and would be a fall-back position in the case of a failure of the technology - if DSA was to be maintained).

Conceptually, decisions concerning the allocation of buses to a particular stand could be made by an operative based on a knowledge / appreciation / perception of likely demands for stands and anticipated arrival and departure times of buses (it is understood that Glasgow Buchanan station operates such a form of 'DSA' with a 'banksman' on the entrance to the bus station guiding buses to their stand).

Such an approach essentially replicates the algorithms which ensure a DSA system allocates stands on a Fair, Reasonable and Non-Discriminatory (FRND) basis, 'hard wired' within an automated DSA system. This would not have a big impact on the physical design / layout of the bus station but the anticipated benefits of efficient and reliable operation and management of the facility would likely be undermined.

3   The use of DSA in Practice

Introduction

The practical experience of DSA within the UK is quite limited; hence the study has also reviewed the application of the approach within the Netherlands, Australia and New Zealand.

The bus stations studied all have their own individual reasons for considering the use of DSA, for example:

- where there is a desire to minimise the footprint of the bus station for aesthetic purposes;
- where there is an opportunity to significantly reduce costs;
- in order to release additional land for development or landscaping.

and the actual approach adopted depends to a great extent upon the authorities own specific objectives.

Where space constraints are an issue, as in Perth, where they wanted to build an underground bus station but the cost was prohibitive, using DSA enabled the costs to be significantly reduced. In Christchurch, New Zealand the application of DSA was similarly chosen as a way to reduce land take; they were building in the city centre, with land space restrictions and didn't want to build a huge imposing structure in what was a beautiful city centre.

In many applications of the approach, a central waiting area is used to hold passengers prior to the allocation of a stand for each bus, with information provided to passengers on where to go as the bus approaches.

In other applications, bus stations are zoned into stop groupings. This means that people know the general area where to wait, as the bus would always arrive in the same area (group) and passengers would simply need to walk to the bus bay as the bus approaches (with no central waiting for passengers).

What is clear from the following review is that the application of the approach can be achieved in a number of different ways with differing levels of success and no one solution suits all circumstances. Nevertheless, the review has revealed some valuable lessons to be learnt concerning the use of DSA in practice, which are further explored, in terms of key design considerations for Cardiff bus station, within Section 4.

UK Experience of DSA

Chatham's new bus station was planned to be operated using a dynamic allocation system, although the reality is that the system works in a somewhat less than automatic way. The objective was to provide a station that is of a coherent form and of sufficient size to allow for future growth, improving operational efficiency and thus minimising the number of stands required to meet the anticipated future growth.

Chatham Bust Station

The layout and size of the new station was directly influenced by the requirements of a dynamically operated station.

It was divided into six platforms; two central platforms of 4 stands each, and four perimeter platforms with 2 stands each. Bus services were to be allocated to a platform but could depart from any stand within that platform.

Users are directed to wait within a specific platform for their service. As the bus approaches the station, the actual stand from which the service will depart is identified, giving the user sufficient time to get to the correct stand. Additional roadside stands (4 no.) and layover bays (4 no.) are also provided, adjacent to the main concourse.

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The layover bays are provided for short stay only and improve the efficiency of the station by enabling services which sit on stand for longer than 8 minutes to be located elsewhere. The roadside stands are suited to drop-off only and the more frequent and regular services such as the park & ride and dockside shuttle.

The dynamic allocation system and the station layout was designed to allow for the closure of part of the station during evening hours when there is a reduced service profile. Concentrating services onto one or two platforms is not only beneficial from a personal safety point of view but also minimises the amount of artificial lighting required.

In practice, now that station operations have settled down, fixed stands are used, including two in Waterfront Way (away from the main concourse), with the remaining four used for layover. Consequently, there is considerable room for expansion of services within the bus station, without the actual need for dynamic stand allocation.

DSA was also a factor in the consideration of a proposed new interchange facility in **Barking**, where the construction of an off-street bus station could facilitate the future use of a dynamic stand allocation system; although it was recognised that a number of conditions would need to be met before justifying its application and that the usual advantages of DSA may be diminished as frequencies are already quite high and readily well catered for at present.

The potential for the use of dynamic stand allocation, to reduce the number of stands required, has been investigated, as part of a feasibility study for a new bus station facility in **Plymouth**. The study highlighted other examples where DSA has been used to advantage, including **Heathrow Airport Bus Station** and at **Victoria**. This is exclusively used by a large number of long distance scheduled services. At both stations, passengers wait mainly in an indoor waiting area for their bus service number to be displayed together with the bus stand area. This prevents congestion of the passenger concourse and enables a sharing of stands between services. It is believed that the Heathrow Bus Station is not primarily used as a timing point hence the coaches remain on stand for a minimum length of time.

In other towns, DSA has apparently been considered, but not applied in its truest sense. The new **High Wycombe** bus station allocates buses between a group of adjacent stops but it does so without recourse to technical sophistication and complexity (and, even at this level of 'dynamic' stand allocation, early experience apparently shows some passenger confusion).

The reasons for not applying DSA will inevitably vary according to local circumstances and, as highlighted in Section 5, further consultation is planned with relevant authorities to understand the reality / rationale for the decisions taken regarding the application of DSA. In **Hanley** Town Centre, for example, where the arrival and departure times are decided not only by the individual operators but also by local traffic congestion, while the design of a new interchange facility would allow buses to set down at any stand, they would only be able to load at the stand allocated to that service. This stops passengers potentially having to move quickly between stands to get to their bus.

In other towns such as **Bristol, Burnley**, while DSA may not currently be in operation and was not necessarily a prime consideration when the facility was designed and built it is clear that certain necessary features, such as a common waiting area departure bays with automatic doors and electronic departure boards are present and the future use of DSA may be a practical possibility.

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Bristol Bus Station

Burnley Bus Station

The same applies to the Liberation bus station at St Helier on Jersey.

The station, which opened in September 2007 includes 11 interior stands giving passengers an undercover waiting facility. As the buses pull on to the stands, the drivers activate the automatic doors allowing passengers to board directly from the safety of the concourse

St Hellier Bus Station

In at least one town, **Warrington**, government funding is being sought to enable buses to be suitably equipped, in order to facilitate DSA at the central bus station.

The bus station already includes many of the features recommended in design to support the operation of DSA (see Section 4), but the real time tracking of and communication with all appropriate vehicles is apparently lacking.

It is understood that the Borough Council is particularly keen to develop this technology in partnership with other local authorities across the country.

Warrington Bus Station

Use of DSA at Bus Stations within the Netherlands

The dynamic bus station concept was introduced in The Netherlands around 1990. Early examples were those of **Eindhoven** and **Leeuwarden**. The first one is still operational; the second one was disabled two years after its implementation, partly because of operational problems, and partly because it was superfluous. Departure frequencies and times were such that hardly ever all platforms were in use, let alone by two buses.

Since then DSA has become operational at Bus Stations in **Almelo, Nijmegen** and **Leiden**. These projects were in fact part of a nationwide effort to improve the attractiveness of public transport in general and that of major railway stations in particular. Often it included a modernisation of the railway station and a reconstruction of its environment with considerable redevelopment in favour of

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office employment. Overall, however, there was no systematic development of dynamic bus stations as such and the application of DSA and its success is very variable between bus stations

A survey undertaken by Delft University of dynamic bus stations within the Netherlands revealed problems with the siting of facilities, sometimes with information provided at the wrong side of the railway station building from the bus interchange; insufficient shelter at the waiting area, problematic routes to the platforms and no weather protection on the platforms; no real /effective assignment of buses to platforms; quite often only an indication of scheduled departure times and not of; and, in a few cases, break down of electronic information (based on this review minimum standards have been suggested for the effective application of DSA, which are referred further to within Section 4 of this note).

The review also found that even at 'dynamic' bus stations, generally implemented as a result of space restrictions, a fixed location tends to be the foundation for the distribution of buses between platforms (bus users are perceived as mostly habitual customers who are not willing to find out every time where the bus will depart). Where space is not a real problem, as in **Delft**, even when all the facilities required to support DSA are in place (an ideal location and orientation relative to the train station and a dedicated waiting area provided with real time service information), there is no dynamic platform assignment whatsoever.

Delft Bust Station

Use of DSA in Australia and New Zealand

A dynamic bus bay allocation system is proposed for a newly developed underground bus station in **Perth**, Australia. The idea is that buses will have zones; they will not always go from the extreme ends of the facility. They could come to any one of three or four stands. There will be both video and audio announcement capability so that people can check which gate they need to go to. Staff will be on hand for people with disabilities so that passengers can be managed much better in what will be a really nice passenger environment.

The specification for DSA operations at the new bus station prescribes the following functionalities:

- Dynamic stand allocation for buses approaching or already within the bus station. The system must be capable of efficiently allocating buses to one of 16 active stands or internal/external layover bays based on vehicle length and service status (e.g. commencing a route, drop-off only, out of service);

- Capacity to manage up to 212 scheduled bus trips per hour, which is the forecast demand during the PM peak in 2031;

- Real-time bus tracking within the bus station, as well as all underground approaches, surface approaches and layovers. The control system implemented within the new bus station must also

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include a failsafe mechanism for managing bus and passenger movements and the capability for manual intervention, both during normal operations and in any circumstances where the primary bus station control system may be unavailable.

- Automatic and manual communication of instructions / directions to bus drivers stipulating required movements, bay allocations, layover etc. The system must also be capable of monitoring the status of buses within the facility to ensure that instructions have been carried out e.g. that a bus has vacated a layover bay and moved to its allocated bus stand;

- Bus-stand door control, based on the presence of a bus at the stand. This could be automatic or controlled by the bus driver, e.g. via the driver interface;
- Real-time passenger information within the terminal to advise passengers about approaching services and allocated boarding/alighting points;

A DSA system is also installed in the Queen Street Mall Bus Station in **Brisbane.** However, (presumably due to a lower than anticipated demand), the system apparently operates in 'default' mode, allocating the same stand to a particular bus service every time.

In **Christchurch**, New Zealand before the earthquake, the central bus station had six bays catering for around 100 bus movements per hour.

To obtain this efficiency there was a central waiting area and buses were dynamically allocated to stands as they arrived and the information displayed on a screen. To speed loading, passengers were encouraged to use an electronic card for which there was a discount from cash fares. With pricing and the various regular user discounts the card had proved popular with commuters.

Christchurch Bus Station

4   Design Implications for Cardiff Bus Station

Principles of Operation

With Dynamic Stand Allocation, buses arriving at the station would typically drop off passengers and then proceed if appropriate to a holding area (at which they can also take layover), to be allocated a departure bay in real time, with passengers being informed via electronic displays within a central waiting area. This enables all stands within a bus station to be used only at the time of bus departure and, as a consequence to remain free from buses laying over between services that often have the effect of taking much needed stands out of use.

Buses are typically monitored as they approach a bus station and within a few hundred metres of the facility the driver is notified of the available stand number to approach in order to set down and pick up bus passengers through in-cab information systems. Simultaneously, passengers within the bus station concourse are advised of the next departures and stand numbers by an automated audio announcement and electronic departure boards and are notified with enough time to move from a central seated waiting area to the appropriate stand for their departure.

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Passenger access to busses may be controlled, with the arrival of each individual bus confirmed at the access door to the appropriate stand (akin to airport operations), with the bus-stand door regulated by the presence of a bus at the stand. Operation of the door could be automatic or controlled by the bus driver.

Impacts on Bus Station Design

In practice, the actual application of DSA / degree of dynamism within the operation of the bus station and the impact of this on the layout and design of the bus station will depend on local factors and how they apply to particular characteristics of operating a 'dynamic station'.

Key design features identified by Delft University in their review of facilities in the Netherlands (referred to in Section 3) centre on the location of the bus station and its orientation to the railway station, the location of a waiting area, Itinerary for passengers and shelter and Information provision. Particularly in terms of the latter, there is a distinct need for conceptual designs of the new bus station, particularly if incorporating DSA, to take into account the physical needs of the traveller and especially those with reduced abilities.

Overall, in order to meet the requirements imposed by the effective use of DSA, the review concluded that the design of the bus station requires a particular consideration to be made of the following key aspects:

- The location of the bus station relative to the railway station: with a location right in front of the main entrance being preferable (given the general compact nature of a dynamic bus station, it appears that a new facility could conceivably be located close to the existing station entrance),

- An appropriate pedestrian route to the central waiting area is required: preferably straightforward and without disturbance from traffic, with appropriate shelter provided at the waiting area;

- The provision of appropriate information at the waiting area, including static information such as maps, schedules, fares, boarding procedure, conditions for use etc;

- Orientation of the waiting area towards the bus platforms, offering a complete overview of these, preferably without having to walk around with clear visibility of departure information at the bus platforms as seen from the waiting area. These signs should be readable under all light conditions,

- Where platforms are remote from the waiting area, pedestrian route(s) to the platforms should preferably be straightforward and without disturbance from traffic with shelter on the platforms (if required, due to their remote location), to be sufficient to protect a significant proportion of rush hour users,

- Where platforms are accessed directly from the waiting area, access to stands to be controlled using a 'gate' system, with buses typically operating in a drive in – reverse out mode (set down / layover areas typically remote from pickup areas to ease possible congestion at gates).

- Degree of dynamism in platform use, the essence of the dynamic bus station, ranging from 100% to 0% and degree of dynamism in travel information, up to complete provision of actual arrival/departure times, with back up / fail safe facilities should a complete system breakdown occur.

GMPTE has also identified key design features for effective DSA operations within their bus / rail interchange design guide. Assuming appropriate technologies are already in place the Guide concludes that DSA can be applied in theory to any stand layout design although as the passengers are required to move once their stop is announced all the boarding points should be close to each other.

This in practice requires the design to be of the drive in/reverse out type where passenger walking distances will be shorter. It is noted that island platforms are also in use at some locations in

particular in the Netherlands, but this requires passengers to walk across the roadway to board and is not recommended.

Whereas there is some latitude in terms of stand layout, making use of a central and enclosed passenger concourse is deemed by GMPTE to be critical to DSA operation.

5   Summary and Conclusion

The potential use of DSA as part of a new bus station for Cardiff would enable a more efficient use to be made of bus station resources. Greater flexibility in stand utilisation would release capacity that might otherwise be tied up by vehicles laying over.

However, as highlighted by this note implementing DSA at a bus station not only requires investment in appropriate technology, but also imposes a number of physical constraints on its design. Consequently, the practical use of DSA and evidence of the benefits it delivers, relative to the costs involved, is limited.

The desk top review identified only a small number of stations where DSA has been implemented and operated in an automatic way. These include:
* Heathrow Airport and Victoria Coach Station in the UK;
* Almelo, Nijjmegen and Leiden in the Netherlands;
* Perth in Australia; and
* Christchurch in New Zealand

DSA has also been implemented at a number of other bus stations, but is not being used to dynamically allocate stands to buses. These include:
* Chatham and High Wycome in the UK; and
* Brisbane in Australia

A number of other bus stations have been identified where DSA is under active consideration within the UK, including:
* Barking
* Plymouth
* Warrington

DSA has also apparently been considered for use in Handley bus station, but is not currently being taken forward. There are also examples, including Leeuwarden in the Netherlands where DSA was implemented, but was subsequently taken out of service..

Given the overall numbers of bus stations being developed it is clear that the use of DSA, in the UK at least, is in its infancy and is by no means seen as a universal panacea to enhancing station efficiencies.

The reasons why DSA may or may not be pursued will be dependent on local circumstances, which will vary between sites and on the particular policy of the authority concerned. Nevertheless, a number of generic advantages and disadvantages to the use of DSA have been identified within the GMPTE design guide, as follows;

Advantages	Disadvantages
Increased capacity for new or upgraded bus services using a facility with finite capacity in the heart of a town / city	Potential under capacity at peak times that requires careful management to avoid queuing buses and delayed services (particularly if DSA ceases to be operational)
Use of RTI systems in conjunction with audio announcements to improve passenger information at bus stations	Announcements need to be clear and unambiguous and need to be repeated. There may be problems at peak times, with a large number of announcements having to be made

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Advantages	Disadvantages
Utilisation of a central waiting area enabling printed information, help desks and refreshment facilities to be located around a central area and in turn minimising the spread of passengers across the station and crowding effects at bus stands	A central waiting area may cause excess walking to be incurred by some passengers; particularly detrimental to those with mobility impairments. Could be issues relating to large movements of people all at once towards a single stand, including safety and pedestrian floes. Does not allow the formation of an orderly queue
Allows busses and drivers to layover in areas away from the main passenger concourse allowing for better rest and refreshment facilities and less confusion over in-service and out-of-service buses within the main terminal area	The lack of regular stands for frequent and / or well used services may cause confusion and frustration amongst passengers
	Boarding information must be provided in all necessary formats, including audible announcements and visual electronic displays
	All operators using the facility need to have the technology and all spare vehicles must be equipped – this may lead to high capital costs with smaller operators in particular wishing to leave the station facility and use on-street bus stops where they exist
	Increased use of stands can lead to greater risk of accidents due to increased congestion

A careful review of such factors and how they would apply to a new Cardiff bus station should be an integral part of the future design process.

6   Next Steps

As noted, a number of authorities have been identified with supposedly practical experience of DSA or have considered its application.

- It is proposed that phone-based consultations be held with selected authorities to explore why particular decisions were made regarding DSA and any lessons learnt which might be transferable to Cardiff.

To assist with the Council's consideration of this proposed approach, an initial list of issues to be discussed with consultees is presented as an appendix.

A number of potential system suppliers have also been identified as part of this desk-top review (and consultations with authorities may suggest other candidate suppliers).

- It is proposed that some exploratory talks also be held with selected companies (on a non-discriminatory basis) to determine the practical limitations of potential solutions and their potential to increase the effective capacity of a new Cardiff bus station.

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Anticipated Questions to be asked of Selected Consultees

Introductory questions to be asked of all Consultees:

- What made you decide you wanted a DSA system, who did you work with on the project and what were their roles?
- How was the layout of the bus station adapted to cater for potential DSA operation?
- What other systems did you consider, what made you choose the system you did? What other examples of DSA did you consider?
- How did bus operators react to the idea of DSA, what about passengers?
- What additional capacity do you think you can get out of the bus station with DSA?

Supplementary questions to be asked depending on whether or not DSA is actually operational:

- What particular benefits do you envisage might be / have been realised through the use of DSA? Would / do the benefits outweigh the cost?
- When did you / will you start using DSA?
- How would / do buses communicate with the bus station? And visa versa? What % of buses is /will be equipped?
- What fail-safe mechanisms are / would be in place in case there are issues with communication (in both directions)?
- What information do you / are you envisaging showing passengers at the bus station?
- How much time do / would passengers have to get to the right stand?
- How does / will the system interact with and inform the screens in the bus station and drivers on street?
- At what stage is / would the decision be made regarding the stand to be used by the bus, temporally and physically?
- How are / would the drivers be advised of the stand to park up at and how much notice does / would this give them?
- How does / will the system interpret where clashes are likely to occur and thus when buses need to be moved?
- What percentage of services do you expect would be / have been diverted from their normal stand?
- Is / will there be any prioritisation of particular stands when buses are moved (e.g. move to nearest stand to the usual one which is available, or to one end of the bus station)?

Concluding questions to be asked of all Consultees

- What are the key 'lessons learned' from your experience of considering / implementing DSA?
- What would you advise others to pay particular account of if considering the use of DSA? What are the down sides and what are the keys to success?

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Papers Reviewed to Date as Part of the Study

The following papers were reviewed in the development of the Desk Top Study:

- The Dynamic Bus Station, A User Friendly Facility? Delft University AET Conference 2009,
- ITS, Enhancing the Multimodal Experience, AECOM 2011
- Taunton Bust Station Technical Report, Somerset County Council, Atkins June 2007
- GMPTE Bus / Rail Design Guide, Jacobs September 2009

The following papers were also reviewed, during the course of the consultations:

- Christchurch Bus XChange, Connexionz
- Changing the image of public transport, Connexionz and Parsons Brinckerhoff, September 2002

Relevant extracts from these papers are included in a separate Annex to this report

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Appendix – Anticipated Questions to be Asked of Selected Consultees

Introductory questions to be asked of all Consultees:
• What made you decide you wanted a DSA system, who did you work with on the project and what were their roles?
• How was the layout of the bus station adapted to cater for potential DSA operation?
• What other systems did you consider, what made you choose the system you did? What other examples of DSA did you consider?
• How did bus operators react to the idea of DSA, what about passengers?
• What additional capacity do you think you can get out of the bus station with DSA?

Supplementary questions to be asked depending on whether or not DSA is actually operational:
• What particular benefits do you envisage might be / have been realised through the use of DSA? Would / do the benefits outweigh the cost?
• When did you / will you start using DSA?
• How would / do buses communicate with the bus station? And visa versa? What % of buses is / will be equipped?
• What fail-safe mechanisms are / would be in place in case there are issues with communication (in both directions)?
• What information do you / are you envisaging showing passengers at the bus station?
• How much time do / would passengers have to get to the right stand?
• How does / will the system interact with and inform the screens in the bus station and drivers on street?
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• How are / would the drivers be advised of the stand to park up at and how much notice does / would this give them?
• How does / will the system interpret where clashes are likely to occur and thus when buses need to be moved?
• What percentage of services do you expect would be / have been diverted from their normal stand?
• Is / will there be any prioritisation of particular stands when buses are moved (e.g. move to nearest stand to the usual one which is available, or to one end of the bus station)?

Concluding questions to be asked of all Consultees
• What are the key "lessons learned" from your experience of considering / implementing DSA?
• What would you advise others to pay particular account of if considering the use of DSA? What are the down sides and what are the keys to success?

Project:	**Cardiff city centre bus station modelling**	Job No:	**60197354**
Subject:	**Potential Application of Dynamic Stand Allocation (DSA) – Papers Reviewed as part of the Study**		
Prepared by:	**Steve Tarry**	Date:	**20th April 2012**
Checked by:	**Graham Stevenson**	Date:	**23rd April 2012**
Approved by:	**George Lunt**	Date:	**23rd April 2012**

1   Introduction

This Annex to the Report of Consultations, undertaken as part of the study into the potential application of Dynamic Stand Allocation (DSA) within a proposed new Cardiff bus station, presents copies of the Papers that have been reviewed as input to that Deliverable.

Page 1 of 2

THE DYNAMIC BUS STATION, A USER FRIENDLY FACILITY?
Principles and practices at railway stations in The Netherlands

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Department of Transport and Planning

ABSTRACT

The dynamic bus station in its ideal form is both a compact and user friendly facility. Traditionally each bus line has its own stop at the station, which implies that many of the stops are empty, even during rush hour. Using the available stops flexibly, in the sense that these are assigned to any incoming bus, opens up the opportunity to reduce the total platform length. This is attractive where space is scarce, as is the case at central railway stations, where the largest bus stations are found.

Dynamic travel information is a quality being introduced, because travellers are more likely to be attracted to bus transport when they can get information on the actual departure time and location of the bus that serves their travel destination. In dynamic bus stations this up-to-date information is necessary, because a combination of delays and constantly changing bus stops creates maximum uncertainty for the passenger.

The dynamic bus station was introduced in The Netherlands around 1990. Early examples were those of Philips town Eindhoven and of the Frisian capital of Leeuwarden. The first one is operational still, the second one was disabled rather soon. It is now completely static. It shows that the fate of this facility may be uncertain.

TU Delft undertook a research project to assess the user-friendliness of all Dutch dynamic bus stations located at railway stations, both for disabled and non-disabled users. The bus stations were visited with a checklist, observations were made as were inquiries into backgrounds of local layout and practice.

We looked at the following aspects:
- location as related to the main entrance of the station,
- pedestrian route to the central waiting area,
- shelter provided at the waiting area,
- information provided at the waiting area,
- orientation of the waiting area towards the platforms,
- visibility of departure information at platforms as seen from the waiting area,
- pedestrian route(s) to the platforms,
- shelter on the platforms,
- degree of dynamism in platform use,
- degree of dynamism in travel information.

The variety in qualities was surprising. To mention some:
- the location is sometimes bad, at the wrong side of the tracks or of the railway station building,
- there is often insufficient shelter at the waiting area,
- pedestrian routes to the platforms are usually problematic,
- at several places there is no weather protection on the platforms.

Most surprising and disappointing was that the dynamic character of the bus stations was often quite modest:
- hardly dynamic assignment of buses to platforms,
- quite often only an indication of scheduled departure times and not of delays,
- in a few cases break down of electronic information.

The causes of partial failure of the concept will be discussed and minimum standards suggested.

1. INTRODUCTION

The *traditional bus station* is a static facility, in which a bus running on a certain line stops at a fixed location on a platform, which it may share with buses of a number of other lines.
If these lines are operating independent of each other quite a few buses may use it. This may be confusing for infrequent travellers, but the frequent ones know where to find the bus.
If the bus station serves as a node, offering connections between lines or with trains, quite a lot of space will be required, because quite a number of buses will be present for several minutes. Then the visibility of individual buses will be minimal, even at bus stations of a circular shape, which are difficult to create at most railway stations. One does find examples though in such different places as the Dutch new town of Almere (underneath the elevated railway line) and in the reconstructed town center of Japanese Hamamatsu (on the station square and accessible by an underground connection).

The *dynamic bus station* is supposed to solve these problems by compressing the station and making the presence of the bus visual. This is only partly possible by simply showing it to the waiting traveler. Conspicuous information is required to announce location and departure time of the vehicle.

The ideal process as developed in The Netherlands is the following one:
- a traveler leaving the railway station and looking for connecting bus transport finds his way to the conspicuous bus station close by the main entrance, following an obvious trail to a sheltered central waiting area,
- an incoming bus is assigned a platform or a location on a platform with more than one bus stop, which allows for immediate arrival and departure,

- in the central sheltered waiting area a display, with planned departures for the next period of 30 to 60 minutes, indicates the actual departure time and location of the incoming bus,
- a display at the platform, visible and readable from the waiting area, indicates that the bus will depart from there at a certain time,
- on arrival of the bus, which can be identified by its line number and destination at the front side, the traveler walks towards it.

This process is not without problems for the layout of the bus station and for the traveller, especially the visually disabled one. These problems were reason for TU Delft to analyse the existing Dutch dynamic bus stations to develop recommendations for a manual on accessible transport. In this paper these will be treated only superficially.

2. Application of the concept in the Netherlands

In little more than a decade over ten dynamic bus stations have been created at railway stations in The Netherlands. These projects were in fact part of a nationwide effort to improve the attractiveness of public transport in general and that of major railway stations in particular. Often it included a modernisation of the railway station and a reconstruction of its environment with considerable redevelopment in favour of office employment. There was no systematic development of dynamic bus stations as such, which implies that some of the larger stations, like those of the provincial capitals Groningen and Zwolle are lacking one, whereas smaller ones like Almelo and Apeldoorn did get one.

In 2005 five 'Sleutelprojecten' (turn key projects) for the largest railway stations, Amsterdam, Arnhem, Breda, Rotterdam and Utrecht, and their environment are being developed. Some of these will be provided with dynamic bus stations, but other ones will not. Evidently not all planners are convinced of the qualities of the concept.

Typical of the disparity between expectations and practice is the fate of the Leeuwarden dynamic regional bus station, serving a large rural area around the Frisian capital (population 90.000). Four railway lines are radiating to seven of the 11 ancient towns of the region, but buses are serving two more and several other, often more important settlements.
Around 1990 the surroundings of the railway station were redeveloped. Northwest of the station building a vast area of a former freight station and the former regional tramway station, serving as regional bus station, was grossly under utilized. Location and quality of the regional bus station were distinctly sub-standard.
Close to the railway station, to the west of its main entrance, a new urban bus station (city of Leeuwarden), and behind it a regional bus station (national Ministry of Transport), were constructed according to entirely different principles. The urban bus station was and is a static bus station for less than ten lines, operating in a quarter hour schedule at most. It is a nice example of an accessible and comfortable 'island' bus station with a transparent central

pavilion, provided with ample seating, and with a continuous roof above the 8 bus stops around it.
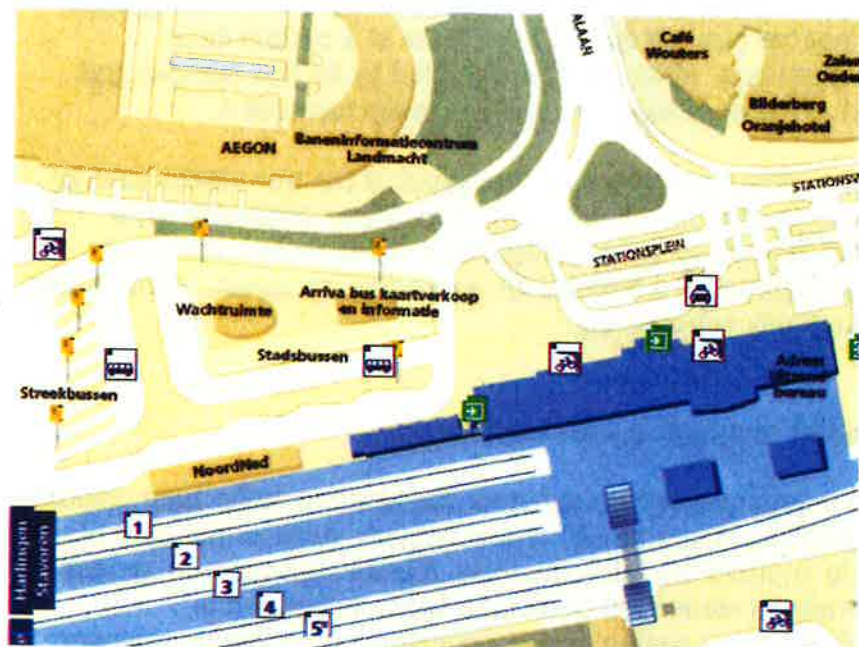
Figure 1   Leeuwarden railway station with its separate bus stations for urban bus (stadsbus) and regional bus (streekbus).

The regional bus station was for some time a dynamic bus station with roughly normal features:
- a central display of planned departures at the entrance,
- a long platform for waiting passengers, with modest shelters without seating,
- in front of which a one way bus lane of about 10m wide, for departing buses,
- across that lane seven parallel narrow platforms in a fish-bone pattern for approximately 25 bus lines with usually less than a half hour service,
- above these a portal with a display for each platform, indicating the next departures,
- behind this another one way bus lane for (empty) arriving buses, coming from a separate bus parking,
- in front of the station a platform for getting off arriving buses.

The regional bus station was completely inaccessible in the sense that provisions for wheel chair users and the like and for people with visual disabilities were completely absent.

The dynamic character lasted for less than two years, partly because of operational problems, and partly because it was superfluous. Departure frequencies and times were such that hardly ever all platforms were in use, let alone by two buses.

An integrated dynamic bus station for both urban and regional buses might have made sense. This integration is a standard for new projects.

3. TU RESEARCH OF INDIVIDUAL BUS STATIONS

TU Delft has been involved in a number of projects in the realm of accessibility. Especially the effort to portray exemplary regional projects on assignment of the Dutch Ministry of Transport caused serious doubt about the quality of bus stations in towns like Doetinchem, Dordrecht, Leeuwarden and Maastricht, all static in character. Modern dynamic bus stations seemed to both promising and threatening for the disabled. (de Boer 2003).

Therefore we started a survey of these bus stations. First the dynamic bus stations were identified, by inquiries amongst public transport experts. Then an observation scheme was designed, following the itinerary of a train passenger leaving a station and taking a bus for the remaining part of his trip. Both the layout of the bus station, including the adaptations for the disabled, and the information for the traveler were analysed.
The authors visited all dynamic bus stations but one (Hilversum) individually, arriving by train. The outcomes were compared and discussed. In case of a difference of opinion a location was visited again.

We looked at the following aspects:
- *location as related to the main entrance of the station*: a location right in front of it being preferable,
- *pedestrian route to the central waiting area*: preferably straightforward and without disturbance from traffic,
- *shelter provided at the waiting area*. It should be sufficient to protect 5 – 10% of rush hour users from rain and wind,
- *information provided at the waiting area*. In the waiting area different types of information should be available: maps, schedules, fares, boarding procedure, conditions for use,
- *orientation of the waiting area towards the bus platforms*, offering a complete overview of these, preferably without having to walk around,
- *visibility of departure information at bus platforms as seen from the waiting area*. These should be readable under all light conditions,
- *pedestrian route(s) to the platforms*: preferably straightforward and without disturbance from traffic,
- *shelter on the platforms*. It should be sufficient to protect 5 -10% of rush hour users,
- *degree of dynamism in platform use*, the essence of the dynamic bus station, ranging from 100% to 0%,
- *degree of dynamism in travel information*, ranging from complete (mentioning actual arrival/departure) or absent (only static information). Of course the system might suffer from a complete breakdown.

Figure 2   Enschede central waiting area: Good orientation towards platforms; no shelter from wind and rain; mark the positions of the roof stanchions and of the pedestrians.

4. DESIGN OF THE INVESTIGATED DYNAMIC BUS STATIONS

4.1 Introduction

Our assessment of the accessibility is summarised in tables 1 and 2. Table one contains the information about the central waiting area. Table 2 contains the information concerning the bus platforms. The accessibility aspects were included in the assessment of the aspects but were not scored separately. The aspects mentioned in the previous section are scored in a simple way according to a scale of 0 to + +.

In this section and the next one extreme scores will be discussed. The case of Delft will be used to give a realistic impression of qualities and deficiencies.

Table 1. The design of the central waiting area of dynamic bus stations

Aspects / Cases	Location	Itinerary	Shelter	Information	Orientation
Almelo	0	+	0	+	+ +
Amersfoort	+	+ +	0	+ +	+
Apeldoorn	+	+	0	+	+
Delft	+ +	0	+ +	+	+
Eindhoven	0	+	+	+	+
Enschede	+	+	0	0	+
's-H.bosch	+	+	0	+	+
Leiden	+	+	+ +	+	+
Nijmegen	0	+ +	+ +	+ +	+ +

0 = absent or bad, + = present or bearable, + + = good

4.2 Design of the central waiting area

Following the scores in table 1, there proves to be no ideal dynamic bus station yet, regarding the design of its central facilities. There is just one case with only positive scores: Leiden. Nijmegen, about the same age, is the only case with four good scores: for a well marked route, spacious effective shelter from rain with ample seats, most complete information provision (both inside the railway station and at the central waiting area) and a good overview of the bus platforms.
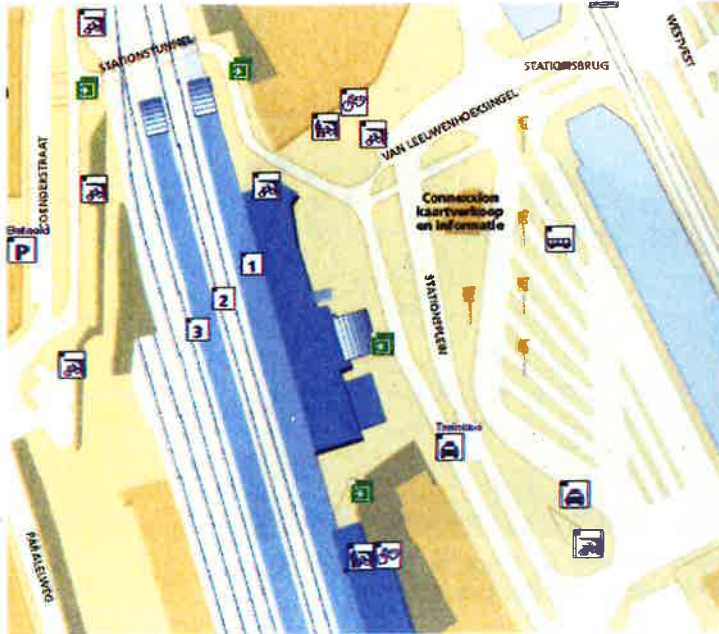
Figure 3   Delft railway station and dynamic bus station

Delft counts two good marks: for location and for shelter. See figure 3. The bus station lies right in front of the main entrance of the railway station and it has a nice and functional station building, with a closed (unique) and an open part, which is decently weather protected.

Figure 4   Delft dynamic bus station: seen from the central waiting area.

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At Eindhoven the bus station is located at the back entrance/exit of the railway station. At Almelo it lies behind the short wing of the L-shaped railway building opening to the opposite side. At Nijmegen the bus station lies at some distance (>50 m) of the main entrance/exit of the station in spite of a vast unused station square.

Figure 5   Nijmegen: empty square in front of the station; the lady is walking towards the bus station

The Delft pedestrian itinerary on the other hand is quite silly. The bus client has to cross partly separated lanes for cars, bicycles and buses. There is a pedestrian crossing on the northern brink of the precinct, as part of a pedestrian route to the town centre, running behind the back of the bus station building. It implies that pedestrians cross elsewhere, i.e. everywhere and quite disorderly so.
The Delft orientation is not ideal because the 8 bus platforms are located on a long diagonal with the first platform far from the station building and the last one to its side and behind it as (not) seen from the station.

On information Delft scores only one +. There is a conspicuous roofed central information panel with electronic and paper sources, but no information for the visually disabled. Because of the presence of that at Apeldoorn and Amersfoort both scored + + on this aspect.

4.3 The design of the bus platforms

All these dynamic bus stations followed the Eindhoven and Leeuwarden examples of a layout with a series of parallel platforms at an angle, often a right angle with the platform of the central waiting area, separated from this by a wide zone of 12 meters or more, which is required for buses departing from their platform. This bus circulation zone is likely to be a problem for the disabled and more specific for the visually disabled people.

A standard feature of the dynamic bus station is an electronic indication of line number, destination and departure time on a large panel above the individual bus platform (table 2, information visibility). It should be readable from a distance of about 20 metres, irrespective of light conditions. If this is not the case travellers may become confused and may walk towards the panel to have a better look, which is possible only when standing on the bus lane. They may walk all the way to the platform too, guessing that the original information at the waiting area is still correct. Quite a few passengers on the other hand may decide to stay in the waiting area until the bus with its readable line number does appear, although it might depart from a different platform ...

The readability is often modest, because too small letters are used (Almelo), the colour contrast is insufficient, or protective material is reflecting light (Eindhoven).

The degree of uncertainty thus created makes the traveler's behaviour less predictable, crossing for instance in a hurry and at the very last moment. This is threatening to traffic safety and to the general satisfaction with this modern facility. It might be reduced by short and structured crossing facilities.

A half fish bone structure for departure lane and bus platforms may serve to shorten the crossing distance, because it eases the curve for departing buses (table 2, pedestrian route). It is applied for instance at Apeldoorn and at Delft, but in the wrong way in the latter city, by putting the departure lane in a diagonal position. People will tend to cross in front of the chosen platform anyway. At Delft this implies that they will have to bridge 7 m in stead of 5.

When bus platforms are used optimally buses will appear at the platform just in time, a few minutes before departure time at most. This means however that a buffer area for waiting buses will be required.

Upon arrival of the bus the group of waiting travelers will cross and maybe concentrating more on their destination than on crossing bus traffic, especially so if it is uncertain whether a seat will be available for everyone. When, during rush hour, this is most unlikely, travelers will tend to go to the right platform as soon as they know the bus will arrive, in order to improve their opportunities. The bus platforms though are not designed to accommodate large numbers of passengers.

Table 2. The design of bus platforms

Aspects / Cases	Information visibility	Pedestrian route	Shelter
Almelo	+	+	+ +
Amersfoort	++	0	+ +
Apeldoorn	++	+ +	+ +
Delft	+	0	+
Eindhoven	0	0	+
Enschede	++	+	0
's-H. Bosch	+	0	0
Leiden	++	0	0
Nijmegen	0	+	0

0 = bad, + = modest, ++ = good

In a few cases, there is no shelter whatsoever on the bus platform, maybe to prevent the behaviour mentioned before. The best provisions, a paneled and roofed continuous shelter with seats are provided in Almelo, Amersfoort and Apeldoorn, which and rightly so, because in these cases the central shelter is poor. At Enschede both the central waiting area and the bus platforms are ill sheltered.

5. DYNAMISM OF DYNAMIC BUS STATION

Dynamic, i.e. unpredictable platform use is the essence of the dynamic bus station. To compensate for this dynamic travel information is presented. It tells the waiting traveler which bus platform will be used by a bus of a certain line and a certain departure time, thus reducing uncertainty.

The analysis of dynamism yield disappointing results. The scores in table 3 show that dynamic platform assignment is in fact absent in most of the cases. Dynamic travel information is generally modest and in some cases in fact absent.

At most 'dynamic' bus stations a fixed location is the foundation for the distribution of buses about the platforms.

It is generally acknowledged, that public transport users are mostly habitual customers who are not willing to find out every time where the bus will depart. Planners wisely adapt station operations to this consumer preference.

Where space is not a real problem, like at Apeldoorn and Delft and Enschede, there is no dynamic platform assignment whatsoever. It is demonstrated at Delft by platform shields with line numbers.

Where space is a bit cramped, regarding the number of lines and departures, it may happen that more than two buses of lines using the same platform have to depart at about the same time, because one of those is over due for instance. Then the computer may assign a different platform to the third one, normally the next platform, in order to keep it comprehensible for the traveler. This is normal practice in places like Eindhoven, 's-Hertogenbosch and Nijmegen. At Leiden it should be working like that, but it does not seem to function (information of the bus company). Of course drivers should follow the required procedures: passing the loop which identifies the bus and arriving at the assigned bus platform. According to the bus companies these aspects of driver behaviour are problematic at Leiden and Eindhoven respectively.

There should be a relationship between dynamic platform assignment, driver behaviour and dynamic platform information.

The platform display may simply show the line numbers using the platform (Apeldoorn, Enschede), a rather modest use of such an expensive facility. The platform may show the 'theoretical departures', according to schedule (Delft) and indicate delays. At Delft, a bus delayed more than 5 minutes is removed from the display, not to be included again upon arrival; it looks like it is departed. During summer 2005 one of the loops was removed, making some of the departures purely theoretical.

Where actual departures are indicated things may go wrong in a different way: if the driver takes a wrong platform, his bus will not be shown at that place, but

elsewhere. At Nijmegen though, the computer corrects the information on the display.

We made no thorough observations of the actual operations at the bus stations. The funniest thing the author saw in passing (i.e. purely incidental) was an event at 's-Hertogenbosch.
At platform C a bus of line 64 was indicated. A bus of line 73 arrived and was left behind by the driver, probably expecting that someone else would take it over. Line 64 proved to have no departure at all. Instead a bus of line 61 arrived, without being indicated at the display. It departed backwards because the bus of 73 was still blocking the way. The monitor at the bus information desk indicated 64 to be delayed by half an hour. The official looked at it and stated, that it was not planned at all, since the summer schedule was operational. Evidently the computer didn't know (July 15th, 2005, 9.55).

Table 3. The degree of dynamism of dynamic bus stations

Aspects Cases	Dynamic platform assignment	Dynamic travel information
Almelo	+	+
Amersfoort	0	+
Apeldoorn	0	0
Delft	0	0
Eindhoven	+	+
Enschede	0	0
S'H. Bosch	+	+
Leiden	+	+
Nijmegen	+	+

0 = absent or bad, + restricted, ++ good

6. CONCLUSIONS AND REFLECTIONS

The dynamic bus station is quite popular amongst decision makers, modern as it looks and efficient as it might be.
The compact dynamic bus station could be located close the station entrance when a modest station square is present or might be created during reconstruction of the station area.

The dynamic bus station is in fact only modestly dynamic. The availability of large numbers of platforms (up to 10), fit for accommodating at least two buses each, makes it less necessary. The increasing intensity of real estate exploitation of station locations is likely to increase the pressure for compressing, however ...

Before 's Hertogenbosch the Eindhoven bus station was visited for a second time (July 15th, 2005, 8.30). It proved to be out of use because of reconstruction of its pavement. Temporary static bus stations were made behind it, at the back of the station (regional transport) and in front of it (urban transport). The latter location, at a parking lot right at

the main entrance, seemed to be suited for a real dynamic, i.e. compact bus station but without a buffer.

The dynamic bus station is certainly not fail safe, in the sense that buses arrive at the correct platform and are indicated correctly on information displays. Most of the time there is no staff which might explain things. This is worrying since there are problematic elements in the physical design of the bus stations as well. These cause discomfort for their users and serious problems for the disabled, who have the right to decent access.

There is a distinct need for conceptual design, taking account of the physical and psychical needs of the traveller and especially those with reduced abilities. A process analysis as presented roughly in this paper is essential for that.

The only Dutch dynamic bus station not analysed (Hilversum) was visited by the first author only. It proved to operate in an unusual, but no doubt dynamic way. Bus drivers can use their own platform for departure, maybe instructed to choose the lowest number available, i.e. the one closest to the railway building. This would reduce the walking distance for the traveler. It is suggested by the marked itinerary for the visually disabled ones, starting with platform one.
As soon as the bus occupies the chosen platform the central information panel shows its platform number. The distance to the bus however is such (up to 100 metres) that it is difficult for any disabled person to reach the bus in time.

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Intelligent Transport Solutions, Enhancing the Multi-Modal Experience

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Introduction

Traditionally bus, rail, air, ferry terminals have grown up over time in a relatively independent fashion. Terminus's tended to be in the city centre, located historically, but very little consideration was given to the idea of connecting different modes of transport, largely due to the fact that very few people often wanted to make these journeys'

Today, however, as journey distances increase and peoples workplaces becomes more widely distributed across the city, each individual public transport mode cannot cover all the journeys required, and it would be unrealistic to expect them to do so. This has meant that many people's journeys often span at least 2 segments', frequently on different modes of transport; and could traditionally be an unpleasant experience in the rain and dark. The development of multi-modal hubs has improved this experience, but it can still be a negative experience trying to find and make your connection, dealing with unpredictable waiting times with limited amounts of information in an unpleasant, often unsafe, environment.

This paper looks at the development of multi-modal transport hubs, the issues they create and the potential technological solutions which can be applied. Multi-modal hubs are generally large open spaces, or a maze of passages and corridors; as well as often being inefficient in their operation, both can be intimidating to the traveller in terms of comfort, safety and security. Much can be done to improve the attractiveness of these interchanges through the correct implementation of technology.

It must be emphasised that technology alone will not solve all the issues at a multi modal hub, but together with appropriate infrastructure and management we can develop a pleasing and friendly environment for the traveller, increasing the use of public transport and making public transport a mode of choice not necessity.

Design of the ITS infrastructure at an early stage is crucial to its success. The systems need to be designed in an integrated manner using established standards and not added at the end of the project when much of the infrastructure has been established and constructed; this is a recipe for disaster. Consideration should also be given to the operation and maintenance of the implementation; without this, the efficiency and value will quickly degrade as passengers receive poor information in an unpleasant environment, driving them back onto private transport.

There is never a "one size fits all" solution for a multi-modal interchange and what works at one location may not at another, but the basic technologies and techniques are still valid, provided they are designed, implemented and maintained in an appropriate manner.

Multi-modal Interchanges

Multi-modal Interchanges serve a number of purposes both directly relating to transport and serving as a community focal point. The fact that a multi-modal hub generates a high volume of travellers passing through the interchange also provides the opportunity for provision of other facilities such as retail and commercial. This in turn should lead to a much more hospitable and friendly environment.

A transport hub should principally provide efficient and convenient interchange between transport modes, providing a smoother and seamless experience for the traveller. All transport modes, public (bus rail, air, etc) and private (car, bicycle, pedestrian, etc), should be considered and provision made to accommodate them in a welcoming environment.

In key terms a **transport hub** should provide

- connectivity between alternative modes of transport
- a focal point for transition between private and public transport
- an efficient use of transport resources
- passage for ALL kinds of travellers, whether on foot or in vehicle

Key Objectives

The key objectives in developing a multi-modal interchange must be:

- Maximising the use of the public transport network
- Enabling the interchange of passengers between modes
- Providing simple and seamless journeys
- Efficient and reliable operation and management
- Flexibility in operation
- Convenient, informative and accessible
- Providing a clean, attractive and welcoming environment
- Providing a safe and secure environment
- Providing a community focal point
- A pleasurable, relaxing and positive experience

It is essential that the interchange is designed for the traveller, NOT only for the vehicles; without travellers there would be no need for the vehicles. On exiting their initial mode of transport the passenger will expect to see clear, unambiguous, directions to their next mode of travel. The interconnections should be direct and avoid lengthy walks between modes. There should be complete segregation between vehicles and pedestrians in order to create a clean and healthy environment.

Common Issues

Bearing all these admirable objectives in mind, why do we rarely achieve all these objectives in practice? Maybe it's through restricted investment, lack of real commitment, other competing priorities or simply losing sight of the objectives; whatever the reasons we are frequently faced with a multi-modal hub which fails to meet many of the criteria we have set ourselves.

Problems frequently encountered in multi-modal implementations include:

- Inconvenient and complicated transfer between modes
- Poor, or lack of, information; no clear direction for travellers
- Too much choice, no direction; a mess
- Vehicle, not traveller, centric
- Large and intimidating environment
- Open, dangerous environment

- Lack of security
- Restrictive, crowded
- Stressful, confusing

Many of these issues could be resolved simply through developing a comprehensive design in the first place, meeting all the above objectives, and ensuring throughout the course of the project and beyond that they are fully implemented and maintained as planned

Solutions......... halfway there

Assuming we have the commitment and the resources to fully implement our proposals there are many things we can do to meet our goals specified above. These solutions can be a mix of both traditional and technology, in fact many things can only be achieved through the use of technology.

Looking first at the traditional solutions (i.e. what can be done without the use of technology) and how they can help to meet our objectives:

- Develop a functional interchange design for travellers and design the vehicle infrastructure to complement this
- Develop effective interchange and transport operational strategies
- Provide static passenger directional signing and travel information
- Implement traffic and transport management measures
- Provide coordinated timetables
- Provide static travel information
- Use a high quality interchange construction
- Improve the traveller waiting experience
- Improved image and branding
- Ensure a high security presence
- Make sure staffing is adequate to provide all necessary services

We can do much without using technology, but the result will inevitably be dull and unimaginative. Many essential elements will still be missing, such as real time information for travellers, the ability to respond to changing situations and the ability to manage the interchange as whole, not just individual services.

Technology .... the complete picture

Without technology the ability of the multi-modal interchange to fully function and meet our objectives will be compromised. Technology provides the above infrastructure with the ability to function in a safe, attractive and efficient manner. It can add the essential services without which it would be impossible to mange effectively.

These services include:

- Real time, cross-modal traveller information, providing a seamless journey experience
- Fleet management and dispatching
- Dynamic bus bay allocation

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- Interactive kiosks
- Smart ticketing
- Mobile information
- Car parking and transport management
- Integration with building management systems such as fire detection and protection and ventilation
- Vehicle access systems
- Safety and security solutions
- Provide integration with surrounding road network
- Leisure infrastructure

Through the use of technology we can create a complete and fully functioning multi-modal interchange which is attractive to travellers through providing a comfortable, secure and efficient environment. Travellers arriving through one transport mode will transfer seamlessly and speedily to another through the provision of dynamic signing and travel information, real time arrival and departure information, journey planning information, through-ticketing, improved fleet management and mobile information networks.

The Bigger Picture, outside the interchange

Obviously the interchange cannot work in isolation from the rest of the road network; it requires to be integrated with the rest of the on-street infrastructure such as traffic control signalling, information signing and bus information and management; other related transport networks such as the Traffic Management Bureau and the Transport Operators; as well as integrating with building management systems, essential from the safety and security point of view.

The importance of this integration cannot be overstated and is essential if the interchange is not to become an island, isolated from the rest of the transport network.

Case Studies

The following 3 case studies highlight the importance and benefits of applying technology in developing a multi-modal interchange:

- **Wellington Street Interchange, Perth, Australia** – a city centre bus/rail interchange where a multi-modal solution was required to enable the seamless operation of the interchange, release real estate and reduce costs
- **City Transport Hub, Wolverhampton, UK** – a complex multi-modal hub including bus, rail, metro, taxi and car, where the prime objective was to create seamless transfer between modes
- **Changsha West Interchange, China** – the third example looks at a new initiative and the potential and opportunities which exist for creating a world class transport hub

In all these projects technology solutions are seen as the key to the success of the operation and management of the interchanges.

Wellington Street Interchange, Perth, Australia

The city of Perth in Australia is in the process of redeveloping the existing surface bus/rail station to improve the operation and management of its public transport services.

One of the keys to this project was the requirement to integrate the Control Centre with existing facilities scattered throughout the city (see diagram below). It was important at the early stage to involve all parties to ensure that the integration between networks could be carried out in a smooth and efficient manner. A working party of all interested departments was setup so they could discuss the proposal development with one voice.
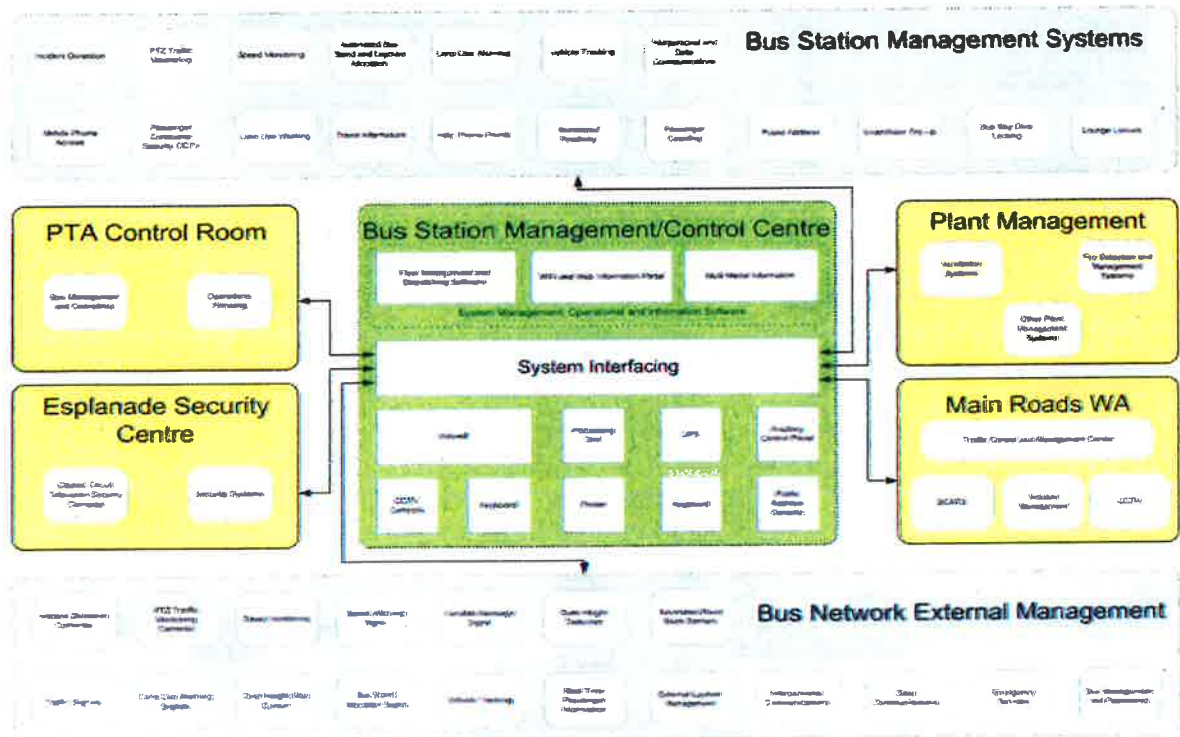
Concept Top Level System Design

In order to improve the environment for passengers and enable the optimum use of bus services the authority decided to implement an underground bus station which allowed for the creation of public amenities and open space on the surface.

In order to develop this concept, integrated technology is to be employed to manage the sub surface operation in terms of safety, security, operations and management. Overall over 20 Intelligent Transport Solutions have been developed and integrated, the key being an automated bus bay allocation system which will dynamically allocate incoming buses to a bus bay. Through using this system they will be able to reduce land take requirements by over 50%.

A block diagram showing the dynamic bus bay allocation system layout is shown below.

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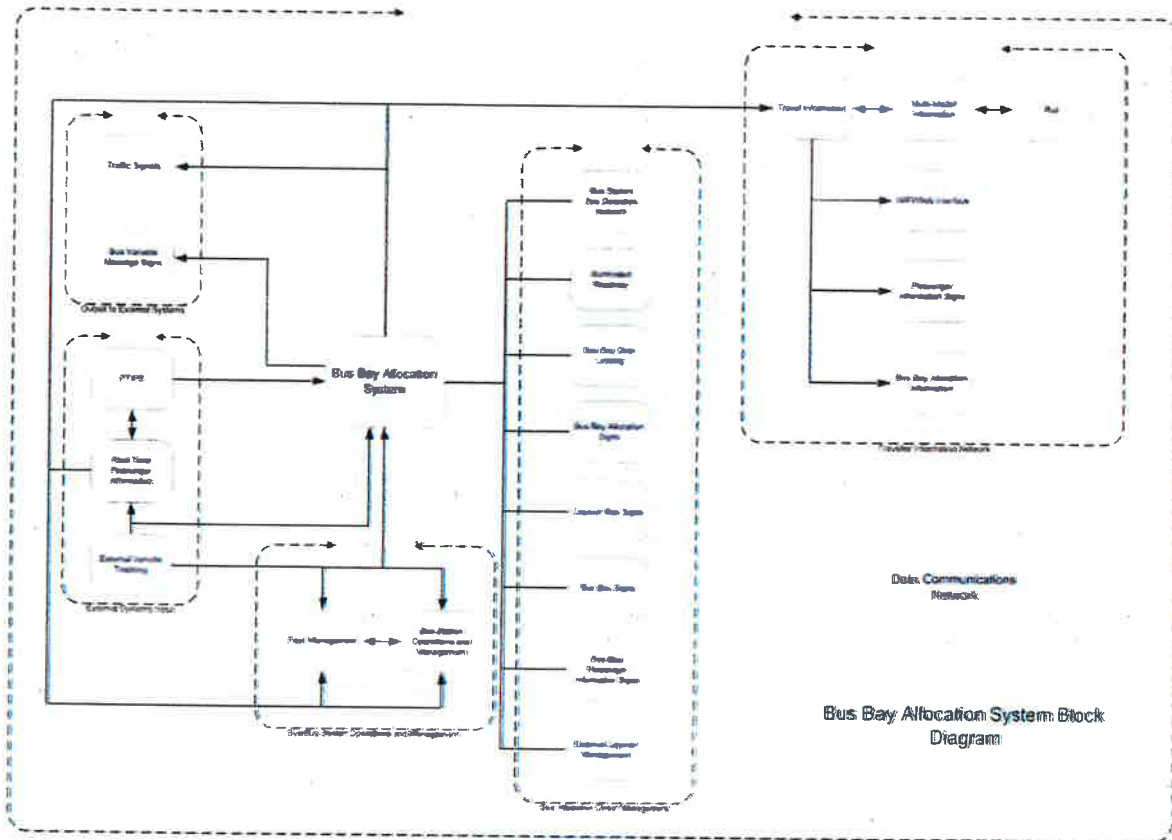
Dynamic Bus Bay Allocation Interfacing

The system itself is linked to all the other systems within the bus station and to the surrounding existing traffic management systems, providing a truly integrated experience. The cost of developing the transport interchange is estimated at 4.2Bn RMB of which the ITS is 56M RMB **(1.3% of total cost)**.

As identified by Peter Martinovich, Project Director and client Executive Director for Infrastructure Planning:

"No matter how good the infrastructure, the success or failure of this project will ultimately depend upon, financially, the most minor aspect of this project, the design and implementation of the ITS for the interchange"

The project is currently out to tender and, as can be seen above, the technology elements have already been highlighted as the key to the success or failure of this project

Without the technology to manage the interchange in terms of operation, safety and efficiency it would have been impossible to justify the construction of the interchange as:

- the cost would have been too high
- the safety and security of the interchange would have been seriously compromised
- the efficiency and safety of bus operations would have been impossible to achieve
- it would not appear attractive to travellers
- funding from developers would not have been forthcoming

With the inclusion of the necessary technology and safeguards the project has now been approved by the state and city governments and funding allocated.

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City Transport Hub, Wolverhampton, UK

This is a major regeneration project in the city of Wolverhampton in the UK; the aim of the project being to provide:

- New rail station works replacing tired 1960's architecture
- New Highway infrastructure to improve access
- Replacement of old bus/coach station
- New Light Rail line
- A seamless journey experience between transport modes of Rail, Bus, Metro, Car and Taxi

The overall aim of the Authority was to provide a gateway that the city could be proud of. This was reiterated at the project outset with the statement:

"If people can't tell where they are going, we've failed!"
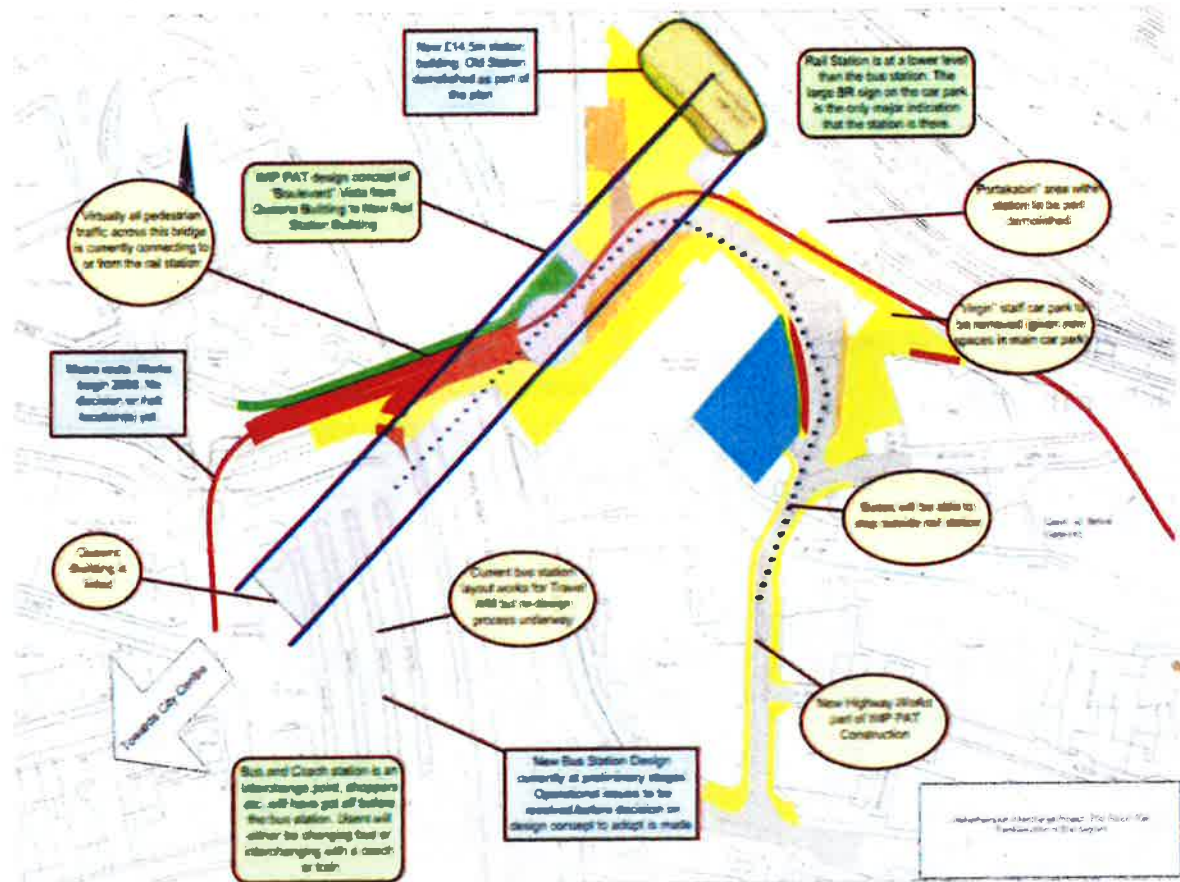
Wolverhampton Multi Modal Terminal Proposals

To meet the requirements a real-time information network was designed which allowed passengers to seamlessly travel between modes. This was achieved through designing an interchange network around the following concepts and requirements:

- information concept based around three information halls: Bus, Tram and Rail
- an interchange system which has a wide range of integrated multimodal information on display
- in the central hall live traffic information is available

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- indicators give more information about the mode you are approaching
- interchange is Wi-Fi enabled – real time updates can be sent to mobiles
- information available includes:
  - Real time bus, train, tram arrivals
  - Real time journey planners
  - Real time road traffic conditions
  - Personal real time trip planning
  - Multi-modal fare comparison
  - Guidance between modes
- provides a real choice for the traveller
- user reassurance is essential
- not forgetting the reassurance also provided by the human interface

Work currently underway on the bus station

The interchange is currently under construction with a construction timetable of 5 years and at a cost of 2Bm RMB. Completion is due in 2012

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Changsha West Interchange, China

Proposed Changsha Transport Interchange

The city west bus station in Changsha is currently a terminal for short and long distance coach services to the west of the city. It is an open area coach station with little supporting infrastructure and it is proposed to develop the interchange into a modern multi-modal hub incorporating, not only the short and long distance bus services, but also the, under construction, subway station, local bus services and taxi and car services.

The proposed interchange will also incorporate some retail and commercial development, but will predominantly be a transport interchange. The complex will include separate long and short distance coach stations, long term coach parking, local services bus station, specific taxi facilities, a large underground car park, a subway station, bus maintenance facilities and a petrol station.

The challenge is to incorporate all these facilities into an integrated multi-modal hub, providing travellers with a fast, efficient and enjoyable experience when using the terminal.

There are many challenges and opportunities in developing the ITS functionality for this interchange, a few of which are listed below:

- Build a showcase, world class, transport hub
- Build upon international experience and expertise
- Utilise the latest technologies and techniques innovatively tailored for the local situation in Changsha

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- Utilise parking and public transport solutions which attract passengers and motorists, therefore customers and clients
- Employing cost effective solutions WITHOUT major infrastructure changes
- Effectively integrate into Changsha transport network
- Develop a flexible, expandable and upgradable transport hub
- Develop an integrated transport solution using open standards, increasing competition and reducing costs

The success of this project will depend upon recognising that the traveller is the customer who pays for the services the operators provide; without travellers there is no business !!!; the more travellers the greater the profit. Ensuring that travellers are attracted to, and really do want to use, the facilities provided is crucial.

In utilising established, proven and developing technology to its fullest the interchange can become a friendly, attractive, safe and efficient place to be; in conjunction with integrated retail, commercial and social development it can be the focal point for life in the area.

The key is to make it somewhere where people want to be seen, and then you have succeeded.

Summary

The correct application of technology is essential to the smooth operation of any multi-modal hub, it:

- enables integration between all travel modes
- enhances the traveller experience through provision of real time information
- enables seamless traveller transition between modes
- improves management and service operations
- creates a safe and secure environment
- provides flexible expandable and upgradable solutions for changing situations

The aim of a totally seamless transport network can be achieved, and maintained, through the immediate and ongoing investment in the development and operation of the transport network, its interchanges and infrastructure. Most of all attracting the traveller to the public transport network is key; without this the rest is meaningless.

In summary, planning a world class multi-modal interchange without technology is like developing a television network without any channels; you have the infrastructure but few will use it; the use of technology is NOT an option, it's a core component.

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Somerset County Council
Taunton Bus Station

Technical Report

JOB NUMBER: 5051735				DOCUMENT REF: taunton bus station draft report_v2.doc			
1	Draft		MG	RSB	MG	RSB	290607
			Originated	Checked	Reviewed	Authorised	Date
Revision	Purpose Description		ATKINS				

Contents

Appendices

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1. Introduction

PURPOSE

1.1 This report has been prepared in response to a request by Somerset County Council to examine options for bus station provision in Taunton. To do so, we have looked at the impact of various policies and of population growth to come to a view as to the shape and size of bus network that will need to be accommodated in Taunton in future years. Through discussions with various interested parties, we have identified potential sites, produced outline designs and we discuss the opportunities and constraints that each one presents. Finally, we report on the outcome of a workshop held on 6 June 2007 to discuss these options in more detail.

1.2 We would like to thank in particular Mark Pedlar and John Perrett of Somerset County Council's Passenger Transport Unit; Philip Bisatt of Taunton Deane Borough Council; Mark Green and Ian Franklin of Project Taunton, and Lucy Ball of BID Taunton. Given the preliminary and sensitive nature of this project, we have not discussed this work at any stage with any bus operator, and the discussion that follows should be seen in this context.

STRUCTURE

1.3 This report is structured as follows:

♦ Chapter 2 reviews relevant best practice and national design guidance;

♦ Chapter 3 reviews local policy and a local review of interchange in Somerset;

♦ Chapter 4 describes existing interchange facilities and reviews their existing capacity compared with an assessment of current requirements;

♦ Chapter 5 assesses the future demand for bus services, and uses this to predict the capacity that will be required at bus stops and stands to meet that demand;

♦ Chapter 6 produces outline designs of various options, and reports in broad terms their merits and drawbacks;

♦ Chapter 7 reports on a recent workshop to evaluate the various options; and

♦ Chapter 8 presents our conclusions.

2. Best Practice and Interchange Guidance Review

INTRODUCTION

2.1 This section summarises relevant guidance, and reports on two instances of best practice – one on-street and one off-street – to show that given attention to detail bus passenger infrastructure is capable of providing an attractive image as well as being practical for passengers. The guidance documents reported are:

- DfT "Inclusive mobility, a guide to best practice on access to pedestrian and transport infrastructure";

- DfT "Get on Board: an agenda for improving personal security, guidance for improving personal security for staff and passengers in bus travel";

- "Joining up the Journey: guidance on improving passenger interchange for those preparing Local Transport Plans and similar documents", The Institute of Logistics and Transport; and

- TfL "Intermodal transport interchange for London, best practice guidelines".

DfT "INCLUSIVE MOBILITY, A GUIDE TO BEST PRACTICE ON ACCESS TO PEDESTRIAN AND TRANSPORT INFRASTRUCTURE", 15 DECEMBER 2005.

2.2 The Guidance recommends that bus stops should be ideally distributed in residential areas so that each passenger walks no more than 400 metres from home. In the immediately surrounding area of bus stops, gradients on footpaths strongly affect the maximum walk distance. According to the guidance, for every 1 metre rise or fall, the 400 metres walk distance should be reduced by 10 metres.

2.3 The Guidance says: "For disabled people, bus use falls off sharply if the distance is more than 200 metres (250 metres for able-bodied people)." Special consideration should be given to residential care homes, day centres and other places used by disabled people. It is recommended that bus stops should be located in reasonable proximity, including a pedestrian crossing with dropped kerb.

2.4 The Guidance advises that on single carriage roads bus stops on opposite sides should be arranged so that buses stop tail to tail, preferably 40 metres apart, and should have a pedestrian crossing with dropped kerb between them.

DfT "GET ON BOARD: AN AGENDA FOR IMPROVING PERSONAL SECURITY, GUIDANCE FOR IMPROVING PERSONAL SECURITY FOR STAFF AND PASSENGERS IN BUS TRAVEL", 25 JANUARY 2006.

2.5 The Guidance gives advice on the design and provision of bus stops and shelters:

- bus stops should be highly visible; all the passengers should be able to see them easily;

- both stops and shelters should have locally recognisable names, to avoid or reduce conflict between passenger and driver, and to make the local community part of the service;

- request stops should be clearly identified so that passengers are always aware when they need to hail the bus, reducing the risk of a driver going past the stop;

- bus stops should be situated where there is natural surveillance but it is essential that they are away from pubs, clubs and off-licenses, to avoid potential drunk and disorderly behaviour;

- every stop or shelter should be well-lit, or situated in a generally well-lit area, and not obscured by any overgrown trees, foliage or by other traffic sign;

- seating should be provided for passengers;

- shelters should be designed to provide excellent visibility, including toughened glass in order to resist vandalism;

- ideally a public telephone should be situated close to the bus stop; and

- all shelters should allow easy access and pedestrian movement.

2.6 Architects and operators should provide a comfortable environment for passengers. At the same time, they should take action against young people and others seeking a place to congregate, who can become a cause of anxiety of waiting passengers.

2.7 The guidance also advises on bus stations in particular:

- it is important to maximise visibility and minimise the number of CCTV cameras; therefore bus stations should have clear sight lines, with no recesses;

- provision of public telephones, located and designed so that every passenger can see service display boards and can be seen by other passengers and staff;

- provision of clearly signed Help Points for disabled passengers, including CCTV;

- toilets should be coin-operated or should include staff, to reduce the potential for misuse.

"JOINING UP THE JOURNEY: GUIDANCE ON IMPROVING PASSENGER INTERCHANGE FOR THOSE PREPARING LOCAL TRANSPORT PLANS AND SIMILAR DOCUMENTS", THE INSTITUTE OF LOGISTICS AND TRANSPORT, 2000.

2.8 This Guidance suggests that the aim should be to minimise the number of changes necessary along major corridors of movement and, at the same time, to maximise the number of direct journeys. However the development and management of passenger interchanges, reducing inconvenience and anxiety, is a key role in ensuring that public transport provides better journey opportunities than currently exist.

2.9 The Guidance states that good interchange does not necessarily take place only at bus or railway stations. It is often necessary between buses at on-street stops too. This can be easily facilitated by improving pedestrian crossing, shelters and public information.

2.10 The Guidance shows a hierarchical classification of interchange locations for modes and services:

- category A: minimum facilities, such as two adjacent bus stops offering two different routes;

- category B: basic facilities, such as a series of stops in a town centre;

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- category C: larger bus station, including services for passengers; and
- category D: major inter-modal interchange, designed for a large number of passengers, such as airports.

2.11 It then defines the facilities that should be provided at each.

TfL "INTERMODAL TRANSPORT INTERCHANGE FOR LONDON, BEST PRACTICE GUIDELINES" JANUARY 2001.

2.12 The Guidance suggests that a well designed interchange should provide clear routes between services or modes, which minimise the time and effort involved in making a transfer.

2.13 If possible, transfer in both directions should be at the same level. Provision of clear sightlines along pedestrian desire lines will improve wayfinding. It recommends that transparent materials should be used to permit passengers to see where they are going and to increase the perception of personal security. Pedestrian routes should not be obstructed, to avoid congestion.

2.14 Ticket offices and ticket halls should ideally be designed to provide convenient walk links to passengers, in particular considering other public transport facilities.

2.15 All signs should be designed and located taking account of partially sighted passengers. Also, a separate route avoiding physical barriers should be provided for mobility impaired passengers. Additional measures can be tactile markings, colour and tonal contrasts.

EXAMPLES OF ON-STREET STOPS (DUNDEE) AND GOOD QUALITY SMALLER BUS STATION (BURNLEY)

2.16 These are intended to show recent examples of best practice in bus infrastructure design, both on-street and off-street. They are intended to show what bus facilities can look like without pre-judging their suitability for Taunton.

Dundee

2.17 Bus stops and shelters have accessible footways as part of Dundee City Council's commitment to a Barrier Free City, which seeks to create a family friendly and barrier free city. There was a complete stock renewal in the city centre, completed in July 2005, including:

- high quality illuminated shelters, with RTPI and static information;
- modern image bus stop poles with solar powered illuminated static information; and
- raised kerbs, bus boarders and clearway road markings at all bus stops and shelters.

2.18 Some pictures of Dundee bus stops follow.

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Figure 2.1: Example of on-street bus stop, Dundee

Figure 2.2: On-street bus stop example, Dundee

Figure 2.3: On-street bus stop example, Dundee, showing passenger information

Burnley Bus Station

2.19   A good example of a new bus station is this £3 million facility in Lancashire, opened in autumn 2002, serving a town of 73,000, and a catchment in the Burnley/Nelson urban area of around 150,000. It was designed to provide a safe and good quality environment for passengers, including: passenger waiting area; 18 departure bays with automatic doors; electronic departure boards; information centre; newsagent; café; toilet including baby changing facilities; CCTV; Taxi rank, and cycle parking.

2.20   The following photos show aspects of Burnley Bus Station.

Figure 2.4: Burnley bus station passenger concourse

Figure 2.5: Burnley bus station bus circulating area

Figure 2.6: Burnley bus station passenger concourse detail

Figure 2.7: Burnley bus station bus departure bays

DYNAMIC STAND ALLOCATION

6.64 An alternative option to reduce the space requirement at each site is that of dynamic stand allocation. The above designs – and assessment of capacity – assume a fixed allocation of services to bays. With dynamic stand allocation, passengers wait in central waiting area equipped with electronic passenger information systems. Buses arrive at the Bus Station, drop passengers off, and then proceed to a holding area, at which they can also take layover. They are allocated a departure bay in real time, with the passengers being informed via electronic displays.

6.65 The system is in its infancy, with installations at Christchurch (New Zealand) and Eindhoven (Netherlands). Concern is often expressed that bus users – many of them elderly – would prefer the reassurance of knowing where their bus will leave from. There is no known application in the UK although Warrington Borough Council has made a Transport Innovation Fund (TIF) bid to Department for Transport to fund a feasibility study to retro-fit its existing Bus Station with a dynamic allocation system to increase capacity.

6.66 Our work in Chapter 5 suggests a scale of bus infrastructure that is a little daunting compared to the scale of Taunton itself. A Dynamic Stand Allocation system might:

♦ Enable a smaller Bus Station site, which might in itself make a centrally-located facility more palatable; or

♦ Facilitate a trade-off whereby Dynamic Stand Allocation might enable a centrally-located Bus Station to accommodate all bus services (including those currently operating on-street). The opportunity cost of doing so can then be considered against the opportunity of full pedestrianisation in the town centre should that be considered to be desirable.

6.67 However, it is clear that no such trade-off can be applied to Dynamic Stand Allocation in a fringe-of-town centre location, because on-street stops in the centre will still be required to ensure adequate accessibility.

6.68 As an indication of additional cost, Warrington Borough Council is seeking £50,000 for its feasibility study and estimates that it will need £500,000 to retro-fit its Bus Station. Warrington already has a Real Time Passenger Information system that the Dynamic Stand Allocation system can be built around. Taunton currently has no Real Time Passenger Information system.

6.69 From a practical viewpoint, should Somerset County Council pursue Dynamic Stand Allocation, it will find that a) a bus station in the open air and b) a layout with no reversing will prove most suitable.

6.70 In any case, we recommend that whichever design Somerset pursues, it should consider whether the design can be made to incorporate Dynamic Stand Allocation at a later date. This will provide more 'future proofing' should the demand for bus travel exceed the forecasts made in Chapter 5.

JACOBS™

GMPTE Bus / Rail Design Guide

Jacobs Engineering U.K. Limited

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- Schools;

- Hospitals; and

- Other locations, of a temporary or permanent nature, from where large numbers of passengers are moved.

The type of design for these locations should reflect the designs identified in previous sections, including linear stops, shallow saw tooth stands or a DIRO arrangement. If buses are arriving and departing with minimal layover a linear approach may be most appropriate but each case should be considered according to its circumstances.

The elements of design included later in this section apply equally to these facilities as bus stations and interchanges in more dense urban environments. In particular, consideration should be given to safety due to the passenger desire routes and the behavioural nature of users.

Such facilities may have limited usage and may attract private vehicles or delivery vehicles which could inhibit bus movements so this may have to be allowed for in the design. The design may have to include space for a 'Kiss and ride' facility.

Summary of Bus Station Layouts

There is no correct design for a bus station. Any design must be appropriate for the location and for the use required of it.

There may also be issues of safety, access, spatial relationships and the views of the various stakeholders that will have to be taken into account.

It is not uncommon for the design to be a compromise, often as a result of the available land. It is even more important in such cases that drawings should be checked using suitable software such as Autotrack or similar, and if necessary organising a test using various buses, of different types and dimensions, to ensure the feasibility of the design.

Dynamic Stand Allocation

The concept of Dynamic Stand Allocation is that buses will stop at whichever stop is available at the time of arrival. It can in theory be applied to any stand layout design although as the passengers are required to move once their stop is announced all the boarding points should be close to each other. This in practice requires the design to be of the drive in/reverse out type where passenger walking distances will be shorter. Island platforms are also in use at some locations in particular in the Netherlands and this requires passengers to walk across the roadway to board. This is not recommended on safety grounds.

Real Time Passenger Information (RTPI) and Global Positioning System (GPS) provide accurate up to the minute timetable information and precise vehicle location. These enable a system of Dynamic Stand Allocation (DSA) to be implemented using fewer stands.

Making use of a central and enclosed passenger concourse is critical to DSA operation. Essentially the proposed method enables all stands within a bus station to be used only

at the time of bus departure and, as a consequence to remain free from buses laying over between services that often have the effect of taking much needed stands out of use.

The system of DSA utilises the technology already present in buses for RTPI and GPS systems. Buses are monitored as they approach a bus station and within a few hundred metres of the facility the driver is notified of the available stand number to approach in order to set down and pick up bus passengers through in-cab information systems. Simultaneously, passengers within the bus station concourse are advised of the next departures and stand numbers by an automated audio announcement and electronic departure boards and are notified with enough time to move from a central seated waiting area to the appropriate stand for their departure.

There are a number of potential advantages and disadvantages arising from the application of DSA and these are noted in the following table;

Dynamic Stand Allocation

Advantages	Disadvantages
Increased capacity for new or upgraded bus services using a facility with finite capacity in the heart of a town / city	Potential under capacity at peak times that requires careful management to avoid queuing buses and delayed services
Use of RTPI systems in conjunction with audio announcements to improve passenger information at bus stations	Announcements need to be clear and repeated. May have problems at peak times and if systems used in built up areas at night
Utilisation of a central waiting area enabling printed information, help desks and refreshment facilities to be located around the central area and in turn minimising the spread of passengers across the station and crowding effects at bus stands, potentially assisting in particular those with mobility impairments	Central waiting area may cause excess walking distances to be incurred by passengers, particularly detrimental to those with mobility impairments. Could be issues relating to large movements of people all at once towards a single stand, including safety and pedestrian flows. Does not allow the formation of an orderly queue
Allows buses and drivers to lay-over in areas away from the main passenger concourse allowing for better rest and refreshment facilities and less confusion over in service and out of service buses within the main terminal area	The lack of regular stands for frequent and /or well used services may cause confusion and frustration amongst passengers
	Boarding information must be provided in all necessary formats, including audible announcements and visual electronic displays

Advantages	Disadvantages
	All operators using the facility need to have the technology and all spare vehicles must be equipped – this may lead to high capital costs for smaller operators who may choose to leave the station facility and use on street bus stops where they exist
	Increased use of stands can lead to greater risk of accidents due to increased congestion

The use of DSA is driven by a desire to enable a more efficient use of the existing bus station resources available. The benefit of DSA is that greater flexibility in stand utilisation would be achieved by realising capacity that is currently tied up by vehicles laying over.

Dynamic Stand Allocation has not been applied in the UK to date though Warrington Borough Council is keen to develop this technology in partnership with other local authorities across the country and it is information from this authority which has informed this section within the Design Guide. The new High Wycombe bus station uses this approach between a group of adjacent stops but it does so without recourse to technical sophistication and complexity. Early experience shows some passenger confusion.

Stand requirements and design

The number of stands required is essentially a function of the frequency of the bus services and the lay over time (including time for setting down and picking up passengers) at the bus station.

The GMPTE standards for maximum occupancy of stands are:

Table 9.4 Stand usage

Type of stand	No. departures per hour
Single occupancy stand	12
Double occupancy stand	18
Triple occupancy stand	24
DIRO	8

Each service should be allocated to a stand to ensure at an early stage of the design that it will work. This should consider:

- the numbers of destinations or corridors served;
- any desire to provide separate stands for different operators;

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Christchurch Bus Xchange

The pain of public transport management

Christchurch, a steadily growing city in New Zealand's South Island, was experiencing the typical urban growing pains of road congestion, pollution and the rising cost of public transport in a context of shrinking demand.

Public transport was a particular headache for the city's planners and decision makers. Usage was declining, and each of the city's 37 bus routes had its own bus stop on prime real estate around the central city's major tourist hub, Cathedral Square.

When Christchurch City Council decided to upgrade Cathedral Square as part of a wider inner city revitalisation project in 1996, it decided to reclaim this area for pedestrians, meaning that the unsheltered, uncomfortable and potentially unsafe bus stops around the perimeter had to go.

Meanwhile, Environment Canterbury, the city's regional council in charge of public transport management in Christchurch, had set targets to double the number of trips made by public transport from three to six per cent by 2011, diminate congestion outside peak periods and contain carbon dioxide emissions.

The stage was set for a radical improvement in the way public transport was managed.

From bus park to through-point

Property investor Philip Carter who owns a heritage property close to the central city public transport hub, proposed the concept of a bus exchange that would include retail, educational, and car parking uses. The council supported the concept enthusiastically and identified that Connexionz' real time passenger information systems would complement the bus exchange concept perfectly.

The Bus Xchange was designed with an airport style lounge in the middle of the building for waiting passengers to maximise the amount of space available for buses to turn. Rather than queuing, passengers can wait in comfort in the lounge until moments before their bus arrives, meaning they spend minimal time on the platform. This information-assisted flow ensures platforms are occupied with embarking passengers for an average of 78 seconds at peak and 30 seconds off peak.

Connexionz installed a GPS device in each of the city's 215 buses, sending each bus's location back to the central computer via radio telephone every 5-30 seconds. Special Connexionz software combines this information with data gathered on previous trips to calculate how long the bus will take to arrive at the Xchange. Its system displays this arrival information for passengers, enabling them maximum comfort, safety and convenience.

Other Bus Xchange innovations included transforming the central city from a hub for bus routes into a central through-point servicing four "peripheral termini" providing layover and bus parking facilities on the outskirts of the city.

From 31 permanent stops in Cathedral Square at which buses would stop for up to 20 minutes at a time, the Bus Xchange became a central, dedicated drop off and collection point for passengers made up of five platforms, each handling multiple routes.

Fast facts about Bus Finder

+ The Bus Xchange has five platforms (three off-street, two on-street), with a total of 15 bus stops
+ It serves 37 inbound and outbound routes and five through routes
+ It handles 2220 daily trips from the off-street platforms and 1400 trips from on-street platforms
+ Peak capacity from the main platform is 48 buses per hour
+ Average loading at peak is 18 passengers per bus
+ Average dwell time at the bus stop is 78 seconds per bus at peak and 30 seconds off-peak
+ Displays are updated every 15 seconds
+ Talking signs are deployed at each platform for the visually impaired.

real time information provides a bus passenger
with the certainty of the time (in minutes)
till the next bus arrives

Passenger numbers soar

Since the Bus Xchange was opened in November 2000, the number of passenger trips has increased to more than 13.1 million trips, with patronage rising 22.6 per cent. Managers at the council are using the information supplied to improve the quality of their planning and to support decision-making on transport-related issues. Christchurch City Council and Environment Canterbury are now installing Bus Finders on key bus stops along routes, so passengers on the way to and from the city obtain the same high quality real time information as those at the Bus Xchange.

Other innovations that the council plan to implement include the ability for passengers to look up a bus's arrival times on the Internet and to link approaching buses to traffic lights to ensure a green light run and faster commutes for passengers.

Connexionz' role

Connexionz was an integral part of the new state-of-the-art Bus Xchange terminal. By comparison with other real time passenger information providers Connexionz' systems are relatively inexpensive and easy to implement, meaning transport managers get a fast, scalable solution with minimal civic or social disruption and a fast impact on the quality of passenger experience.

Connexionz has a proven operational system, which can be easily deployed for other bus interchanges.

1 MIN

2 MIN

3 MIN

Changing the image of public transport

Robert Burke, Connexionz Limited
Brian Smith, Parsons Brinckerhoff

Abstract

For many years, bus transport has been the poor cousin of public transport. Inner city bus exchanges and termini invoke images of being cold, windy, dirty and unsafe. At peak times, by fact of numbers, termini can be relatively safe, but in quiet times they are considered unsafe and people feel uncomfortable going there.

To increase passenger numbers the image of the system has to be improved. Increased passenger numbers will result in more services and routes. This will require an increase in the size of existing termini or a new approach. Simply increasing the size is not an option, as inner city real estate is expensive and often unavailable.

In Christchurch, New Zealand, the new central city Bus Exchange offers bus passengers the level of comfort that we expect in airports, yet uses significantly less space than the old terminus. It has also been successfully integrated with central city retail shops.

Background

Christchurch was built around the Cathedral Square and this has been the centre of business and public transport for over 100 years. By 1995 there were more than 30 routes servicing 30 bus stops in and around Cathedral Square and it served as the terminus for most of the routes. At any one time there could be up to 15 buses in the Square – engines idling, obstructing the view. Cathedral Square was dying and was no longer a vibrant city centre. Instead, with buses spread across a large area, there was limited shelter available for patrons, and there were problems with security at night. A number of buildings around the square had been vacant for some time and the future of the central city was looking bleak.

The Christchurch City Council[1] has been reviewing options for Cathedral Square since the 1980s, and presented the first draft proposal to the Canterbury Regional Council[2] (ECan) in 1993.

In 1998/99 ECan and the Christchurch City Council developed and adopted a Public Transport Strategy. As part of this work they projected that Christchurch would experience a 43 per cent increase in car use over the next 20 years. This would have a significant impact on the quality of life in the city in many ways - including the cost of maintaining and improving the roads, the rates and severity of accidents, traffic congestion and air pollution from vehicle emissions. This realisation is the reason why ECan and the City Council are working together to encourage greater use of public transport.

Two years earlier, in December 1996, the City Council decided to review the location of the bus terminal in central Christchurch as part of their focus on redeveloping Cathedral Square. The Council commissioned a study from PPK Environment and Infrastructure Ltd. (Parsons Brinckerhoff) to investigate the best type of bus system

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[1] The Christchurch City Council is responsible for providing the infrastructure (bus shelters, seats, etc) and integrating the transport modes and land use.
[2] The Christchurch Regional Council, known as Environment Canterbury (ECan) is responsible for the planning and administration of public passenger transport in the Canterbury region.

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for Christchurch. This study found that the best option for Christchurch would be a central exchange, backed with peripheral termini. Buses would drop off/pick up passengers at the central interchange, but would travel to peripheral termini to lay over. This concept was adopted by both ECan and the City Council in August 1998.

The Bus Xchange was made possible by a public-private partnership. Property investor Philip Carter, who owns a heritage property close to the central city public transport hub, dreamed up the concept of a bus exchange that would include retail, educational, and car parking uses. ECan and the City Council provided the support and the know how, and eventually the commitment to manage and maintain the infrastructure. The Councils have also supported the Bus Xchange by extensive traffic management and bus priority.

The Bus Xchange

Figure 1: Inside view of the Christchurch Bus Xchange. The overhead signs and the audio station (for the visually impaired) are clearly visible in the centre of the photograph.

Christchurch City Council opened its new state-of-the-art passenger terminal – the Bus Xchange – in November 2000. The Xchange was built inside the shell of a centrally located historic building (the Arthur Barnett building), and is linked to a food hall and stores by two air bridges.

The off-street part of the Bus Xchange is located on Lichfield street (see Figure 2). It covers around 3,500 m² and is at ground floor level to facilitate easy access. There are two storeys of car parking (providing 200 parking spaces) as well as a food mall and a flyover that gives access to department store Ballantynes.

The off-street site provides nine bus stops, and a further six bus stops are located in Colombo Street outside Ballantynes and the Arthur Barnett building.
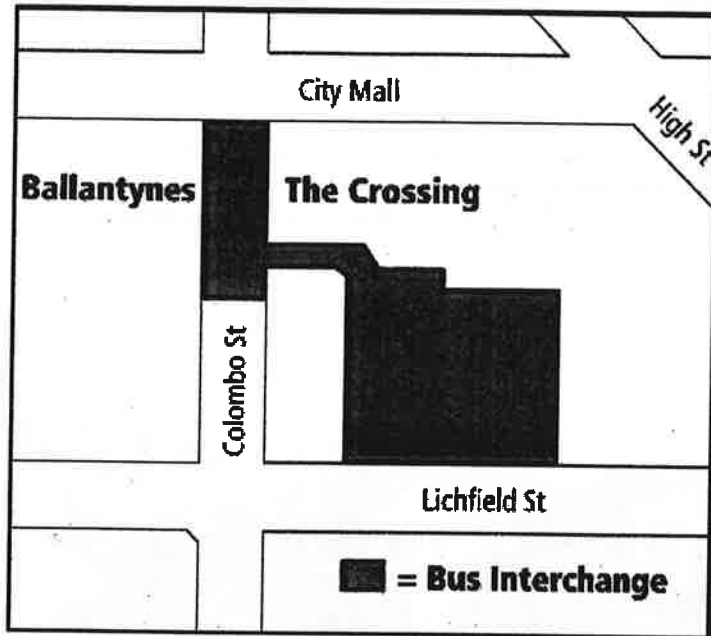
Figure 2: Layout of the Christchurch Bus Exchange

The off-street part of the Bus Xchange consists of a system of linked bus ramps and waiting lounges. The design focuses on providing high levels of comfort and easy access for passengers, and total separation between the buses and the passengers to ensure safety. It enables those waiting for a bus to remain off the street, in an enclosed, warm and dry waiting area. Security, lighting, air ventilation, seating and noise standards will be similar to those experienced by passengers waiting at an airport. Facilities are provided adjacent to the bus stops on Colombo Street for passengers using those buses.

The main passenger entrances to the Xchange are from Colombo Street and Cashel Mall (via the Cashfields arcade). Pedestrians can also access the Xchange from Lichfield Street.

Passengers use the Xchange as follows: Fixed services leave from each platform so passengers know which platform they need to wait at. As passengers enter the platform waiting area (lounge) the real-time passenger information signs show them how many minutes away their bus is. The signs "count down" until the bus arrives and then displays the door at which the bus is going to stop. This information is shown on the main signs and on a sign above the door. A voice announcement is also made. This gives passengers up to 60 seconds warning of the bus arrival and allows them to queue before the bus arrives, which decreases loading times. It has changed the way passengers view waiting for a bus.

Figure 3: The B-lounge at the Christchurch Bus Xchange. Note that the bus doors are open, allowing passengers to embark.

Bus drivers treat the Xchange building as any other stop. They know which platform they are heading for, and the dynamic stop allocation assigns a stop as they enter the building. This information is conveyed to the driver by information signs in the bus lanes as they approach the platform.

Figure 4: TV monitors in the bus entry lanes direct bus drivers to the appropriate stop.

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Land use

Inner city bus terminals need to be located near where people work and shop. Inner city real estate is expensive and in short supply and with the ever increasing drive to get more people using public transport, the result will be an increase in the number of services, resulting in more buses. Existing termini will not be able to cope with the increase in numbers of buses and simply increasing the size of an existing terminus is in many cases not an option.

The Bus Xchange has demonstrated that a small facility can actually handle more services with greater efficiency than the traditional solutions. This offers major benefits in land use, allowing greater access. The Christchurch Bus Xchange is housed within the confines of an existing building which offers the possibility that it can be moved in the future. Should additional capacity be required, another Xchange can be built as finding a suitable location is much easier if it can be integrated within an existing building.

Xchange facts and figures

- There are 215 buses in the Christchurch city transport fleet, servicing 46 routes.
- The Bus Xchange has a total of 5 platforms (3 off street, 2 on street), with a total of 15 bus stops.
- 37 inbound and outbound routes and 5 through routes operate though the Xchange.
- 670 trips use the 2 outdoor platforms each day, and an additional 1,400 trips depart from the off-street platforms.
- The peak capacity of B platform is 48 buses per hour.
- An estimated 12,000 passengers use the Xchange at peak times

Peripheral termini

The Bus Xchange works because it is a bus stop – not a terminus. A terminus implies that buses would lay over, requiring additional parking. In fact, with a service frequency of less than 20 minutes each route requires its own stop.

In Christchurch, 5 peripheral termini have been established. They are located on the fringe of the central business district and provide parking for buses and facilities for drivers. The peripheral termini are located at differing points of the compass and near points of interest, which includes Christchurch Hospital, the Christchurch Polytechnic, and an entertainment centre. When passengers travel to the Xchange, they can transfer to another bus for free transfer to the termini – a passenger who needs to go the Hospital can now transfer at the Xchange without the need to go outside.

The peripheral layover approach suited Christchurch because data showed that for journeys to work, bus use was only significant for destinations immediately adjacent to Cathedral Square, suggesting that they didn't penetrate the central business district. The benefits of a peripheral layover operation are that buses are better able to serve passenger destinations throughout the city; and the termini/layovers (where buses have space for recovery time etc.) are located in areas where there is less competition for space.

Sydney, for example, is running a peripheral layover operation - this was implemented a little while after Christchurch, with the construction of a bus layover

in Lee Street. At the time, Sydney Buses were planning to eventually change to through-routing.

One issue with peripheral layover operation is that it can result in a lot of bus movements through the city. This can be reduced with through-routing and by providing bus priority or bus lanes (Sydney is extending its red city bus lanes) or by creating transit malls. In addition through-routing buses can also reduce city centre bus movements while maintaining penetration of the city by bus routes.

Benefits of the Bus Xchange

Changing the image
The major single benefit of the Bus Xchange has been changing the image of bus travel. The transformation from a bench seat in windswept Cathedral Square to the air conditioned comfort of the Xchange lounge has made "catching a bus" much more acceptable.

Better land use and flexibility
With the reduction in the number of stops required, the space needed for the Bus Xchange was reduced. This released inner city space for better use and gives options on future locations of new bus exchanges. It also allows for better integration with retail areas and other modes of transport, for example rail.

Easy transfers
It is not easy to transfer from one service to another at a large, dispersed exchange – knowing where the stop is located and walking distances, make selecting alternate services difficult. At the Bus Xchange it has become much simpler – the overall size is smaller, and relevant information is clearly displayed, And if passengers have to wait, they can wait in comfort, with the added security of good lighting, other people, security guards and cameras.

Peripheral termini
These have created effective new trips and inner city links which have become very popular. Passengers can now get directly to the hospital by transferring at the Xchange and on their return they can catch the next bus to the Xchange where they can wait in comfort for their service.

Increasing patronage
Buses leaving the peripheral termini for the Xchange have also become popular as they transport passengers free of charge to the Xchange where they can wait comfortably for their bus. This has had an obvious impact on women passengers who are using buses more at night.

The negatives

Although the overall impact of the Bus Xchange has been positive, the peripheral termini have increased trip distances and times, which has led to an increase in running costs. For example, more driver relief points have to be serviced and maintained.

A trade-off for a more efficient system with lower space requirements is the need to commit to manage and maintain the building. In general the Bus Xchange requires a higher degree of bus and passenger management than a traditional on-street facility, but this is one of the trade-offs that is required for a more efficient system with lower space requirements.

The Bus Xchange has also sporadically had a problem relating to fights and bullying, usually involving teenagers, which has been widely reported in the media. However, police statistics show that prior to the move to the Bus Xchange there were similar levels of problems, but because they were spread over a wider area they were less public.

Technology that makes the Xchange work

Real-time passenger information (RTPI) and dynamic bus stop allocations are the key enabling technologies that make the Xchange work.

RTPI gives passengers the confidence to read or visit the shops and food court while waiting for their bus. This confidence is important as the lounge capacity relies on some passengers waiting outside the lounges in the food court or shops. If RTPI information is distributed throughout the retail environment, passengers will be given real choices that will allow them to delay their arrival at the Xchange until the last possible moment.

Dynamic bus stop allocation assigns buses to stops and announces the stop location to passengers up to 1 minute before the bus arrives at the stop. Early announcements speed loading by over 40 seconds per trip, which increases the capacity of the platform by up to 20%. Dynamic stop allocation allows greater use of stops, with B platform supporting 14 routes with up to 48 services per hour, with a service frequency of less than 20 minutes per route. In any other terminus in the world this would require a dedicated stop per service.

Press Release
Canterbury buses carry 13.1 million passengers
1 August 2002

The record books will have to be rewritten after more than 13.1 million passengers were carried by Canterbury buses over the last year – boosted by patronage rising 22.6 per cent.

The last time bus services transported more passengers was in 1988. Not since 1932 (31 per cent) and 1907 (107 per cent) has better growth been achieved.

Officially, 13,151,684 passenger trips were made in Canterbury (greater Christchurch and Timaru) during the 2001 to 2002 financial year, ending June. The result is 1.8 million trips (16.2 per cent) above that targeted by Environment Canterbury.

Environment Canterbury's Public Passenger Transport Portfolio Committee Chair, Cr Diana Shand says many factors have contributed to an outstanding result for Canterbury. "It's part of a long campaign that began building in 1998 when super low floor buses were introduced followed by the arrival of express routes, the Orbiter and the Bus Exchange. What we have seen over the last few years is people recognising that buses are reliable, good value and an efficient way of getting to a destination. We do not plan to stop here and rest on our laurels – already Environment Canterbury has begun surveys looking into how we can make even greater improvements."

The golden era of Christchurch's public transport peaked at 32 million passengers per year in the mid-1940s when fewer people owned their own car and public transport was the main mode of travel. The latest result is all the more impressive because many households have two or more cars in the garage today, says Cr Shand.

Success stories include a 30 per cent increase in patronage after a review of bus services in the north east of Christchurch. A review of south Christchurch is now underway. A survey found that 79 per cent of Christchurch users and 95 per cent of Timaru users rated the level of bus service as very good or excellent.

For further information please contact: Cr Diana Shand, Public Passenger Transport Portfolio Committee Chair, Environment Canterbury, ph (03) 365 0546 or Wayne Holton-Jeffreys, Passenger Services Manager, Environment Canterbury, ph (03) 365 3828.

From: Environment Canterbury News (http://www.ecan.govt.nz/) 1 August 2002

Referees

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Robert started Connexionz in 1998 to develop tracking systems for transport operators. Connexionz started by tracking buses to provide management information to operators, and in early 2000 started experimenting with Real Time Passenger Information (RTPI).

When Christchurch City tendered for an RTPI system in 2000, Connexionz started to focus exclusively on RTPI. They were awarded the Christchurch contract, and have since obtained a further 4 contracts. With innovative products like the battery-powered Bus Finder street sign and bus interchange management solutions Connexionz has established itself as a credible supplier of RTPI systems.

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Brian Smith is a Principal Transport Planner with Parsons Brinckerhoff (formerly PPK). He is an intermodal specialist with national and international experience in planning and design of public transport interchanges. He has been involved in some of the most significant bus and bus/rail interchange developments in Australia and New Zealand.

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Control Sheet

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Control Sheet

Foster + Partners

Appendix 2

Central Square
Interchange Building
Competition Report
Summary

Provide a public **transport gateway** of a **high aesthetic** and **functional quality**, which is commensurate to **Cardiff's status as a European capital city**
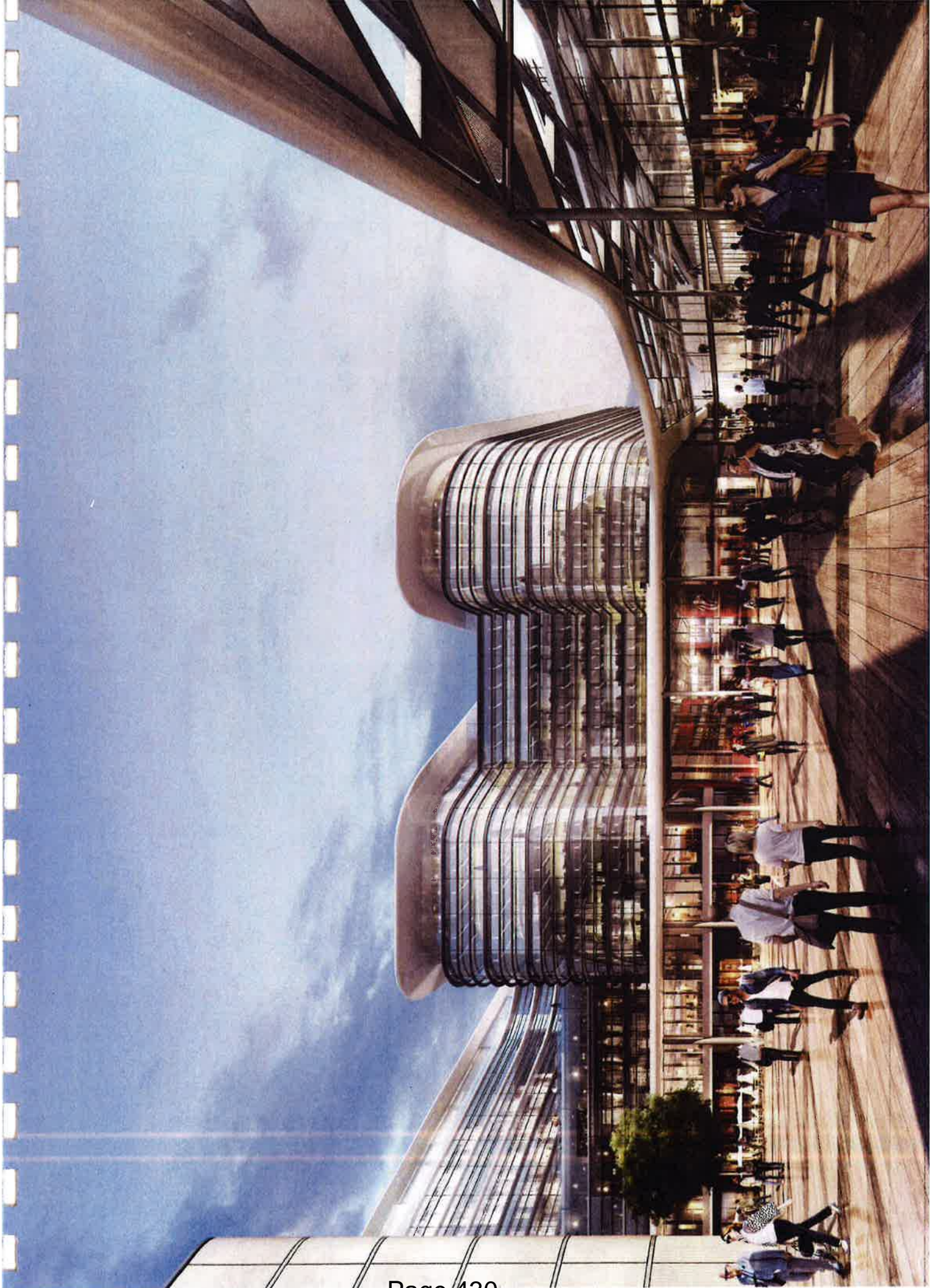
Buildings don't arise out of thin air.
They are generated by needs, the needs of users.

Foster + Partners has always been guided by a belief that the quality of our surroundings has a direct influence on the quality of our lives, whether that is in the workplace, at home or in the public realm. Allied to that is an acknowledgement that architecture is generated by the needs of people – both material and spiritual – and a concern for the physical context and the culture and climate of place. Excellence of design and its successful execution are central to our approach.

We believe the best architecture comes from a synthesis of all the elements that separately comprise and inform the character of a building: the structure that holds it up; the services that allow it to function; its ecology; the quality of natural light; the symbolism of the form; the relationship of the building to the skyline or the streetscape; the way one moves through or around it; and ultimately its ability to lift the spirits. This holistic approach is coupled with a strong commitment to those who commission and use our buildings.

A high degree of personal service, together with respect for the precious resources of cost and time, characterises our client relationships. The scale, diversity and global reach of our projects was unimaginable 40 years ago, yet many of the issues that excited us in the early days continue to inform what we do today. Environmental awareness has always been integral to the practice's culture. We have consistently sought to devise design solutions that use renewable energy sources and reduce carbon emissions.

We work in a spirit of enquiry, challenging preconceptions and testing conventions. The process of 'reinvention' distinguishes much of our work – past and present – and rests on a duty to design well and to design responsibly, whether that is at the scale of an airport or a door handle.

The design of Cardiff Central Square interchange is generated by the needs of users. For some it represents an essential part of their daily life; for others it's a once-in-a-lifetime holiday experience. Every day, thousands of feet and tyres pass through this one space. The challenge lies in understanding who (and how many) will use this space and what their needs will be; tying these together to form an efficient service and an inspiring destination.

For regular users, the design is streamlined for maximum journey efficiency. And for first-time visitors, Cardiff Central provides a welcome to the city: easy access to information, amenities and travel options. As a place of work, Cardiff Central provides a pleasant environment and essential facilities for the hundreds of drivers and operational staff. A functional, high-quality transport interchange to optimise operational efficiency, drive revenue and maximise customer satisfaction.

Commuters tend to prioritise convenience and connectivity; business travellers demand comfort and efficiency; leisure travellers require accessibility and amenities; non-travellers, such as meet-and-greeters, demand a secure and attractive environment.

A public transport hub that priorities access for all, including wheelchair users, young families and those with luggage.

Our design process has been one which has embraced numerous site visits, model making, sketching, interviewing, 3D design and research, the rigor with which we have approached the project has been demonstrated in the end result.

Integrated transport hub

- Easy interchange of passengers between national, regional and local rail and bus services
- Clear signage and way finding
- Real time information screens
- Central information point and ticket office
- Level access
- Clean, reliable and convenient travel experience
- 24/7 access
- Operational on international rugby match days and other events at the Millennium Stadium

Mixed-use building

- Hotel
- Office spaces
- Retail spaces
- Restaurants and food hall with premier views over new Central Square
- New cycle hub with safe and secure storage facilities for bicycles
- Amenities for travellers such as food and beverage convenience stores and restaurants
- Mix of uses ensures a lively and vibrant atmosphere at all times of day and night

Design for people

- Responding to local needs of users and city in general
- Easy accessibility on foot and by bike
- Satisfies access needs of all users
- High quality passenger facilities including seating, central information point, public toilet facilities
- High quality staff amenities
- Enclosed and heated waiting areas for bus station users to
- Wait, rest and enjoy

Response to context

- Enclosed building with natural supervision increases levels of security
- Integration with development in surrounding urban areas
- Convenient and efficient accessibility to city centre and other parts of Cardiff and Wales
- Provision of high quality, well-designed public transport hub which is appropriate for Cardiff's status as a capital city
- Contributes to an attractive, legible and vibrant urban environment
- Flexible design for future

19.3 million

Entries/exits per year by 2023 at Cardiff Central Rail Station according to Network Rail estimates (which averages 52,876 per day)

14.6 thousand

Bus and coach journeys made per day at Cardiff Central, according to the 2014 Bus Station Consultation

500

Bus drivers work at Cardiff Central
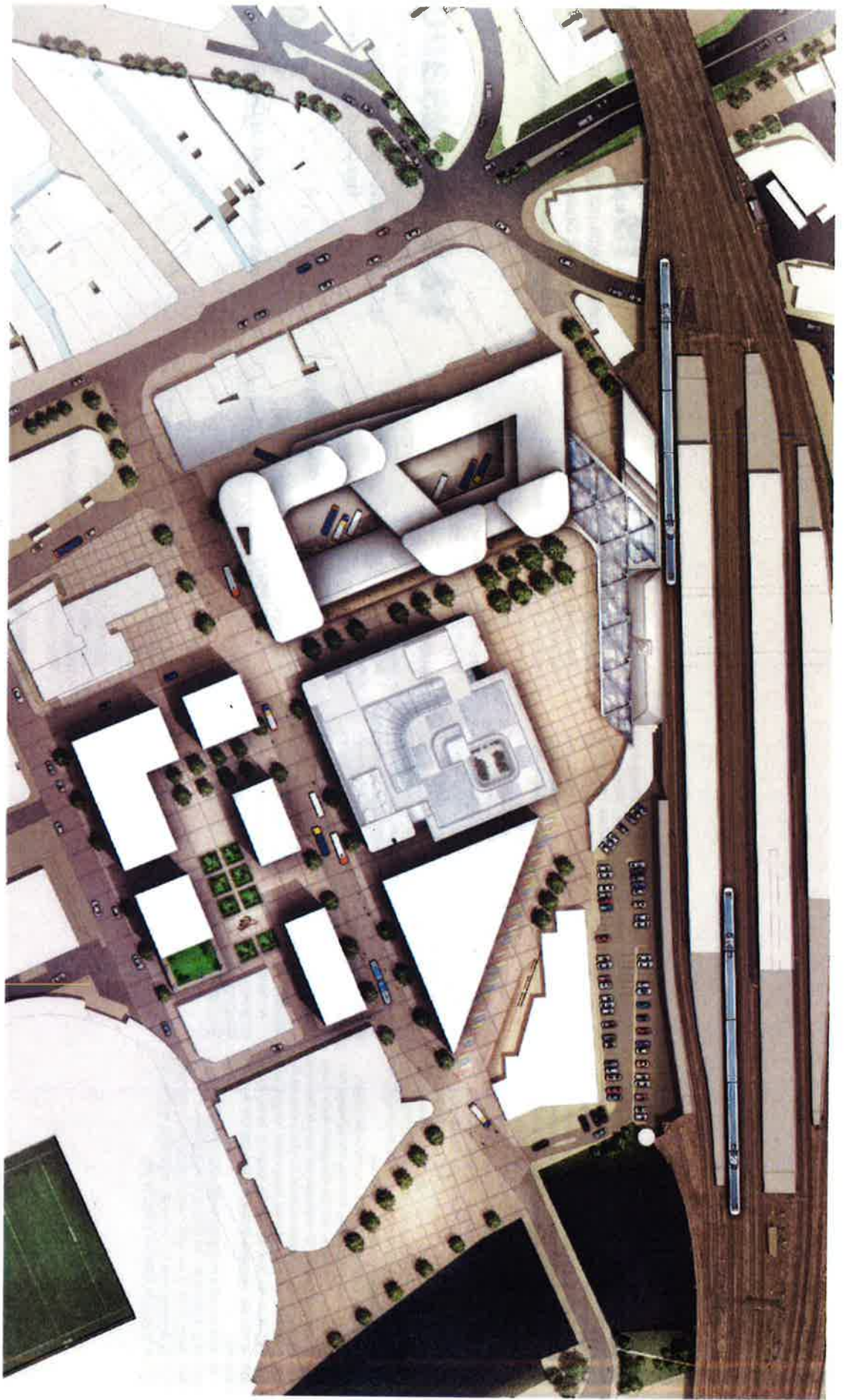
Central Square Interchange
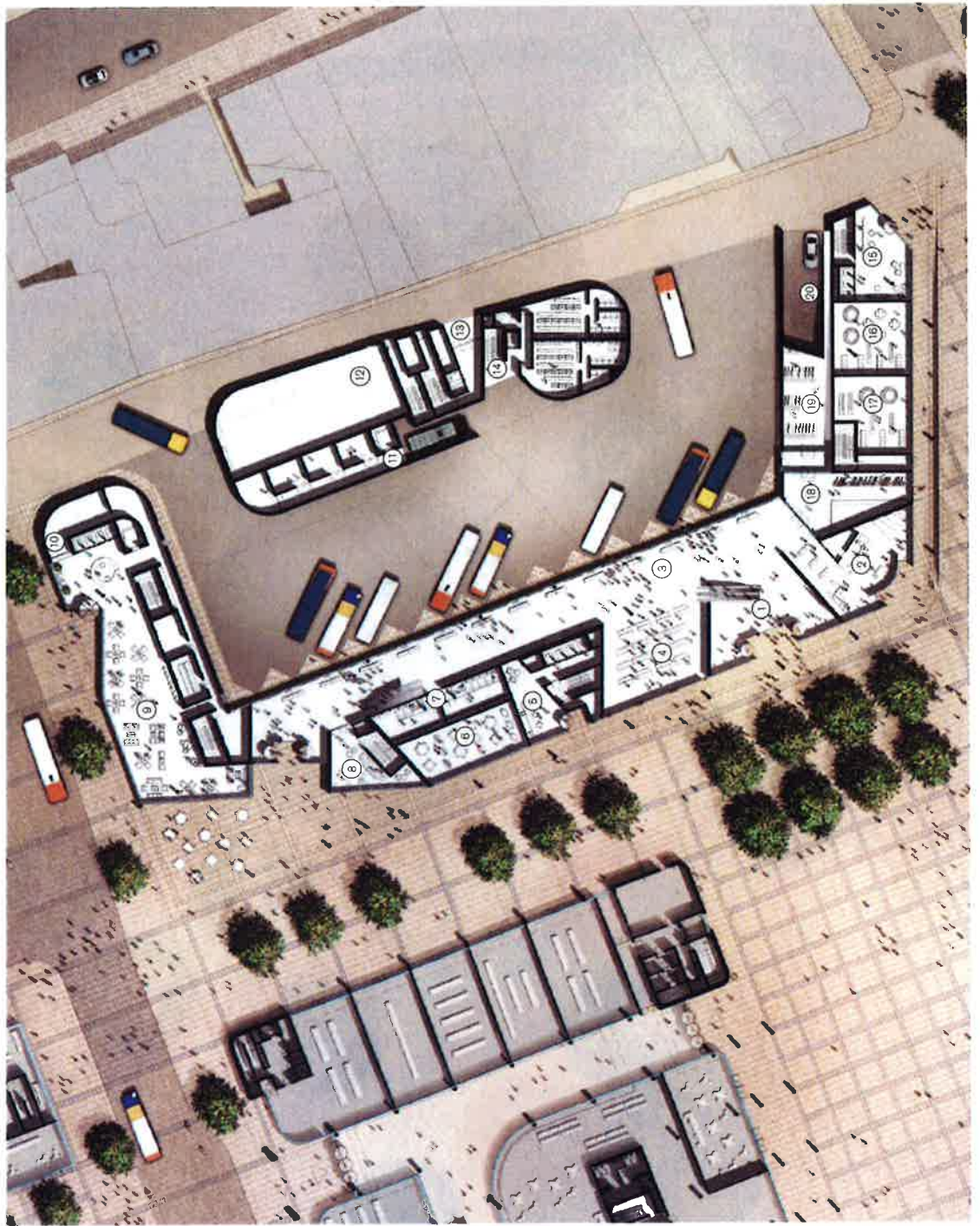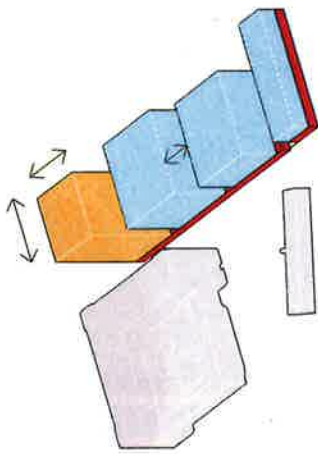
The original master plan proposed a succession of blocks declining in size and scale from the north to the south. The new proposal builds upon this first idea initially wraps around the bus stands to create a permeable city block before covering over the whole and forming the Interchange. The massing of the new block follows the first principles as illustrated above but connects the mass, and in doing so slims the width of the floor plates to a more efficient size and practical dimension.

1. Main entrance
2. Information Centre
3. Concourse
4. Market stalls
5. Office lobby 1
6. Cafe 1
7. Toilets
8. Cafe 2
9. Hotel Lobby
10. Hotel reception
11. Loading bay
12. Substation
13. Residential Entrance
14. Bus staff facilities
15. Office lobby 2
16. Retail unit 1
17. Retail unit 2
18. Bicycle hub
19. Bicycle storage
20. Car Park Pamp

Central Square Interchange

Research
Creating the Brief

The Brief

A client brief begins the design process, but within the concept design time we also investigate the requirements and desires of the myriad of users that will occupy or we attract to the proposal. This information adds depth to the brief and aids the design process.

Central Square, and the environment that the masterplan aspires to create all form part of the new brief for the Interchange building. The growth of Cardiff and the future plans from the City Council are woven into the scheme from the outset. The diagram to the right visibly demonstrates how these users and their requirements become the central brief for the project

Central Square Interchange

Frequent or first time ?
- First Time
- Frequent

What are your access requirements ?
- Luggage
- Young Family
- Late Night
- Disabled
- Non-Travel

What model(s) of transport ?
- Train
- Taxi
- Bus
- Bike
- Car
- Pedestrain
- Coach

Purpose of your visit?
- Place of Work
- Leisure
- Business
- Commute
- 9-5

Original Brief Areas

Central Square Interchange
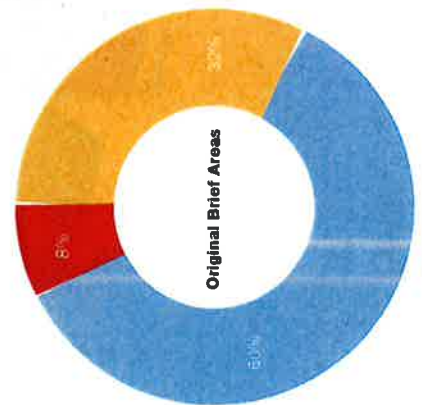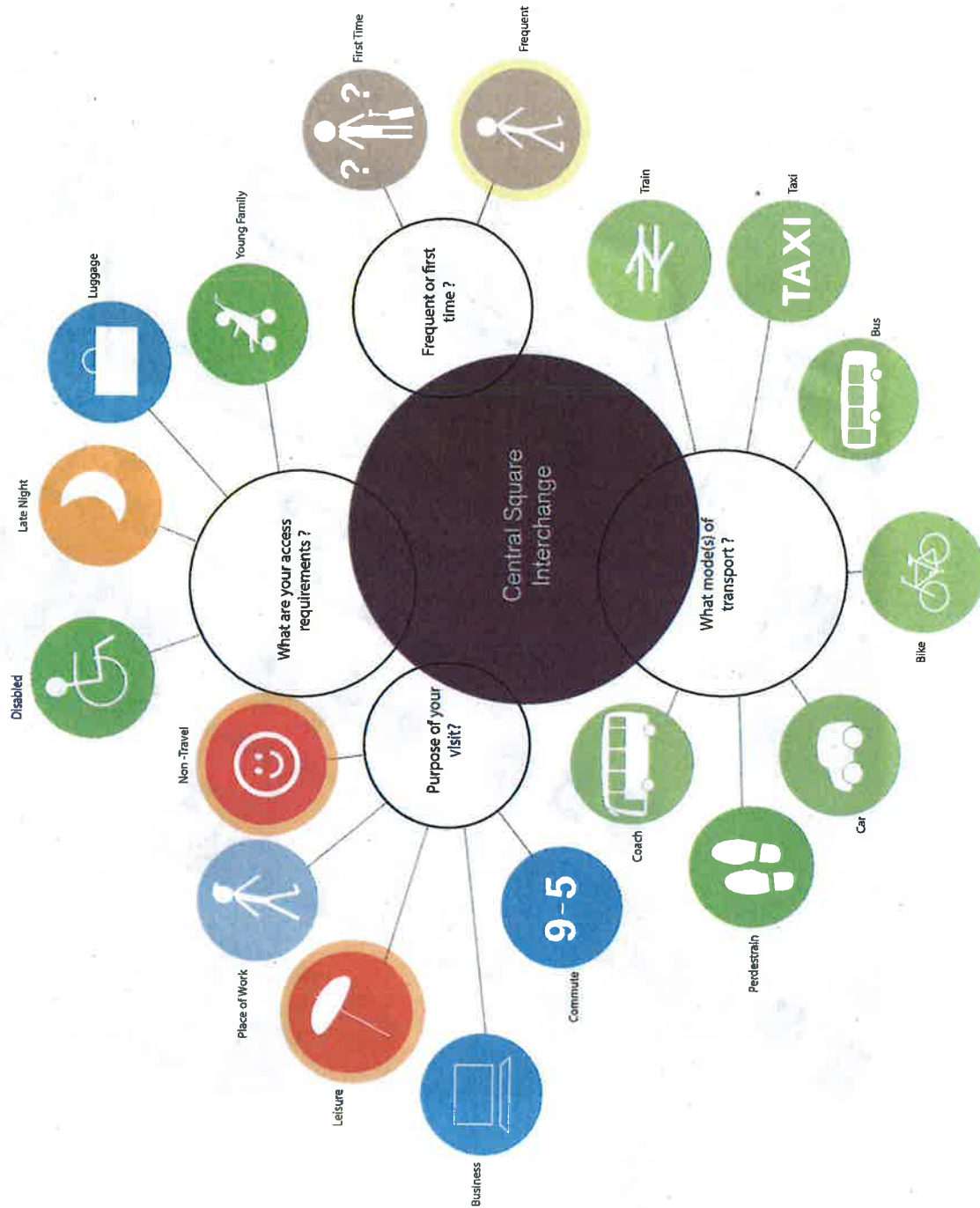
The Proposal
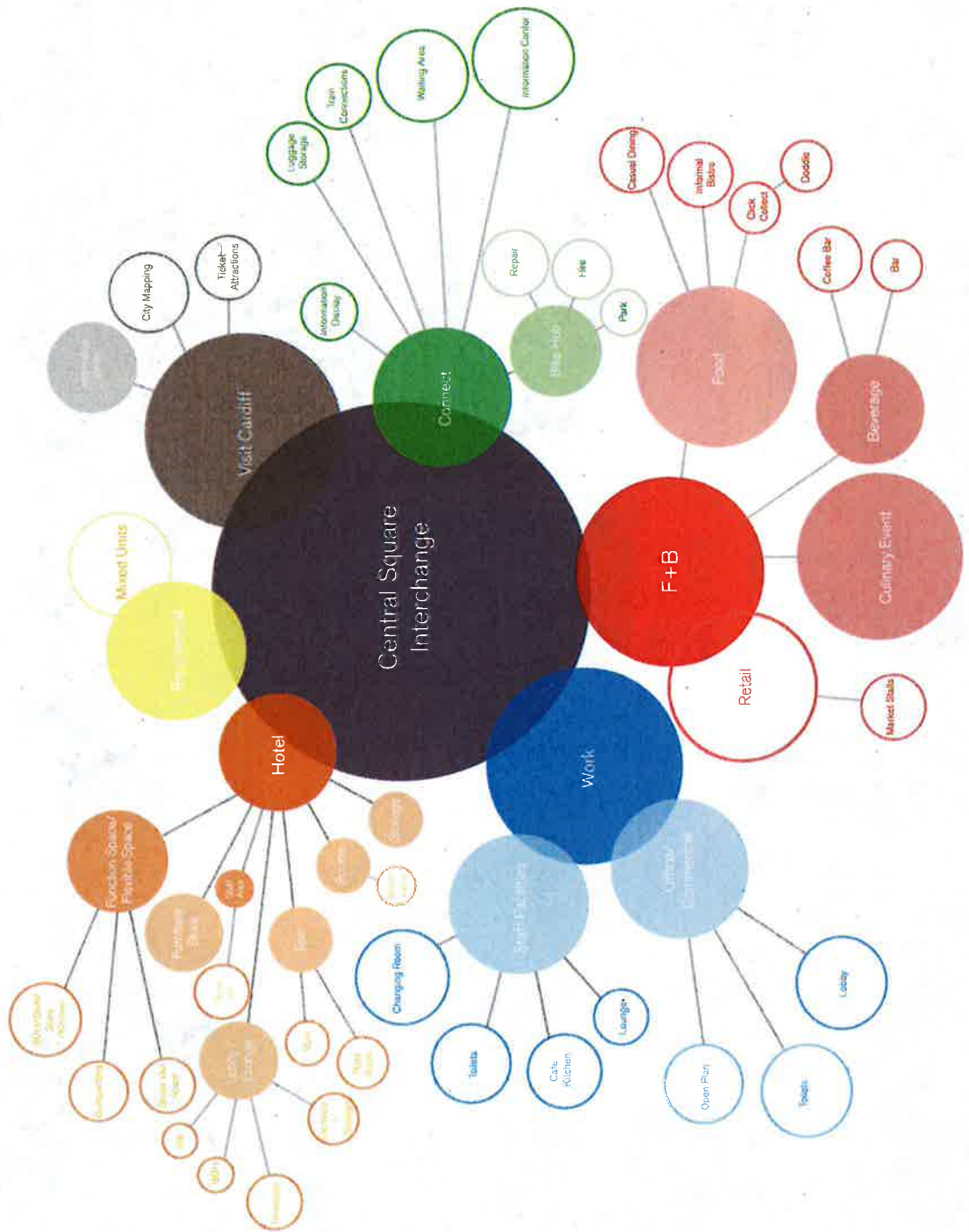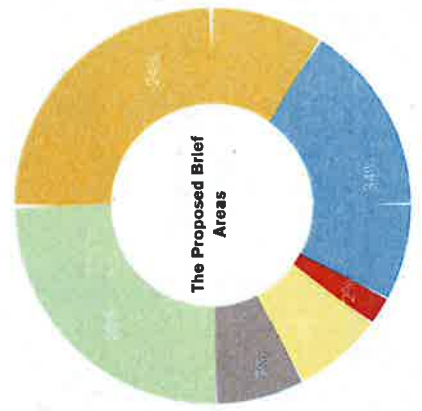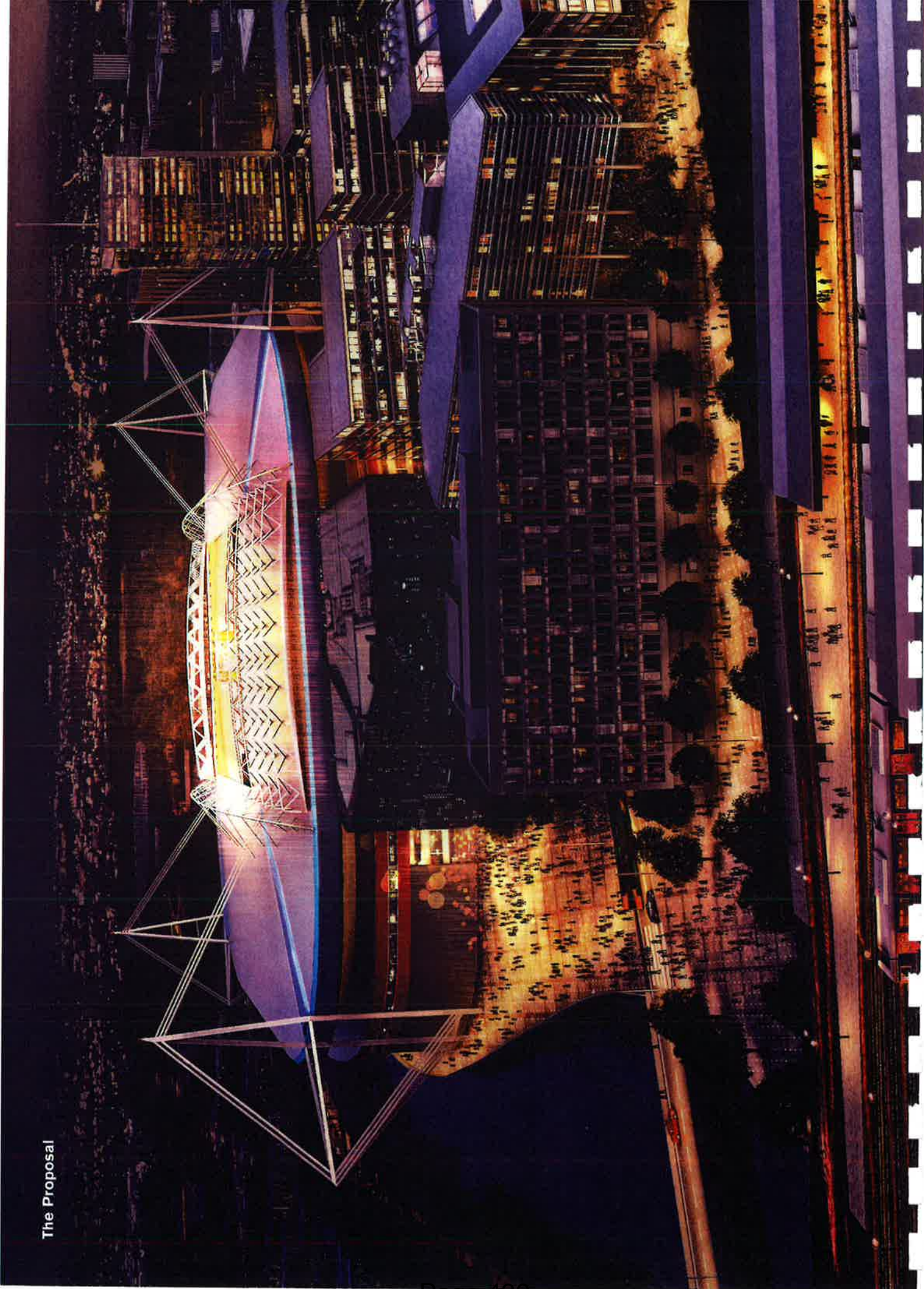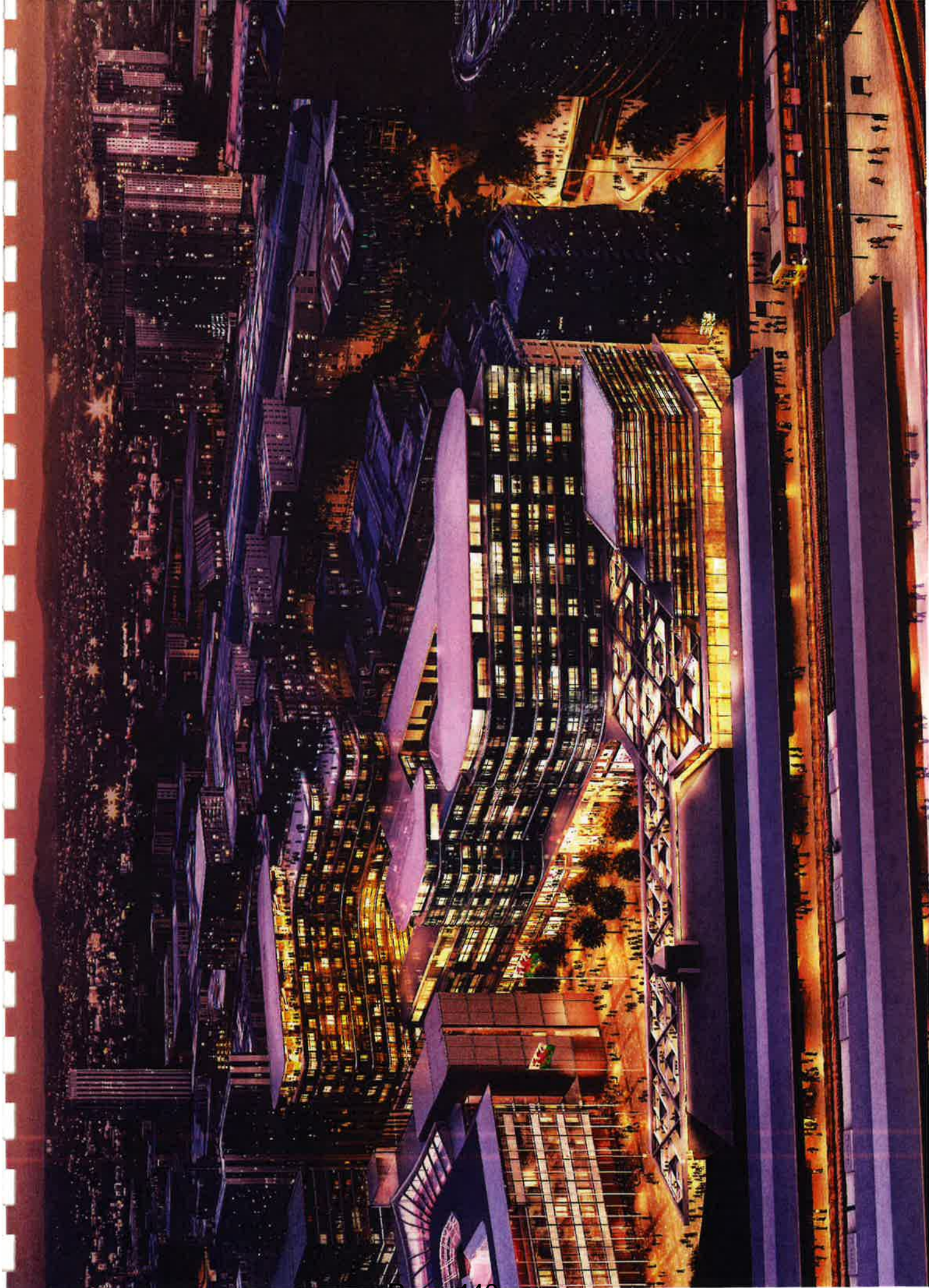
The **new Transport Hub** will provide **a world class gateway into the city**, interlinking travel by train and bus, as well as providing pick up and drop off areas ensuring easy access for cyclists, taxis and pedestrians. This is an exciting development and a key priority for this Council which will significantly improve journey times; make public transport more viable and a more enjoyable experience for all.

Central Square Interchange

1. Original Proposal
* Small width of bus station
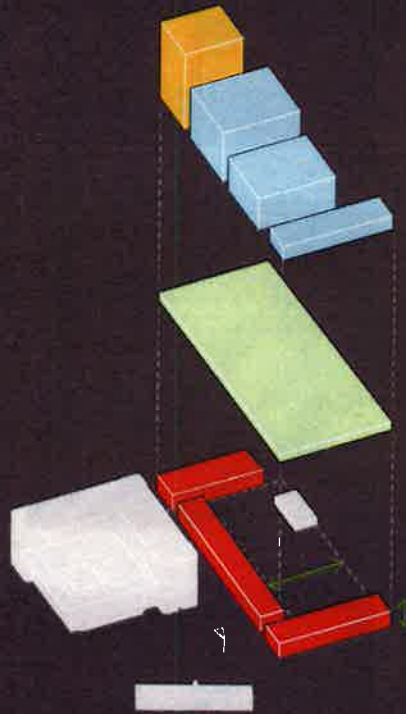
2. Efficient Bus Layout
* Unify roof - creating destination point
* Introducing efficient bus station layout
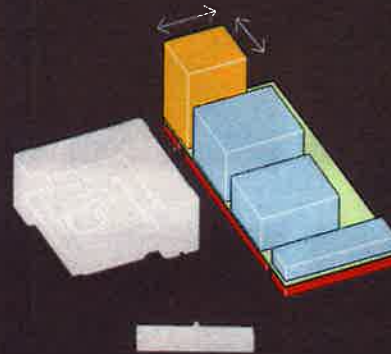
3. Urban Form
* Too dense
* Deep floor plate
* Central core
* Cover the interchange with new unifying roof to enable new functions on top
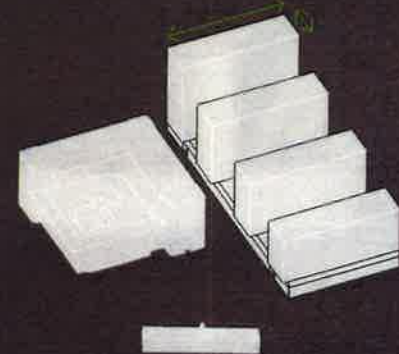
4. Hold Street
* Efficient width of the floorplate
* Appropriate facade orientation

Design
Forming the interchange
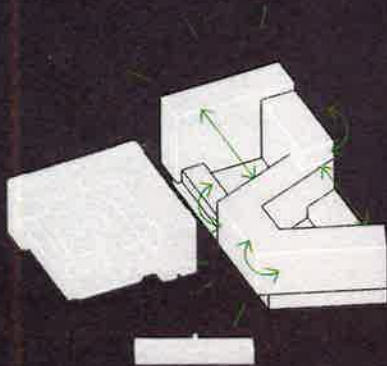
5. Street Front
- Respecting Wood Street
- Creating an edge to a square
- Providing efficient distance between volumes
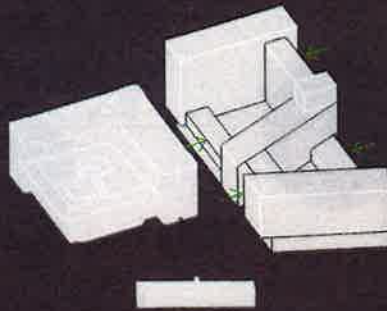
6. Reducing the mass
- Visibility of the entrance
- Increase permeability
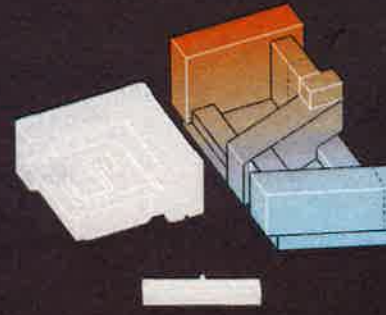
7. Adaptable Function
- Can be split as per function requirements

8. Final Plan
- Functional split

Hotel   Interchange   Residential   F+B   Office

Design
Function

Design Function - Principles

The site has a rich mix of uses and a very broad mix of users. In effect, we are creating a micro-city; with public spaces, transport hub, residential spaces, offices, hotel and retail. The challenge lies in designing a space that is both a gateway to the city and a highly functional interchange; fitting in with the urban grain whilst fulfilling a number of demanding operational requirements.

The importance of creating a new civic building that becomes a welcome addition to the public life of Cardiff was one of the most important factors in the design process.

The team made a number of key structural decisions at an early stage in the project in order to meet the challenge of creating a new civic building with the need for commercial functionality. A series of design sessions with foam and cardboard led to the creative solution of the unifying roof - a structural deck at the second floor level that acts as a layer between the public functions at ground and first, and the commercial functions above.

Drawing clear connections between ground and first floors has been central to the design process. The necessity of ground floor addresses for the hotel, office spaces and the residential portion of the scheme naturally puts pressure on the footprint area. We have designed split-level spaces which maximise spatial efficiency and tie the two levels together. Knitting together all the functions has created a ground floor plate that is multi-functional and will have a 24hr life.

The addition of a first floor connection to Plot 13B becomes a viable part of the scheme, whilst not hindering the development of the building as a 'standalone' development if required.

Hotel

- Position
- Connections to development
- Clients
- Co working space
- Functioning rooms
- Meeting point
- Prime location
- Destination Bar/Restaurant

Residential

- Location
- Occupancy
- Increase Security

Commercial

- Quality
- Good Address
- Individual Identity if required
- Open floor plates

F+B

- Cafe
- Restaurant

The Interchange

- Bus
- Information centre
- Toilets
- Staff Facilities
- Connections
- Bikes

Information + Interchange + Investment
+ Imagination = Integration
The other basic factor in providing
an enjoyable traveller experience is easy.
Easy is probably the most significant
objective in integrated public transport.

Professor Stuart Cole CBE
Emeritus Professor of Transport, Wales Transport Research Centre, University of Glamorgan
Briefing Paper for National Assembly for Wales Enterprise and Business Committee Integrated Public Transport Inquiry November 2 012

Design
Interchange

Interchange Roof

First level

Ground level

Restaurant

Hotel lobby

Toilets

Food hall

Concourse

Main Entrance

Information centre

Bicycle Hub

Retail

Bus staff Facilities

Office lobby

Residential lobby

Office Meeting Space
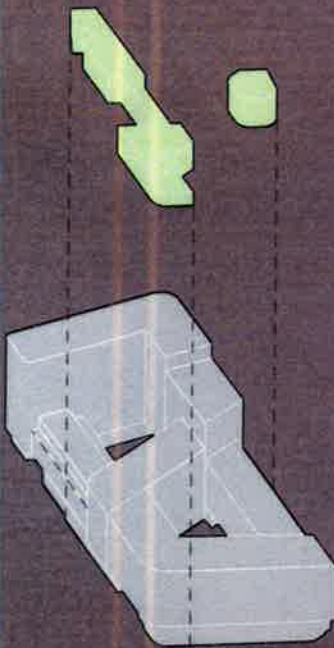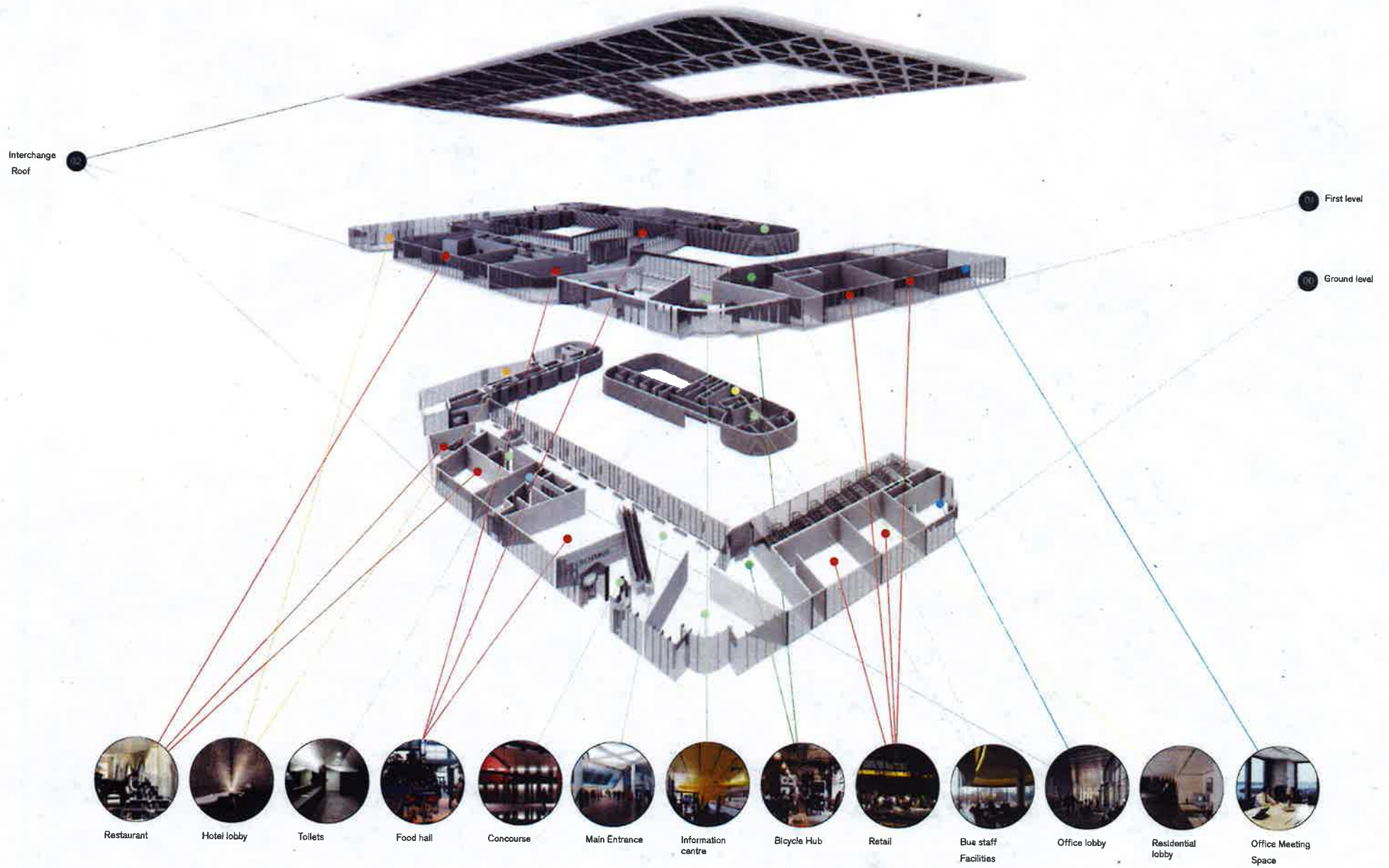
Design
The Interchange

Bus Station

The current situation at the bus station is clearly very negative, the new proposal contains a number of vital parts of design which will create a more successful and secure space for all the users. The indoor waiting area and concourse is a major part of creating a more inviting environment. Psychologically entering a building is a very different experience to waiting in a windy and open sided bus shelter and public behaviour patterns will be expected to change due to this and the increased surveillance that is possible in the well-lit and warm concourse.

Passenger Experience

Cardiff Central is the first point of contact for many visitors. This is more than a bus station; it's a welcoming advertisement for Cardiff, Wales and the UK. Providing a centralised, visible information centre creates a welcoming first impression for visitors and leads to greater efficiency from both the visitor and the operational sides of the equation. Designing an interchange for Cardiff involves making the experience as easy as possible for users. Recent surveys conducted in order to find out what areas were of most importance to the public concluded the following:

Staffed Presence
93.5% rated as important or very important

Seated Waiting Area
95% rated as important or very important

Real time information displays
96.5% rated as important or very important

Toilets

Public toilets are a much needed facility in the area. The current situation is appalling and contributes negatively to the first impression of Cardiff. A new Interchange will require a level of public toilets, the number of which will be determined at the next stage.

Staff Facilities

The current staff facilities for the drivers, management, and organisational team behind all of the bus and coach operations out of the current bus station are a disparate and disconnected collection of buildings. The toilets, rest areas and central office are not all in the same building. Bring all of the various functions and requirements together in one new hub, and placing it within the heart of the Interchange will bring improved efficiency, well rested and happy drivers and increase security within the Interchange as there will be a 24hr staffed presence at the station.

Bike Hub

The inclusion of a bike hub within the Interchange adds an important new dimension to a public interchange building. A 24hr access secure bike park with associated bike repair shop and mini café will create a new hub not only for the daily commuters who can leave their bicycle to be fixed after they have boarded the train, but also for general cyclists within the Cardiff area.

1. Feature Information Wall

2. Information Feature Desk

3. Presentation Table

4. Seating

5. Storage Room
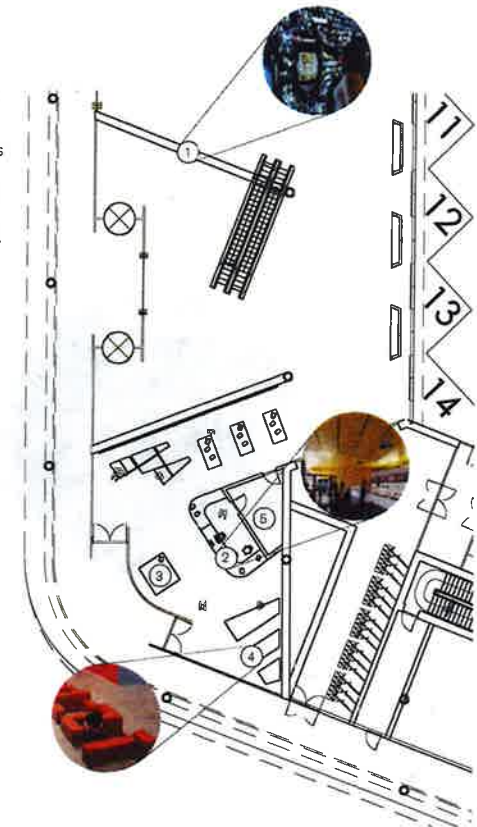
Current Situation

With over 1 million arrivals at Cardiff Central Station every year the site is at a key point for the multitude of visitors that arrive by rail and coach in to the heart of the city. However the current location of the key visitor and travel information points detached from the arrival and departure point does not aid smooth travel or a legible visitor hub.

Making the user experience as easy as possible

Providing a centralised, visible information centre creates a welcoming first impression for visitors and leads to greater efficiency for all. Cardiff Interchange must deliver an experience that is as easy as possible for users: whether a first-time or frequent user.

Visitors, particularly those coming from overseas, need to know more than simply how to undertake the first stage of their journey. They need to know how to travel beyond any given intermediate transfer point and on to their chosen destination.

Professor Stuart Cole
Welsh Transport Centre

A central information point for all travel services

The range of service providers at Cardiff Central is broad. This is an inter modal transport hub, with multiple service operators for each transport type. One point of enquiry for both city, station and travel contributes to the seamless integration of these essential services. Co-locating them at the point of departure or arrival streamlines the visitor experience.

A gateway to the city

Cardiff Central is the first point of contact for many visitors. This is more than a bus station; it's a welcoming advertisement for Cardiff, Wales and the UK. What are the primary requirements of people when they arrive in the city? What information might be helpful in between journeys? How can we enhance the image of the city?

What about the impact of digital services?

Establishing a healthy balance between 'people' services and 'digital' services is essential to catering to the needs of all users now and in the future. In the design of the Information Centre, we have considered research that indicates a staffed presence is key for users; according to the 2014 Bus Consultation, 93.5% of respondents rated this as important or very important. We have also taken into account services such as self-service ticket machines, the iff app and Traveline Cymru which offer additional means of accessing information both in and out of the interchange.
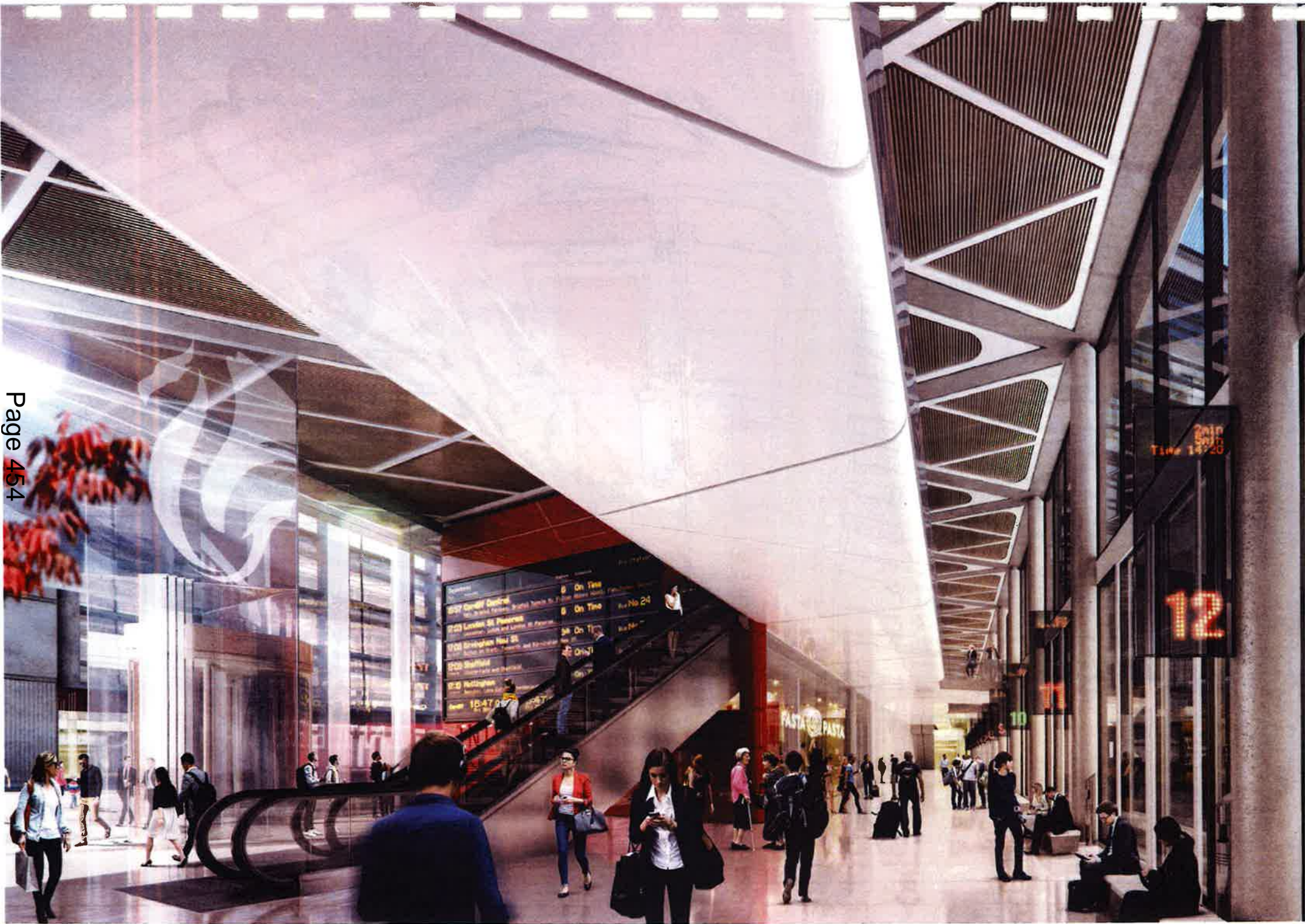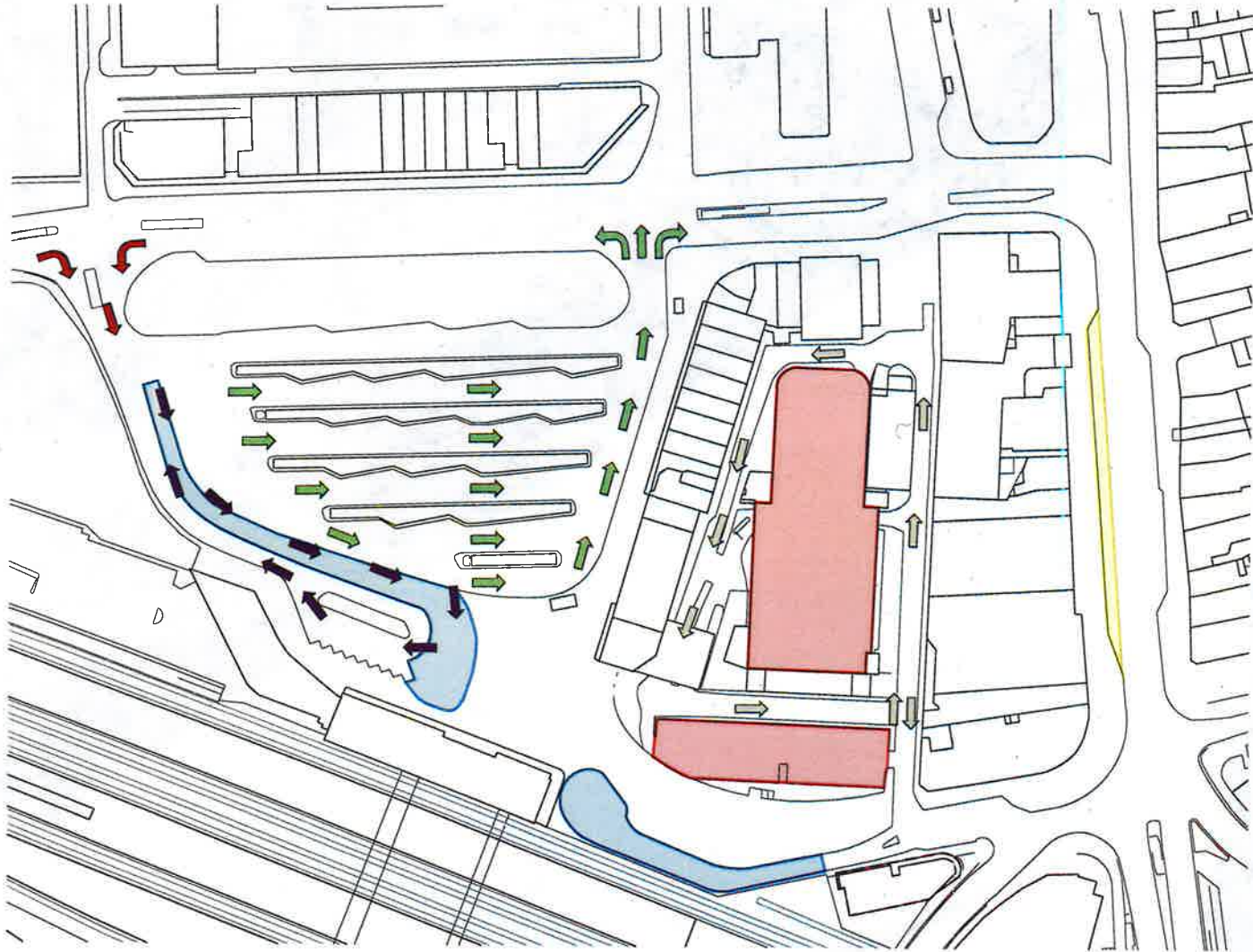
Existing Situation

At present, buses, taxis and cars enter Cardiff Square from Wood Street, with buses turning left into the bus station and taxis and cars proceeding to the taxi rank and short stay parking area.

Conflict occurs between taxis and buses when taxis queue to access the rank and block the entry to the bus station. Congestion occurs within the taxi rank and short stay parking area due to vehicles accessing the area resulting in conflict with buses, as once this area reaches capacity, cars and taxis queue along the same section of road as buses accessing the bus station.

Buses exit the bus station to the east, from a bus only exit arm of a signal controlled junction with Wood Street and Havelock Street. The various movements performed by taxis, cars and buses are shown in Appendix A.

Great Western Lane is a one way access road, accessible from Saunders Road to the south. The lane is used to access the NCP Wood Street car park and by servicing vehicles accessing rear of units facing onto St Mary Street, Wood Street and Cardiff Central Square.

At present, there is no vehicular link between Great Western Lane and Wood Street.

Along the section of Great Western Lane running to the rear of the buildings fronting onto St Mary Street, there are loading bays used for servicing these units. The bars, clubs and pubs along St Mary Street have fire exits onto Great Western Lane.

Key

↑ Current one way servicing route along Great Western Lane

↑ Current bus routing accessing and egressing the station

↑ Route shared by buses, taxis and cars

↑ Route shared by taxis and cars

▢ Taxi Rank

▢ Car Parking

▢ Loading Bay
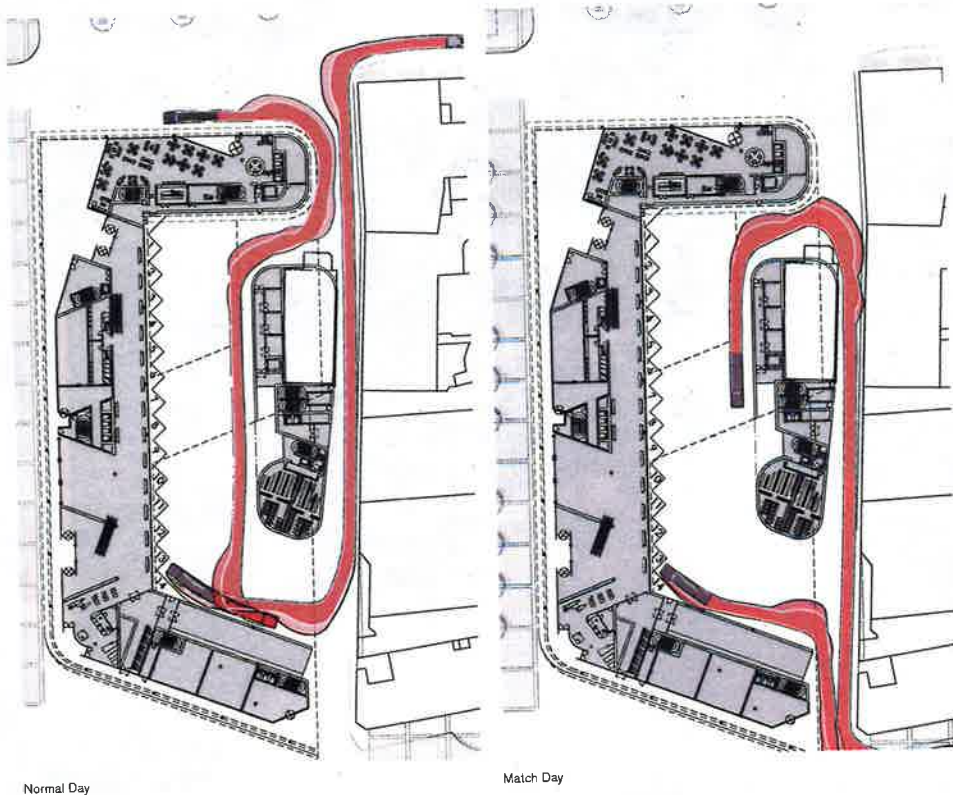
Normal Day

Match Day

Proposals

'Normal Conditions' Operations

The proposals for Cardiff Central Square include the relocation of bus station to the east of the existing site, to occupy the current location of the NCP Wood Street car park on Great Western Lane. The bus station will continue to be accessed from Wood Street, but the location of the access will shift eastwards, with a new junction linking Great Western Lane to Wood Street across the existing pedestrianised area. The use of Great Western Way assumes it is public highway.

Under normal operations, the access will be two-way, allowing buses to enter and exit via the same junction onto Wood Street. Any junction will need to accommodate the physical geometry to allow bus operations and appropriate signal phasing to permit access and egress to the bus station.

Access to the proposed car parking within the development will continue to be made from Saunders Road / Great Western Lane. The movements associated with the operation of the proposed bus station are shown in Appendix B.

It is proposed that servicing of units along St Mary Street will utilise the existing loading bays situated along the frontage of St Mary Street. In order to maintain the usage of the emergency exits onto the eastern side of Great Western Lane, it is recommended that footways are widened to accommodate this and avoid conflict between pedestrian activity and buses.

'Event Conditions' Operations

On days when there are large events at the Cardiff Millennium Stadium, it is understood that Wood Street and St Mary Street will be pedestrianised to accommodate the crowd flows and management. Under these conditions, buses will not be able to access the bus station through the Wood Street junction. It is proposed that buses will enter and exit the bus station via Saunders Road, the current and proposed access to the on-site car park.

There are some implications in buses utilising this junction under its existing arrangement. Appendix C shows a standard rigid bus manoeuvring this junction, with clear pinch points identifiable as the width of Saunders Road and the access to Great Western Lane.

To allow for the operation of buses through this junction, it is proposed that signals will control the movement of the buses and also the cars entering and exiting via the car park ramp. Detailed assessment of the signal phases is required but it is anticipated that the operation will firstly allow cars and buses to enter Great Western Lane, with cars turning left to access the ramp and buses proceeding to the bus bays. The second signal phase will then allow cars to exit the car park, with vehicles queuing at the signal on the ramp. The final phase will control the buses exiting the bus station, positioned so not to conflict with movement of cars exiting the car park ramp.

The western extent of Saunders Road is primarily used by taxis, accessing the rank to the east of Cardiff Central railway station. Under the proposed arrangement, this rank will be relocated, so will not be in conflict with cars and buses accessing Great Western Lane from Saunders Road.

In addition, the realignment of the radii of the left turn from Great Western Lane onto Saunders Road would be required to allow buses to perform this manoeuvre, as the current arrangement requires a bus to swing across the path of oncoming traffic.

10

Cardiff bus
bws Caerdydd

Bike Hub
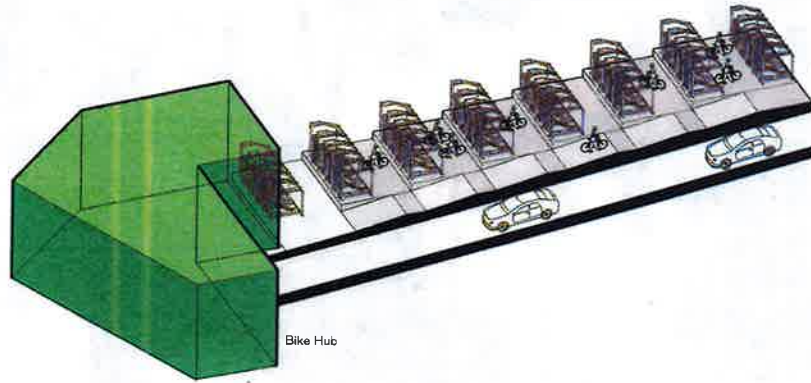
The Cycle Hub

As part of an integrated transport strategy, we are proposing a new cycle hub is located at the within the Interchange building. The hub will provide secure bike parking and repair services, directly connecting on routes to the Bus Station and Cardiff Central Station. Cyclists enter from Saunders road and proceed through the hub and up a ramp with two-tier bike racks for over two hundred bicycles. This utilises the space above the car ramp leading to the basement. The user can lock up their bicycle using individual access codes and then walk under shelter to the bus concourse or through the interchange to Cardiff Central Station. Visitors to Cardiff could come through the interchange and potentially hire a bicycle before exploring the city.

If the cyclist needs repairs to their bicycle then the repair shop will take the bike, fix the machine and then use the secure lock up to store the owners pride and joy. Sending them an access code for the 24hr door and the bike lock on the stand means that even if the owner is late back and arrives at the Interchange after the shop and cafe have closed they are able to gain access and retrieve their cycle.

The objective of the cycle hub would be to not only provide cycle facilities for locals and visitors, but to create a place that promotes sustainable transport in the city. Workshops, seminars and creating a friendly place for advice about cycling will help increase the number of people using bikes to get around
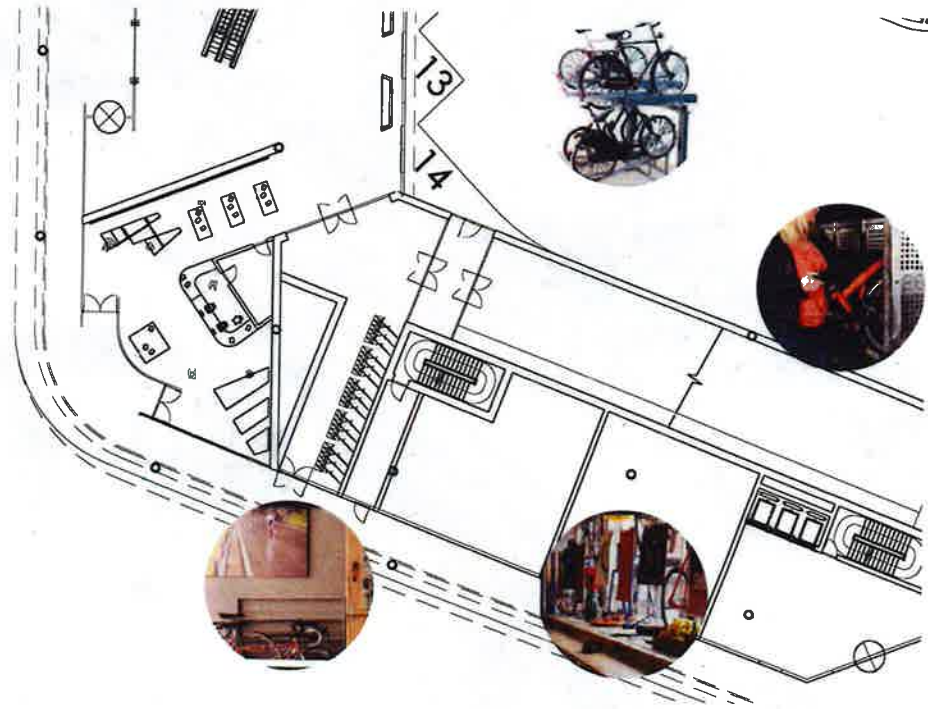
Design
Staff Facilities

Bringing all of the various functions together in one new hub will improve efficiency, positivity and security; centralising the 24-hour presence at the heart of the interchange. The current staff facilities for the drivers, management, and organisational team behind all of the bus and coach operations out of the current bus station are a disparate and disconnected collection of buildings. The toilets, rest areas and central office are not all in the same building. Bring all of the various functions and requirements together in one new hub, and placing it within the heart of the Interchange will bring improved efficiency, well rested and happy drivers and increase security within the Interchange as there will be a 24hr staffed presence at the station.

In addition to the Control Room, washroom and break out spaces are designed to provide a pleasant environment for the hundreds of staff who consider Cardiff Central Square their place of work. A warm, dry and private space with greatly enhanced facilities, located on the site for enhanced convenience and a greater sense of place.

"There are 30 of us here right now, but you're not seeing the full story. There are more than 500 bus drivers in total and there are 100 or so in the area at any one time"

Bus driver, interview

First Floor
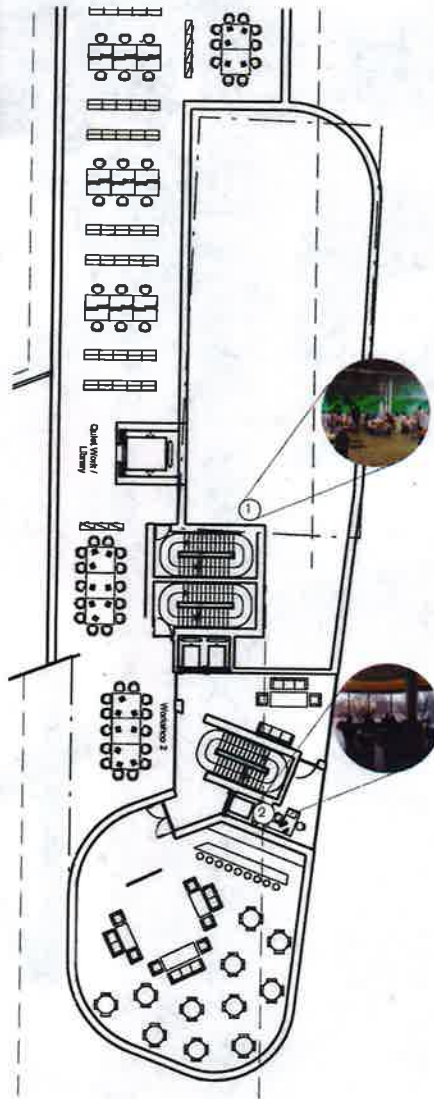
Ground Floor
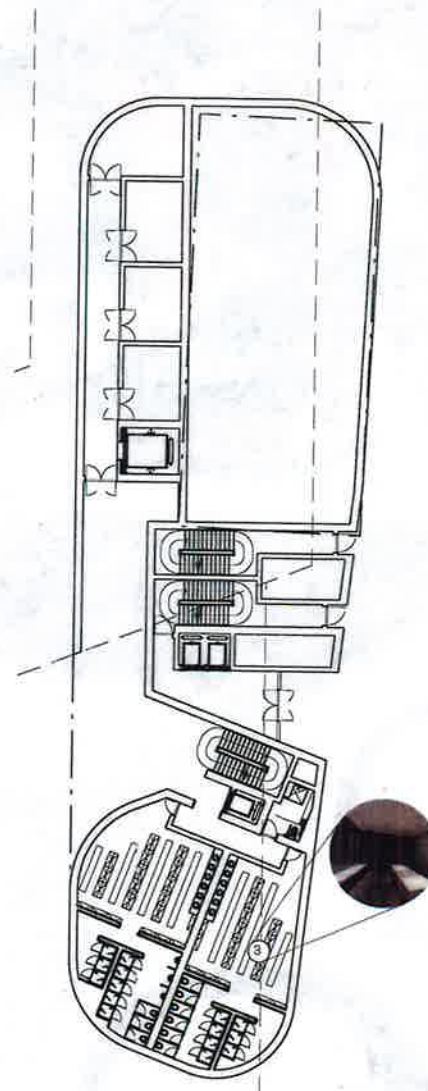
1. Kitchen/Cafe

2. Lounge

3. Changing Rooms

Design
Toilets

96.5%
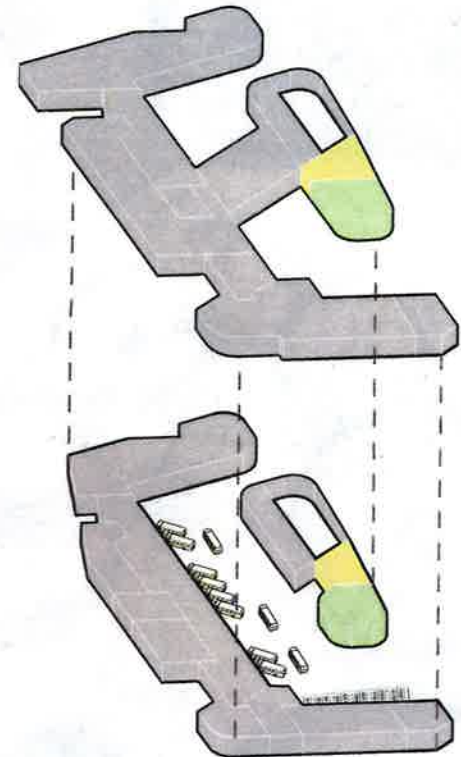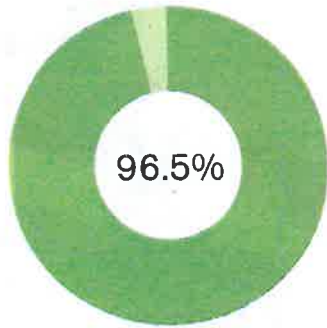
Accessible, functional design

Situating the toilets adjacent to the concourse makes them convenient for users and easily visible, enabling natural surveillance (to lessen crime, vandalism and unwanted behaviour). Accessibility is a key issue: located on the ground floor, users with mobility problems, buggies or luggage in tow are able to easily access toilets. Cubicles are designed to be spacious enough to accommodate luggage. There is a range of toilet options to meet the needs of multiple users.

You can judge a nation by its toilets

Make a positive impression of Cardiff, Wales and the UK

Economic: attracts footfall and custom

Encourage people to visit, stay longer and spend more money. Vital to attract custom (according to a survey of retailers and developers)

Environmental: creates sustainable cities

People are more likely to leave their cars at home if public toilets are accessible within walking distance from their destination

Social

Benefits all of society by enabling increased mobility of users especially with adequate provision of accessible toilets

What do users want?

96.5% rated public toilets important or very important (78.3% rated very important) according to the 2014 Bus Consultation.

Central Square Interchange

First Floor
Toilets

Ground Floor
Toilets

Public toilets are a much needed facility in the area. The current situation is appalling and contributes negatively to the first impression of Cardiff. A new Interchange will require a level of public toilets, the number of which will be determined at the next stage.
Railway stations and central area car parks, for example, are likely to be the main gateways to a city for large numbers of commuters, tourist, shoppers and other visitors and so a high level of public toilet provision is needed. However, local area toilets can be important to significant number of residents. For example, many older people might take a bus to their local shopping centre and need a toilet there, even though they might not have travelled very far, because of the infrequency of bus services and because of the urinary problems that can be associated with old age.

British Standard BS6465:4

Case Study

World Square for All

The 'World Squares for All' masterplan area of Central London is familiar the world over. It contains a World Heritage Site – the Palace of Westminster and Westminster Abbey – and such national emblems as Nelson's Column and the Cenotaph. Yet when this exercise began, its two major civic spaces, Trafalgar Square and Parliament Square, were effectively reduced to traffic gyratories and the area as a whole was largely hostile to pedestrians. The aim was to improve visitor facilities and pedestrian access while enhancing the settings of the buildings, monuments and spaces.

The first phase of the masterplan to be implemented focused on Trafalgar Square. As part of a comprehensive programme of detailed improvements, the northern side of the square in front of the National Gallery was closed to traffic and a wide pedestrian plaza created, which connects via a flight of steps to the central part of the square. Although in architectural terms it is a fairly discreet intervention, its effect has been radical, transforming the experience of the square for visitors and with none of the traffic chaos predicted by the critics. One of the very subtle new features contained within the square is a discrete entrance to a new set of public toilets. The importance of the toilets within the wider masterplan and within the area as whole was considered to be a vital part for the success of the project.

It's all about convenience. People don't have a lot of time to spend on shopping. People can pick up their shopping on their way home and in big cities they have everything, coffee shops and restaurants, all in one place

Maureen Hinton, Analyst at Retail Consultancy Conlumino
(Source: The Guardian, June 2014)

Appealing to the broad range of user needs and as part of the strategy to maintain high levels of activity around the clock, Cardiff Central Square has a choice of shops, cafes and restaurants.

Maximum footfall

Retail units are located for maximum footfall along Marland Street Saundes Street.
Access from the platform

Convenience for commuters

The retail strategy for Cardiff Central is to complement existing city shopping areas, with a focus on convenience. Commuters who are short on time demand services that fit around their busy life styles. The focus is therefore on providing retail services such as Doddle, the Network Rail click-and-collect service.

A destination in itself

Increasing dwelling times encourages the sense that this is a destination, not just a place to pass through. More than just an interchange, Cardiff Central Square's range of cafes and restaurants provide travellers with a greater choice. They also draw in non-travelling visitors; at Euston station in London, for example, one fifth of visitors to the station are not travelling.

Appealing to the broad range of user needs and as part of the strategy to maintain high levels of activity around the clock, the Interchange building and Cardiff Central Square have a wide choice of shops, cafes and restaurants. A busy atmosphere creates a vibrant building that attracts customers, increases

public transport usage and adds a piece of urban fabric.

Maximum footfall and circulation

The retail units are located for maximum footfall past shops. Shops are visible to customers both on Marland Street and from inside the interchange building for waiting bus users. Shops can be accessed almost immediately from the platforms. Platform and bus visibility encourage browsing in shops whilst waiting as approaching buses can be quickly seen and boarded. A single waiting area concentrates internal circulation.

Convenience for commuters

The retail strategy for Cardiff Central is to complement existing city shopping areas, with a focus on convenience. Commuters who are short on time demand services that fit around their busy life styles. The focus is therefore on providing retail services such as Doddle, the Network Rail click-and-collect service. Moreover, it provides key opportunities for everyday shopping needs such as pharmacies and dry cleaners.

1. Coffee Bar

Between 30% and 50% of a station's trading space will be taken up by food and drink outlets
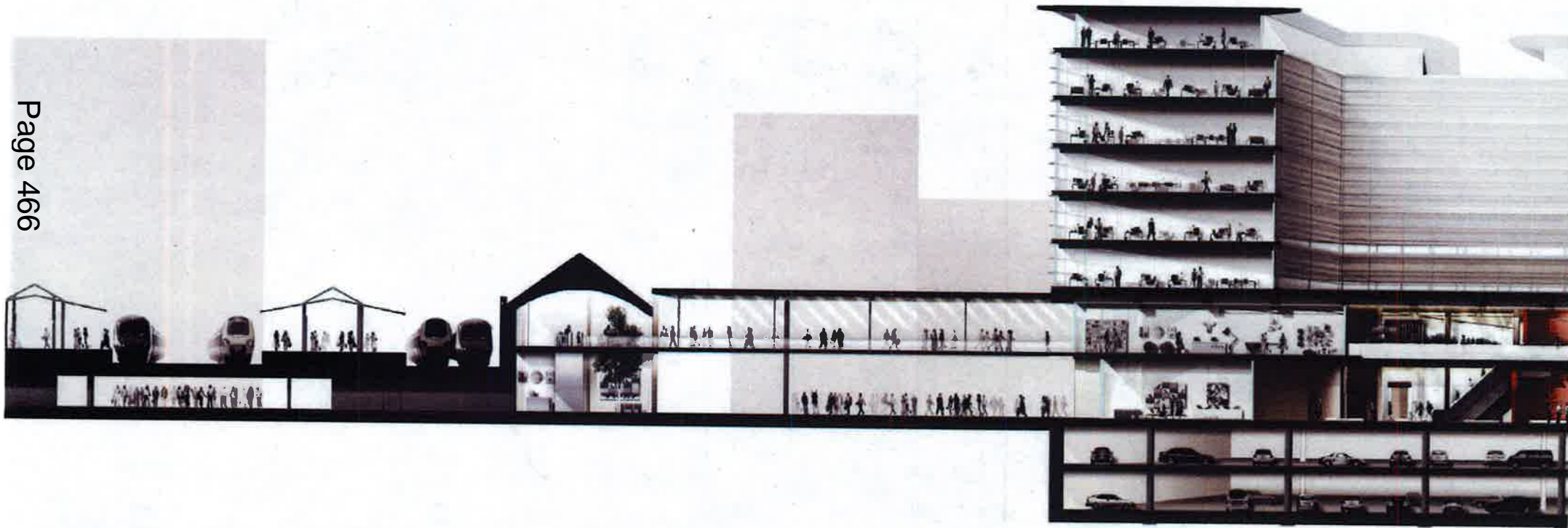(Source: The Guardian, June 2014)

2. Click - Collect

Network Rail click-and-collect service 'Doddle' at 300 stations
59% of British consumers use click-and-collect services
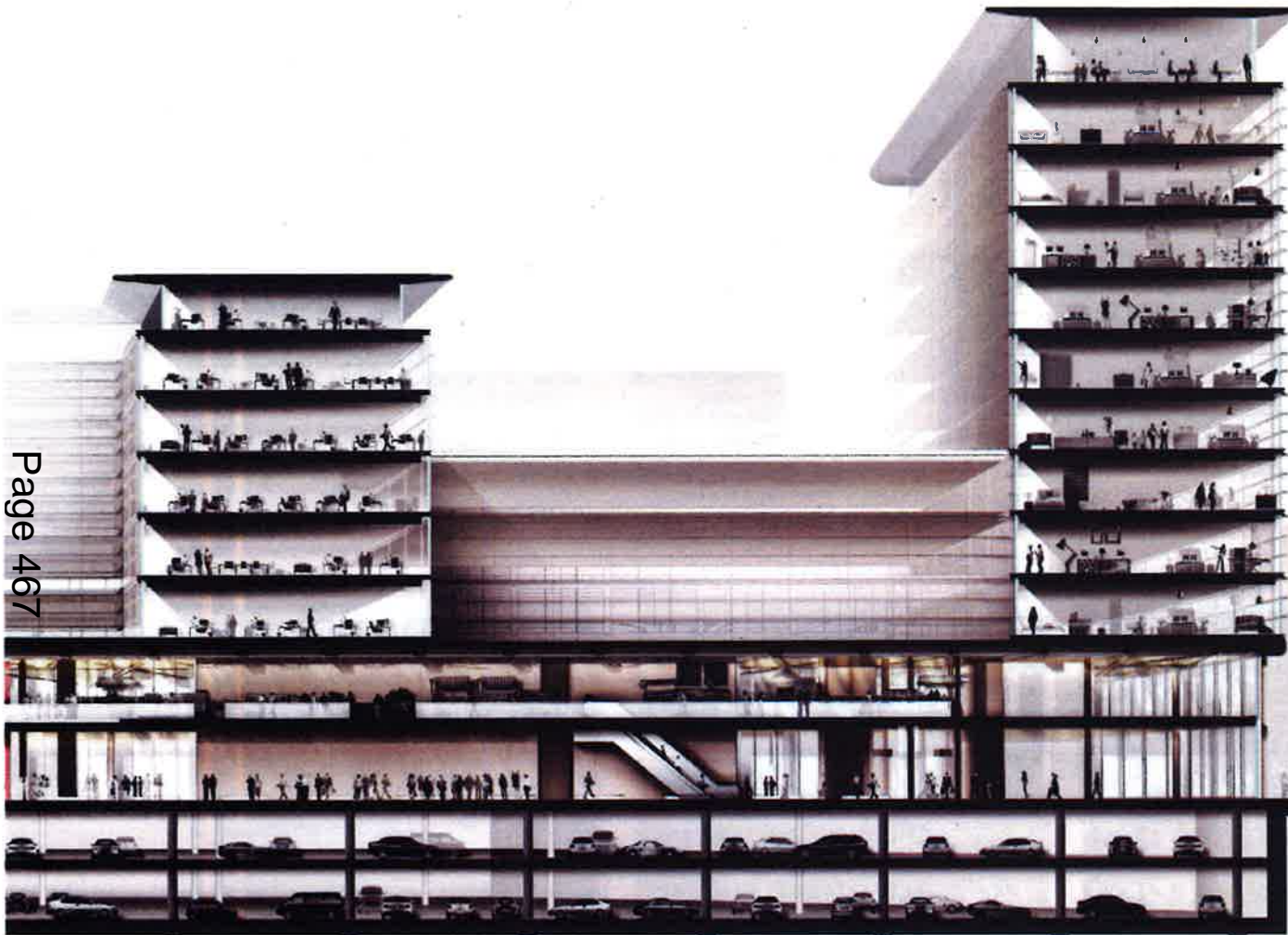(Source: The Guardian, June 2014)

Central Square Interchange

Central Square Interchange
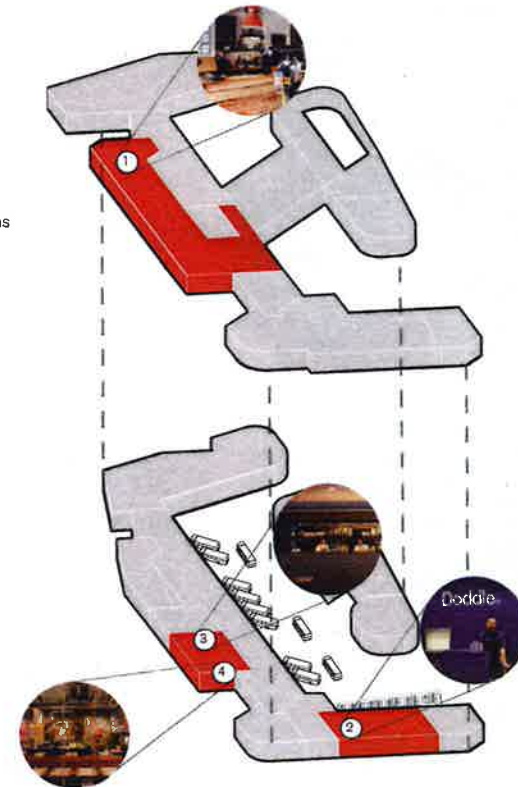
Design
Role an Interchange can Play in the Urban Enviroment

Stansted Airport

Bilbao Metro

North Greenwich Interchange

Dresden Station

Welcome

Stansted Airport has become a model for airport design worldwide due to its energy efficiency, advances in technology and easy-to-use design. It welcomes visitors from all over the world to London, greeting them with a world-class travel experience.

The development is the opportunity to redesign Cardiff's Welcome to the World. Capital Square and the new interchange are Cardiff's urban front door where the Capital City welcomes its visitors from all over the world. Consequently, the proposed interchange will greet its inhabitants and guests with a modern, high quality and sustainable transport interchange and hub. This does not only mean providing and convenient access to other parts of Cardiff and Wales but also establishing an urban area and part of which Cardiff can be proud.

Set scene

Like a transport interchange, a metro system demonstrates the impact that the built environment can have on the quality of our everyday lives. The glassy entrance canopies have become synonymous with Bilbao and set the scene for the active cultural life happening around the city.

Similarly, the interchange will set the scene for discovering Wales, its culture, history and language. Cardiff is, of course, one of the UK's largest cities and benefits from great connectivity to the rest of the country. The interchange bridges the transformations happening right in the urban heart of Wales with its surrounding areas and the rest of Wales. It serves as the point of connection that sets the scene and expectations for the range of unique attractions and opportunities that Cardiff and Wales have on offer.

Arrival and departure

The North Greenwich Transport Interchange is a key element of London's transport strategy and a gateway tc the city. It is an arrival and departure point, especially for commuters from the South-east of England, but also for visitors and Londoners alike to discover the North Greenwich peninsular, including the Millennium Dome.

In Cardiff, the interchange will serve as the urban focal point and point of connection for a diversity of users and their specific routes. Nonetheless, all have in common that they either arrive or depart from the interchange. Visitors arrive from the airport or the train station and discover Cardiff and explore other places in Wales from the interchange. Commuters arrive from parts of Cardiff and surrounding areas on their everyday route to work and back home. Regional transport links provide a chance to share in the cultural, social and economic opportunities that the Capital City offers for the wider region.

Hub and focus point

Dresden's main railway terminus is a large transport hub that has played an important part in the cities industrial and economic growth over the last hundred years. The F+P redevelopment of Dresden Hauptbahnhof built on this significant role and restored the clarity of the original design that is needed to serve its function as an urban focus point and transport hub for the future.

Transport shapes its urban context and environment. The basic significance of a transport hub lies in ensuring the safe and convenient provision of transport options and multi-modal interchanges as well as a place where people can make informed transport choices. On top of that, interchange facilities link public transport services to the urban network and public realm. A fully integrated transport hub is also integrated in its surrounding urban environment, enhancing the public realm, streetscapes through which it passes. A transport hub in this sense is an integrated focus point that adds real value carries significance and enormous potential for the city of Cardiff and the nation.
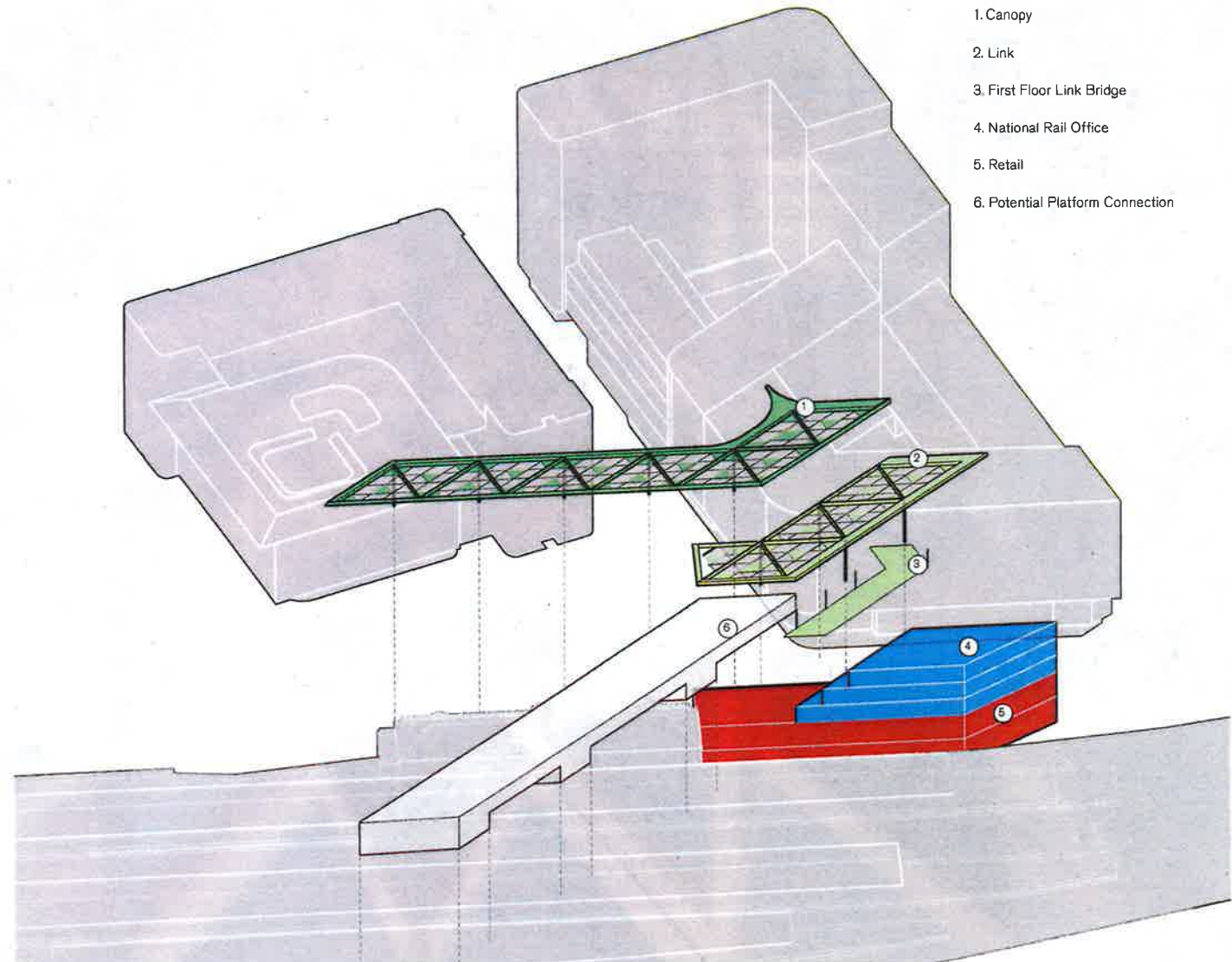
Plot 13B

The connection of plot 13B to the Interchange building has a grounding in historic Cardiff where covered pedestrian routes are commonplace and considered to be key parts of the urban fabric of the city. Without distracting from the listed façade of the station a glazed canopy physically linking the two buildings would form a protected route from the station into the interchange.

The scheme concept design also includes an opportunity to connect through to the first floor of the interchange – either simply through the existing blank eastern façade of the station, opening up the wall and linking through to a double height glazed courtyard with a new F+B offer at ground floor and escalators leading the users up to the first floor and out on to a new bridge linking to the market stall retail section of the Interchange. With the introduction of the double height courtyard space next to the station it would be possible, and potentially preferable to link across all the platforms at high level. This would create a well-connected Interchange with the option of creating a tickets access route at first floor level between the two buildings and down on to the platforms.

The double height connection space between the commercial offices, F+B, Station and Interchange is a fulcrum point which brings together all of the elements of the scheme into one space. The glazed roof and structure reflecting the triangular forms of the soffit in the Interchange and the first floor bridge would enable a link to the current platforms that would be more suitable to a European Capital City than the existing below ground tunnel. The visual interconnection between spaces is important, and light and space are common themes to create successful public buildings.
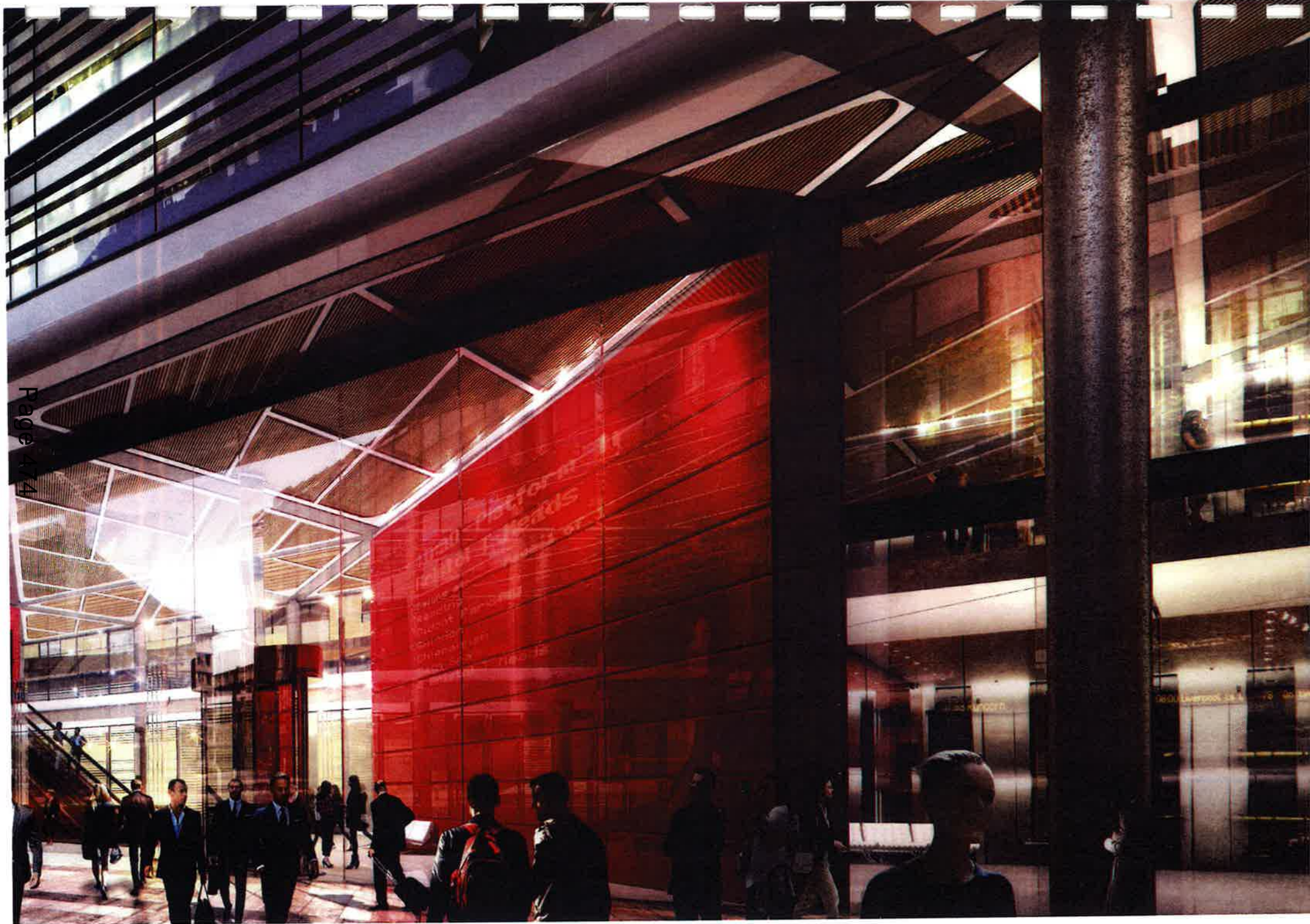

1. Canopy

2. Link

3. First Floor Link Bridge

4. National Rail Office

5. Retail

6. Potential Platform Connection

Welcome to Cardiff

Central Square Interchange

Departures
16:57 Cardiff Central
17:03 London St Pancras
17:06 Birmingham New St
17:09 Sheffield
17:10 Nottingham

INTERCHANGE

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