

**CABINET: THURSDAY, 19 MARCH 2015 at 3.30 PM**

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A Cabinet Meeting will be held in Room L at the City Hall on Thursday 19 March 2015 at 3.30 pm

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**A G E N D A**

- 1 Minutes of the Cabinet meeting held on 19 February 2015 (*Pages 1 - 12*)
- 2 Corporate Plan 2015-17 (*Pages 13 - 64*)
- 3 Great Western cities (*Pages 65 - 88*)
- 4 Cardiff International Sports Stadium (*Pages 89 - 104*)
- 5 Community Provision in Cardiff East (*Pages 105 - 180*)
- 6 2014-15 Quarter 3 Performance Report (*Pages 181 - 246*)
- 7 Non-Domestic Rates - Write Offs (*Pages 247 - 248*)
- 8 Pay Policy 2015/16. (*Pages 249 - 274*)
- 9 Glamorgan County Cricket Club Loan Write off and Restructuring (*Pages 275 - 282*)
- 10 Cabinet Response to Report of the: Children & Young People Scrutiny Committee entitled 'Looked After Children's Transition to Independent Living' (*Pages 283 - 288*)
- 11 School Admission Arrangements 2016/2017 (*Pages 289 - 312*)
- 12 Realignment of the 21st Century Schools Programme (*Pages 313 - 374*)
- 13 School Transport Policy Review Pupils Aged 16 to 19 Free Home To School Transport (*Pages 375 - 390*)
- 14 Cardiff Council Designation as Single Licensing Authority for Powers Contained in Part 1 of the Housing (Wales) Act 2014 - Welsh Agent and Landlord Licensing Scheme (*Pages 391 - 410*)
- 15 Home Improvement Loans (*Pages 411 - 448*)

**PAUL ORDERS**

Chief Executive

13 March 2015

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**MINUTES**

**CABINET MEETING: 19 FEBRUARY 2015**

Cabinet Members Present:	Councillor Phil Bale (Chair) Councillor Sue Lent Councillor Peter Bradbury Councillor Dan De'Ath Councillor Bob Derbyshire Councillor Susan Elsmore Councillor Graham Hinchey Councillor Ramesh Patel Councillor Julia Magill
Observers:	Councillor David Walker Councillor Judith Woodman Councillor Jayne Cowan Councillor Neil McEvoy
Officers:	Paul Orders, Chief Executive Christine Salter, Section 151 Officer Marie Rosenthal, Monitoring Officer Shaun Jamieson, County Solicitor Joanne Watkins, Cabinet Support Office

**118 RESOLVED:** that the minutes of the Cabinet meeting held on 126 January be agreed, subject to the amendment of Councillor De'Ath's arrival time.

**119 CANTON COMMUNITY HALL**

9. Cabinet considered a report outlining proposals to use wellbeing powers to seek an operator for Canton Community Hall that will ensure that the Centre remains a thriving hub of community activity. It was proposed that detailed discussions be undertaken with interested parties to operate the Centre and agree terms retaining future community use.

**RESOLVED:** that

- (1) the potential future uses of the Canton Community Hall as outlined in paragraph 7 of the report be agreed
- (2) well-being powers be used to secure a new operator through which the disposal may be at below value of the Hall, and

- (3) authority be delegated to the Director for Sport, Leisure & Culture in consultation with the appropriate Cabinet Member and the Corporate Property and Estates Manager to identify and conclude terms with a preferred operator for Canton Community Hall.

## **120 FLATHOLM ISLAND PARTNERSHIP**

Cabinet received a report which outlined proposed alterations to the progression of the community asset transfer of Flatholm Island. The consortium, comprising of the Royal Society for the Protection of Birds and the National Trust, had expressed an interest in pursuing a four way partnership approach to managing the Island, to include the Council and the Flat Holm Society on the basis of sharing resources, liabilities and assets, opportunities and risk. It was reported that the proposed partnership arrangements would provide the most realistic opportunity for securing external funding and ensuring the sustainability of the island for tourism, wildlife and heritage conservation and public benefit and would result in a further saving to the Council.

**RESOLVED:** that

- (1) The City of Cardiff Council enter into a Memorandum of Understanding with the Royal Society for the Protection of Birds, the National Trust and the Flat Holm Society to form a partnership for the management of Flat Holm Island.
- (2) authority be delegated to officers to work with partners to scope the details of the partnership.
- (3) a further report be presented to Cabinet for approval of Head of Terms of the lease, once the partnership arrangements have been agreed in principle.

## **121 CARDIFF BEREAVEMENT AND REGISTRATION SERVICES STRATEGY FOR THE FUTURE**

The Cabinet considered a 10 year strategy for Cardiff Bereavement and Registration Services which set out the priorities and needs for the service over the next 10 years. The strategy highlighted the key areas to be addressed to implement further improvements based on customer need and the requirement to invest in the service where necessary, to ensure that Cardiff could continue to provide a sustainable and fit for purpose service.

**RESOLVED:** that the draft Cardiff Bereavement and Registration Services Strategy be endorsed a copy of which is attached as the Appendix to the report, and the implementation of the same be authorised



## **122 OFFICER PERSONAL INTERESTS AND SECONDARY EMPLOYMENT POLICY**

Cabinet considered the draft Officers' Personal Interests & Secondary Employment Policy which set out the obligations imposed on staff by law; explained the types of situations where a conflict of interest would arise; outlined the respective responsibilities of staff and managers; and provided a procedure for the disclosure and management of personal interests and secondary employment.

**RESOLVED:** that

1. the draft Officers' Personal Interests & Secondary Employment Policy attached as Appendix A to the report be approved
2. the Monitoring Officer be authorised to make any minor amendments to the Policy, which may be necessary from time to time; and
3. the Monitoring Officer be instructed to develop and implement a communications and training plan once the Officers' Personal Interests & Secondary Employment Policy is adopted.

## **123 RHIWBINA COMMUNITY POLL**

The results of the Rhiwbina Community Poll held on 5 February 2015 were reported to Cabinet. Cabinet was advised that, in response to the Poll Question, "Should Cardiff Council continue full funding for Rhiwbina Library?", the majority vote was 'Yes'.

**RESOLVED:**that

1. the results of the Rhiwbina Community Poll held on 5th February 2015 be considered as part of the deliberation on the budget proposals 2015/16; and
2. the matter be referred to full Council, to consider, as part of the budget debate, what action, if any, to take in response to the Community Poll.

## **124 CARDIFF COMMUNITY BOUNDARY REVIEW**

Cabinet received a report detailing the outcome of the consultation that has been undertaken in relation to the Community Boundary Review, and the consequential draft proposals for changes to community boundaries in Cardiff.

**RESOLVED:** that

- 1) the following 10 initial draft community boundary changes contained in Appendix A are supported and endorsed for final debate and adoption at Full Council in March 2015:

- CR001 – Change of name of community from “Gabalfa” to “Gabalfa and Mynachdy”.
- CR002 – Pentwyn/Cyncoed Boundary Change. Consequential change to corresponding Cardiff Council electoral wards.
- CR004 – Llanishen/Cyncoed Boundary Change. Consequential change to corresponding Cardiff Council electoral wards.
- CR005 – Cyncoed/Pentwyn Boundary Change. Consequential change to corresponding Cardiff Council electoral wards.
- CR006 – Creation of a new community of Llanedeyrn.
- CR010 – Trowbridge/Rumney Boundary Change. Consequential change to corresponding Cardiff Council electoral wards.
- CR012 – Change of name of community from “Rhiwbina” to “Rhiwbina and Pantmawr”.
- CR013 – Creation of a new community of “Tremorfa”.
- CR016 – Creation of a new community of “Pontcanna”.
- CR021 – Creation of a new community of “Thornhill”.

2) the following community boundary change is slightly amended from the original draft proposal, and the final draft proposal attached within Appendix A to the report is supported and endorsed for final debate and adoption at Full Council in March 2015:

- CR009 – Llanrumney/Rumney Boundary Change. Consequential change to corresponding Cardiff Council electoral wards.

3) the following 10 initial draft community boundary proposals contained in Appendix A are not endorsed, and are recommended to be rejected by Full Council in March 2015:

- CR003 – Creation of a new community of “Ty-Gwyn”.
- CR007 – Creation of a new community of “Cardiff Bay”.
- CR008 – Creation of a new community of “Leckwith”.
- CR011 – St Fagans/Ely Boundary Change. Consequential change to corresponding Cardiff Council electoral wards.
- CR014 – Ely/St Fagans. Creation of a new community of “Michaelston-super-Ely”.
- CR015 – Llandaff/Fairwater/Canton Boundary Change. Consequential change to corresponding Cardiff Council electoral wards.
- CR017 – Creation of a new community area of “Danescourt”.
- CR018 – Llanishen/Lisvane Boundary Change. Consequential change to corresponding Cardiff Council electoral wards.
- CR019 – Llanishen/Cyncoed Boundary Change. Consequential change to corresponding Cardiff Council electoral wards.
- CR020 – Lisvane/Llanishen Boundary Change. Consequential change to corresponding Cardiff Council electoral wards.

## **125 PUBLIC REALM MANUAL FOR CARDIFF**

The Cabinet considered the draft public realm manual for Cardiff which set out guidance and design principles which aimed to create high quality inclusive streets and public spaces that are accessible to all. The manual seeks to establish a reduced and consistent palette of paving materials and street furniture that should be taken into consideration during the design of public realm schemes and carefully applied to the circumstances of each individual site.

### **RESOLVED:that**

1. the context of the Report be noted.
2. the progress which has been made in development of the Cardiff Public Realm Manual be noted
3. the Draft Cardiff Public Realm Manual should be issued for the purpose of undertaking consultation with relevant bodies, stakeholders and the public (Public Consultation) and that the Director of Strategic Planning, Highways and Traffic and Transportation be authorised to commence the such Public Consultation.

## **126 BUDGET MONITORING MONTH 9**

The Cabinet received a report outlining the Budget Monitoring position at month 9. The Section 151 Officer advised that overall the month nine monitoring shows a balanced position, an improvement of £725,000 compared to the position reported at month six. It was reported that the current position included significant projected overspends in relation to the Health & Social Care, Children's Services, Education & Lifelong Learning, Sport, Leisure & Culture and Environment Directorates. This reflected a number of factors including significant shortfalls against budget savings targets set as part of the 2014/15 budget. However the directorate overspends were partially offset by the £4.0 million General Contingency Budget which was allocated to reflect the risk and planning status of the proposed savings for 2014/15 together with the overall quantum, which at £48.6 million was significantly higher than the level of savings required in previous budgets. The projected overspends in directorate budgets were also offset by savings on capital financing, NDR refunds on Council properties, additional funding from the Outcome Agreement Grant and by a projected surplus on Council Tax collection

### **RESOLVED: that**

1. the potential outturn position based on the first nine months of the financial year be noted
2. the actions taken by the Council's Chief Executive to reduce the projected overspend in directorate budgets during the final quarter of the financial year be noted

3. the requirement for all directorates currently reporting overspends as identified in the report to put in place measures that will result in significant improvements to their financial position by the year end be reinforced

## **127 SENIOR MANAGEMENT REVIEW**

***(Senior Officers - Christine Salter, Marie Rosenthal, Shaun Jamieson - were not present during consideration of this item)***

The Cabinet received a report outlining details of the consultation undertaken on the proposed senior management restructure together with final recommendations for the proposed model. It was reported that the proposed model would achieve the savings required as well as meet the objectives as set out in previous reports to Cabinet on this matter.

**RESOLVED:** that

1. having considered the summary of responses received as part of the consultation process, the new Tier 1 Senior Management Team structure as set out in Appendix 1A to the report and the proposed details of services for each Director role as set out in Appendix 1B to the report be approved
2. the matter of the statement of the duties required for the new posts; the required qualifications or qualities to be sought in the person appointed; the terms & conditions and remuneration of the new posts be referred to the Council's Employment Conditions Committee on 25 February 2015 for determination as appropriate;
3. the proposed creation and advertisement of the new posts be referred to Full Council on 26 February 2015; and
4. subject to recommendation (3) above, authority be delegated to the Head of Paid Service, in consultation with Cabinet Member (Corporate Services and Performance), to implement the new Tier 1 senior management structure and to allocate managerial resources during the transitional process, as appropriate, in accordance with the principles set out in this report.

## **128 BUDGET PROPOSALS 2015-16**

The Cabinet considered the Budget proposals 2015-16 prior to recommending them to full Council.

**RESOLVED:** that, having taken account of the comments of the Corporate Director Resources in respect of the robustness of the budget and the adequacy of reserves as required under Section 25 of the Local Government Act 2003, and having considered the responses received to the Budget Consultation Council be recommend to:

- 1.0 Approve the Revenue, Capital and Housing Revenue Account budgets including all proposals and increasing the Council Tax by 5% as set out in this report and that the Council resolve the following terms:
- 2.0 Note that at its meeting on 11 December 2014 the Council calculated the following amounts for the year 2015/16 in accordance with the regulations made under Section 33(5) of the Local Government Finance Act 1992:-
- a) 139,500 being the amount calculated in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as amended, as its Council Tax base for the year.
- b)
- |                 |       |
|-----------------|-------|
| Lisvane         | 2,332 |
| Pentyrch        | 3,140 |
| Radyr           | 3,635 |
| St. Fagans      | 1,200 |
| Old St. Mellons | 1,257 |
| Tongwynlais     | 806   |

being the amounts calculated in accordance with Regulation 6 of the Regulations as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which special items relate.

- 2.1 Agree that the following amounts be now calculated by the County Council of the City and County of Cardiff for the year 2015/16 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-
- a) Aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (d) (including Community Council precepts totalling £282,300) £1,027,801,000
- b) Aggregate of the amounts which the Council estimates for items set out in Section 32(3)(a) and (c) £461,081,700
- c) Amount by which the aggregate at 2.1(a) above exceeds the aggregate at 2.1(b) above calculated in accordance with Section 32(4) as the budget requirement for the year. £566,719,300
- d) Aggregate of the sums which the Council estimates will be payable for the year into its Council Fund in respect of Revenue Support Grant, its council tax reduction scheme, redistributed Non-Domestic Rates. £424,104,261

e) The amount at 2.1(c) above less the amount at 2.1(d) (net of the amount for discretionary relief of £300,000), all divided by the amount at 2.0(a) above, calculated in accordance with Section 33(1) as the basic amount of Council Tax for the year.  
£1,024.48

f) Aggregate amount of all special items referred to in Section 34(1).  
£282,300

g) Amount at 2.1(e) above less the result given by dividing the amount at 2.1(f) above by the amount at 2.0(a) above, in accordance with Section 34(2) of the Act, as the basic amount of Council Tax for the year for dwellings in those parts of the area to which no special items relate.  
£1,022.46

h) The amounts given by adding to the amount at 2.1(g) above the amounts of special items relating to dwellings in those part of the council's area mentioned below, divided in each case by the amount at 2.0(b) above, calculated in accordance with Section 34(3) as the basic amounts of Council Tax for the year for dwellings in those parts of the area to which special items relate.

	£
Lisvane	1,037.04
Pentyrch	1,049.53
Radyr	1,049.97
St. Fagans	1,037.46
Old St. Mellons	1,043.38
Tongwynlais	1,046.03

i) The amounts given by multiplying the amounts at 2.1(g) and 2.1(h) above by the number which in the proportion set out in the Council Tax (Valuation Bands) (Wales) Order 2003 is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D calculated in accordance with Section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

#### VALUATION BANDS

Area	A £	B £	C £	D £	E £	F £	G £	H £	I £
Lisvane	691.36	806.59	921.81	1,037.04	1,267.49	1,497.95	1,728.40	2,074.08	2,419.76

Pentyrch	699.69	816.30	932.91	1,049.53	1,282.76	1,515.99	1,749.22	2,099.06	2,448.90
Radyr	699.98	816.65	933.30	1,049.97	1,283.29	1,516.63	1,749.95	2,099.94	2,449.93
St. Fagans	691.64	806.92	922.18	1,037.46	1,268.00	1,498.56	1,729.10	2,074.92	2,420.74
Old St. Mellons	695.59	811.52	927.45	1,043.38	1,275.24	1,507.11	1,738.97	2,086.77	2,434.56
Tongwynlais	697.36	813.58	929.80	1,046.03	1,278.48	1,510.94	1,743.39	2,092.07	2,440.74
All other parts of the Council's Area	681.64	795.25	908.85	1,022.46	1,249.67	1,476.89	1,704.10	2,044.92	2,385.74

#### All other parts of the Council's Area

#### VALUATION BANDS

A	B	C	D	E	F	G	H	I
£	£	£	£	£	£	£	£	£
133.24	155.44	177.65	199.86	244.27	288.68	333.10	399.71	466.33

2.2 Note that for the year 2015/16, the Police and Crime Commissioner for South Wales has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwelling shown below:-

2.3 Having calculated the aggregate in each case of the amounts at 2.1(i) and 2.2 above, the County Council of the City and County of Cardiff in accordance with Section 30(2) of the Local Government Finance Act 1992 hereby set the following amounts as the amounts of Council Tax for the year 2015/16 for each of the categories of dwellings shown below:-

#### Part of Council's Area

#### VALUATION BANDS

Area	A	B	C	D	E	F	G	H	I
	£	£	£	£	£	£	£	£	£
Lisvane	824.60	962.03	1,099.46	1,236.90	1,511.76	1,786.63	2,061.50	2,473.79	2,886.09
Pentyrch	832.93	971.74	1,110.56	1,249.39	1,527.03	1,804.67	2,082.32	2,498.77	2,915.23
Radyr	833.22	972.09	1,110.95	1,249.83	1,527.56	1,805.31	2,083.05	2,499.65	2,916.26
St. Fagans	824.88	962.36	1,099.83	1,237.32	1,512.27	1,787.24	2,062.20	2,474.63	2,887.07
Old St. Mellons	828.83	966.96	1,105.10	1,243.24	1,519.51	1,795.79	2,072.07	2,486.48	2,900.89
Tongwynlais	830.60	969.02	1,107.45	1,245.89	1,522.75	1,799.62	2,076.49	2,491.78	2,907.07
All other parts of the Council's Area	814.88	950.69	1,086.50	1,222.32	1,493.94	1,765.57	2,037.20	2,444.63	2,852.07

2.4 Authorise the Corporate Director Resources to make payments under Section 38 of the Local Government (Wales) Act 1994 from

the Council Fund by equal instalments on the last working day of each month from April 2015 to March 2016 in respect of the precept levied by the Police and Crime Commissioner for South Wales in the sum of £27,880,093.

- 2.5 Agree that the Common Seal be affixed to the said Council Tax.
- 2.6 Agree the Common Seal be affixed to precepts for Port Health Expenses for the period 1 April 2015 to 31 March 2016 namely

	£
The County Council of the City and County of Cardiff	143,629
The Vale of Glamorgan County Borough Council	16,221

- 2.7 Agree that notices of the making of the said Council Taxes signed by the Chief Executive be given by advertisement in the local press under Section 38(2) of the Local Government Finance Act 1992.
- 3.0 Approve the Prudential Indicators for 2015/16, 2016/17 & 2017/18 delegating to the Section 151 Officer the authority to effect movement between the limits for borrowing and long term liabilities within the limit for any year.
- 4.0 Approve the Treasury Management Strategy for 2015/16 in accordance with the Local Government Act 2013 and the Local Authority (Capital Finance & Accountancy) (Wales) Regulations 2003 and subsequent amendments.
- 5.0 Approve the Minimum Revenue Provision Policy for 2015/16.
- 6.0 Authorise the Section 151 Officer to raise such funds as may be required to finance capital expenditure by temporary or long term borrowing within the limits outlined above, and to bring forward or delay schemes within the Capital Programme.
- 7.0 maintain the current Council Tax Reduction Scheme as set out in the report.

having taken account of the comments of the Section 151 Officer in respect of the budget and the adequacy of reserves as required under Section 25 of the Local Government Act 2003 and having considered the responses to the Budget Consultation that:

- 1.0 the changes to fees and charges as set out in Appendix 10 to this report be approved.
- 2.0 authority be delegated to the appropriate Director in consultation with the Section 151 Officer and the Cabinet Member for Corporate Services & Performance to amend or introduce new fees and charges during the year.



- 3.0 the rents of all Housing Revenue Account dwellings (including hostels and garages) be increased in line with the WG guideline.
- 4.0 all service charges and the management fee for leaseholders as set out in Appendix 10(b) be approved.
- 5.0 all Housing Revenue Account rent increases take effect from 6 April 2015.
- 6.0 the strategy in respect of the future provision of Library Services in Cardiff be agreed.
- 7.0 the financial challenges facing the Council as set out in the Medium Term Financial Plan be recognised and the opportunities for savings over the medium term, both identified separately and as part of themes within this Report be noted.

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MARCH 2015**

**CORPORATE PLAN 2015-2017**

**REPORT OF THE CHIEF EXECUTIVE**

**AGENDA ITEM: 2**

**PORTFOLIO: LEADER (ECONOMIC DEVELOPMENT & PARTNERSHIPS)**

**Reason for this Report**

1. To enable Members to consider and approve the Council's Corporate Plan for 2015-17 and recommend it to Council for approval.

**Background**

2. The Corporate Plan forms part of the strategic policy framework set out within the Council's Constitution and is considered annually by the Council. The document outlines the Authority's strategic policy priorities and forms part of the required statutory improvement framework as it discharges the Council's obligations under the Local Government (Wales) Measure 2009 to publish a stage one plan, setting out how the Council plans to achieve its priorities for improvement. The Corporate Plan usually covers a 3-year period and is subject to an annual refresh.
3. The Council has to develop the Corporate Plan for 2015-2017 in the context of severe financial pressure, which has required budget savings of some £41.1m to be identified for 2015/16. This follows the identification of £130 million in savings over the past 5 years, with an estimated £120 million funding gap to be addressed between 2016/17 and 2018/19.
4. In October 2014, Cabinet considered the report entitled, "Repositioning Cardiff as Europe's Most Liveable Capital City: Vision, Values and Corporate Planning". The report outlined the Council's approach to strengthening corporate and partnership planning in order to deliver the organisation's vision and address key organisational issues including those identified in the Wales Audit Office Corporate Assessment. The Corporate Plan has been developed in this context.

**Issues**

**Delivering the Council Vision**

5. The Cabinet has established a new vision for Cardiff to be "Europe's most liveable capital city." This vision will be achieved by delivering

seven outcomes which have been jointly agreed by public service and third sector partners in the city. These outcomes are included in Cardiff's Single Integrated Plan – "What Matters":

- People in Cardiff are safe & feel safe
  - Cardiff has a thriving & prosperous economy
  - People in Cardiff achieve their full potential
  - Cardiff is a great place to live, work & play
  - People in Cardiff have a clean, attractive & sustainable environment
  - People in Cardiff are healthy
  - Cardiff is a fair, just & inclusive society
6. The Corporate Plan captures the Council's contribution to delivering Cardiff's seven outcomes, setting out the organisation's priorities and what will be done to deliver against these priorities. It should be noted that other city partners have an important contribution to make, and whilst the Council works with many of them on a range of issues, the Corporate Plan focuses on the Council's contribution to the city.

### **A New Approach**

7. In a departure from previous Corporate Plans, which were structured around individual Cabinet portfolios, the Corporate Plan 2015-17 is structured around the following four priorities:
- Education & skills for people of all ages
  - Supporting people in vulnerable situations
  - Sustainable economic development as the engine for growth & jobs
  - Working with people & partners to design, deliver & improve services
8. This approach has been adopted to more strongly emphasise the Council's priorities and make clear that in the current financial climate, it is necessary to secure a strong focus on a small number of priorities where significant change is required. This approach is consistent with the approach undertaken by other UK Core Cities.
9. The Council remains committed to all its statutory obligations but the blunt reality is that the organisation can no longer do all the things it has done in the past. With reducing funding and increasing demand, the Council must be clear about its priorities. Three tightly focused priorities have therefore been maintained and a fourth priority introduced which recognises the need to change the way services are delivered. For each priority, a limited number of high-level improvement objectives have been established and for each improvement objective a number of commitments and performance indicators have been identified to measure progress. The priorities of the Corporate Plan are all consistent with the organisation's co-operative values.
10. The "business as usual" and more service focused change will be included in Directorate Delivery Plans prepared by individual directors. The Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of directorates and the objectives

set for individual employees. Directorate Delivery Plans will also further integrate financial and service planning, more detailed action about progressing Corporate Plan improvement objectives, as well as details of other important activities not included in the Corporate Plan.

11. In addition, Directorate Delivery Plans will provide clear lines of responsibility, increased accountability and be subject to effective management challenge and scrutiny. This will ensure that team and individual employee objectives are aligned with Council's key strategic priorities. This will support the Council's continued drive to improve compliance with organisational performance management requirements, including Personal Performance and Development Reviews (PPDRs). In this way, the Council will maintain an overview and manage the key organisational functions of:
  - identification and delivery of priorities;
  - service and financial planning;
  - timely performance management integrating financial and service performance; and
  - objective setting for and performance of individual members of staff.

### **Responding to Corporate Challenges**

12. The Wales Audit Office (WAO) published its latest Corporate Assessment of the City of Cardiff Council in September 2014, seeking to answer the question: 'Is the Council capable of delivering its priorities and improved outcomes for citizens?'
13. In reviewing the Corporate Plan 2014-17, the Auditor General for Wales found that it lacked "sufficiently clear measures of success". The Corporate Assessment also noted that "variation in the way in which directorates describe outcomes, confused use of terminology and lack of clarity about the improvement sought ...mean that the Plan does not provide a clear reference point from which performance can be evaluated in the future."
14. The WAO Corporate Assessment did comment on the strengths of the Corporate Plan 2014-17 and that "the Council produced a more concise document with the aim of establishing a clearer focus on priorities". To address the issues raised by the Corporate Assessment, meet the requirements of emerging legislation (such as the Future Generations Bill) and address other historic issues raised by the WAO, the Council has:
  - **Set out the Council's Contribution to the City wide outcomes** captured in the 'What Matters' Single Integrated Plan.
  - **Established clear priorities** as well as a reduced number of improvement objectives to deliver the priorities.
  - **Set out clear terminology** for how the plan will be structured.

- **Agreed future targets with clear measures of success.** Following of a formal target setting session involving all Cabinet Members and the Senior Management Team the Plan now includes a basket of performance measures with clear targets. These consist of a mixture of (statutory) National Strategic Indicators and Public Accountability Measures as well as “Local” indicators selected for their particularly relevance. The Corporate Plan Appendix also includes details on past performance, the Council’s relative position (where available) and targets for future years.
- **Included appropriate benchmarking data where available.** The Cabinet and the Policy Review and Performance Scrutiny Committee have the shared aspiration to benchmark Cardiff’s performance within the Corporate Plan. Whilst, benchmarking information is included where available, it is not always possible to compare “like with like”. That said comparisons with other UK Core Cities and Welsh Local Authority areas are included where possible.

## Stakeholder Engagement

15. Consistent with the Administration’s Co-operative Council values, the Corporate Plan has been developed in the context of extensive partner and stakeholder engagement, which is outlined below:
- **Early Engagement with Policy Review and Performance (PRAP) Scrutiny Committee:** The PRAP Scrutiny Committee received an opportunity to understand the approach undertaken to the development of the Corporate Plan and comment on the developments to the proposed format and structure (December 2014).
  - **Engagement with Wales Audit Office:** In January 2015, a draft of the Corporate Plan was shared with the WAO for feedback on the format and structure to ensure the Council was responding positively to previous criticisms. The draft structure and terminology used in the Plan were revised following engagement with the WAO.
  - **Consideration by Challenge Forum:** In January 2015, members of the Challenge Forum, including external peer challenge advisers, were invited to consider a draft version of the Corporate Plan to provide comments on structure, style and content. In summary, their comments were positive and:
    - endorsed the style and structure;
    - commended the clarity of vision;
    - noted that clear lines of accountability had been maintained;
    - recognised the distinction made between “city performance” and “organisational performance”;
    - appreciated that the Plan served a number of technical stakeholders; and
    - supported the production of a “shorter, community facing”

version of the Plan.

- **All Member Engagement Session:** All Councillors were invited to a Member engagement workshop that was held on 22 January 2015, which provided an opportunity for them to learn more about the development of the new Corporate Plan prior to formal consideration by all Scrutiny Committees. Councillors were provided with a summary of the priorities, improvement objectives and key commitments. Infographics outlining the rationale for the priorities and objectives were also provided. The workshop was also attended by Cabinet Members and Directors.
- **Consideration by all Scrutiny Committees:** A draft version of the Corporate Plan 2015-2017 was provided to each of the Council's five Scrutiny Committees for consideration alongside the draft budget proposals for 2015/16 between the 3<sup>rd</sup> and 9<sup>th</sup> February 2015.
- **Cardiff Debate** initial findings that were published in November 2014 were considered, as well as the **Budget Consultation 2015/16 Report**.

### **Publication and Communication**

16. The Corporate Plan 2015-2017 and relevant supporting documents will be published on the Council's website. To ensure the Plan and, more specifically, the Council's priorities and objectives are communicated effectively, a suite of stakeholder appropriate documents will be produced. These will include a shortened "Community Facing" version of the Plan that does not include some of the technical detail required by statute. For staff and elected Members, a "Plan on a Page" will also be published crystallising all the key messages. In addition, a balanced scorecard will be produced presenting key information relating to the organisation, its performance and its contribution to the wider city vision.

### **Reason for Recommendations**

17. To enable the draft Corporate Plan 2015-2017 to be considered by the Council on 26 March 2015 and to be published thereafter, subject to any consequential amendments.

### **Financial Implications**

18. This report sets out the Council's Corporate Plan for the period up until 2017. Implementing these strategic priorities will need to be in accordance with the amounts set out in the February 2014 Budget Report which included the revenue and capital budgets for 2015/16, the indicative Medium Term Financial Plan for the period up to 2018/19 and the indicative Capital Programme for the period up until 2019/20.
19. Some of the objectives contained in this report will need to be the subject of further reports so that detailed financial implications can be determined

when further financial information is known. Where invest to save schemes, for example energy projects, are taken forward this will need to be on the basis of robust business cases which generate commercial returns, Similarly the Plan clearly identifies the financial constraints within which the Council is and will continue to work whilst recognising the importance of Cardiff as the capital City driving economic activity and social change. Therefore proposals in respect of significant infrastructure developments which are not part of the existing Capital Programme will need to be developed by obtaining support from regional and private sector partners alongside potential Welsh Government and Central Government support.

### **Legal Implications**

20. The Local Government Measure 2009 sets out the Council's obligations to ensure continuous improvement in the exercise of its functions. This report sets out the steps taken in identifying and consulting on the improvement objectives contained in the Corporate Plan for 2015-2017. The Corporate Plan is part of the Policy Framework and a decision on whether to adopt the draft Corporate Plan is a matter for full Council
21. The Council has to satisfy its public sector duties under the Equalities Act 2010. Decisions must have due regard to the need to (a) eliminate unlawful discrimination (b) advance equality of opportunity and (c) foster good relations on the basis of the protected characteristics defined in the Act. The Council needs to make its decision to make a proportionate and rational decision with proper regard for its equality duty

### **RECOMMENDATIONS**

Cabinet is recommended to:

1. approve the Corporate Plan 2015-2017 as set out in **Appendix 1** for consideration by Council on 26 March 2015;
2. recommend to Council that authority be delegated to the Chief Executive in consultation with the Leader of the Council to make any consequential amendments to the Corporate Plan following consideration by Council on 26 March 2015.

### **PAUL ORDERS**

Chief Executive  
13 March 2015

*The following Appendix is attached:*

Appendix 1 – Corporate Plan 2015-2017



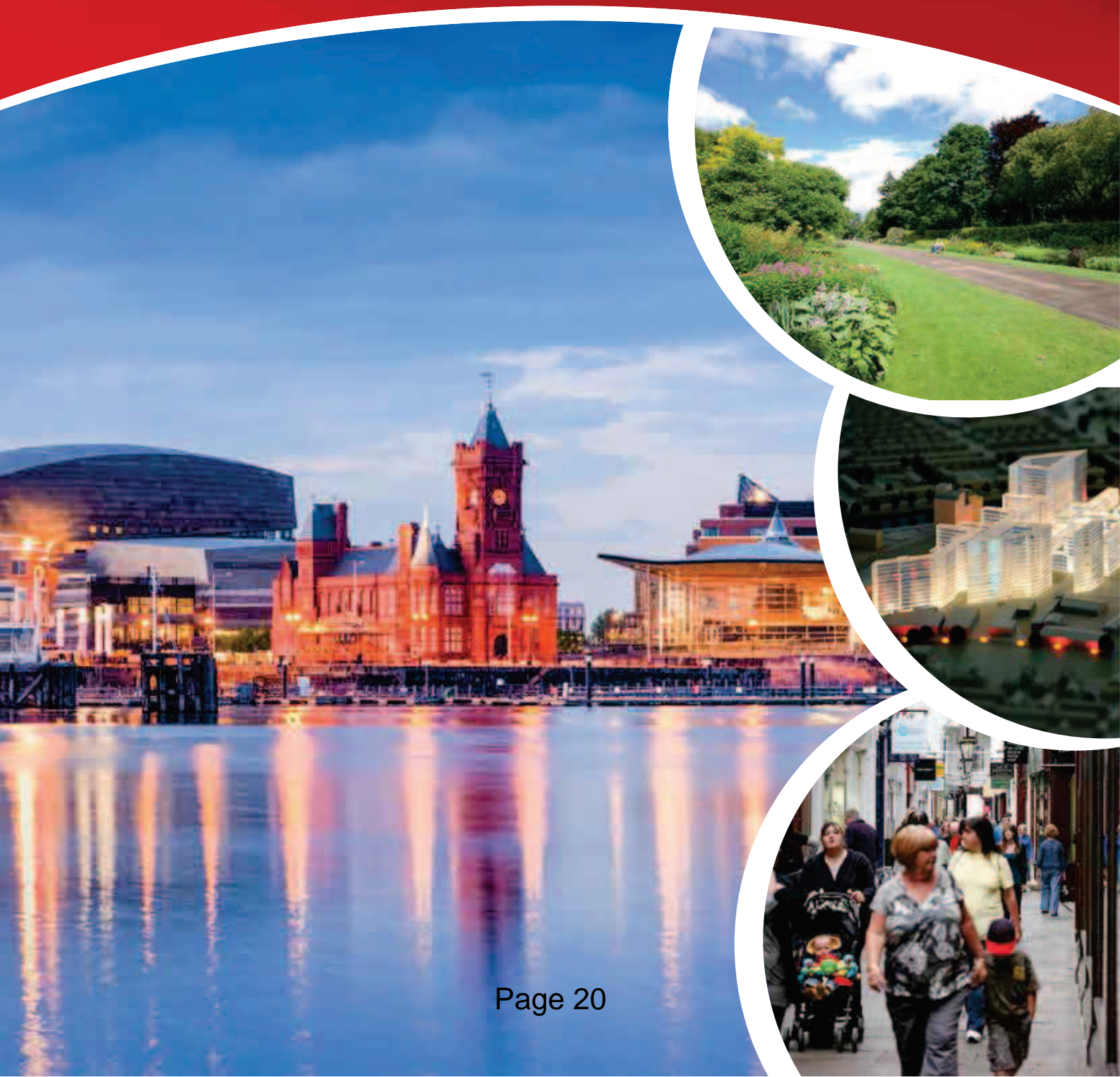
# The City of Cardiff Council Corporate Plan

2015 - 2017





# make the difference



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# Corporate Plan 2015-17



This Corporate Plan sets out what the Council will do, and how we will work with partners from the public, private and third sector – and, crucially, with the residents of Cardiff - to deliver **our vision of becoming Europe’s most liveable capital city.**

The most successful cities are those which can offer excellent job opportunities and a great quality of life for their citizens. For Cardiff, this will mean improving our credentials as a place to work and invest, and continuing to develop as a great place to live, with a focus on delivering excellent public services, high quality schools and learning opportunities, attractive public spaces, supporting sport and culture alongside a commitment to protect the most vulnerable.

Cardiff is well placed. We are one of the fastest growing and most highly skilled cities in the UK, and were recently named as the ‘Best City for Young People in Britain’ as well as the ‘UK’s most liveable city.’ The European Commission’s Urban Audit also placed Cardiff as the highest ranking UK city and the 5th most liveable capital city in Europe. We can be number one.

Delivering our vision will not be easy. Cardiff’s growing population is a sign of our success – that so many people want to live in our city is perhaps the greatest compliment it could receive. But population growth can put pressure on public services and infrastructures, and so we must plan our city, and our public services, for the future to ensure that we protect the very thing which makes our city great – **the quality of life of our residents.** To deliver our vision of being a liveable city, Cardiff must also provide affordable social housing in well designed, connected and sustainable communities.

This growth coincides with a financial landscape for public service delivery that has changed dramatically. The Council alone has had to make over £85m savings during the last three years. Over the next 3 years the figure will be around £120m, not including around £41.1m in the next financial year.

Reducing budgets mean that we will have to be absolutely clear about the areas that are most important to, and make the biggest difference for, the people of Cardiff. This plan sets out our 4 priorities:

- **Education and skills for people of all ages;**
- **Supporting vulnerable people;**
- **Sustainable economic development;**
- **Working with people and partners to design, deliver and improve services.**

These priorities reflect the findings of the Cardiff Debate, which has visited all parts of the city to talk with the people of Cardiff about the future of public services. Cardiff Debate results have made clear that citizens care deeply about the quality and availability of public services. That’s why in reforming the Council we’ve done our best to

protect front line services, with the majority of budget savings in the next financial year coming from driving efficiencies from the way we do business. Our approach to change will be based as much upon values – of openness, fairness and a commitment to working with residents and partners – as on structures and models of service delivery. These values will underpin our 3 year Organisational Development programme through which we will be challenging ourselves to be more efficient, to drive up performance, and to reshape the Council to meet the long term challenges we face.

In doing so, we will not become inward looking. The Council will place a premium on openness and on delivering through partnerships. This will mean being connected to the people and communities of Cardiff; to public sector bodies and major employers in the city; as well as through working closely with our partners in the Capital City Region. Our recent membership of the UK Core Cities network is a statement of intent for the city as we look to raise our profile on a national and international stage.

This is a time of great challenges. But it can also be a time of opportunity. Cardiff is well placed to build on its success and become Europe’s most liveable capital city – a great place to work and do business; which attracts and retains the best talent; a place where people love to live; and a city of opportunity for everyone, regardless of background.

**Cllr Phil Bale | Leader,  
City of Cardiff Council**

# Our Vision for Cardiff:

'To be Europe's most liveable Capital City'

Being a liveable capital city means achieving 7 shared outcomes

People in Cardiff are Safe and Feel Safe

People Achieve their Full Potential

Cardiff has a Prosperous Economy

Cardiff is Fair, Just and Inclusive

People in Cardiff are Healthy

Cardiff is Clean and Sustainable

Cardiff is a Great Place to Live, Work and Play

## Co-operative Council: Delivering the Vision

We will be a Co-operative Council, **connected to the citizens and communities** of Cardiff

Cardiff will **connect Wales to the world** and be a **Capital city that attracts business, investment, talent and tourism**

## Co-operative Values: We Are Cardiff

### Open

We are open and honest about the difficult choices we face, and allow people to have their say on what's important to them and their communities

### Fair

We champion fairness, recognising that with less resource we need to prioritise services for those who need them most.

### Together

We work with our communities and partners across the city to deliver the best outcomes for the people of Cardiff

## Our Priorities:

Education and skills for people of all ages

Supporting People in Vulnerable Situations

Sustainable economic development as the engine for growth and jobs

Working with people and partners to design, deliver and improve services



# Delivering Our Vision

The Cabinet has established a new vision for Cardiff to be **“Europe’s most liveable capital city.”**

This vision will be achieved by delivering seven outcomes which have been jointly agreed by public service and third sector partners in the city. These are captured in Cardiff’s Single Integrated Plan - **“What Matters”**:

- **People in Cardiff are safe and feel safe**
- **Cardiff has a thriving and prosperous economy**
- **People in Cardiff achieve their full potential**
- **Cardiff is a great place to live, work and play**
- **People in Cardiff have a clean, attractive and sustainable environment**
- **People in Cardiff are healthy**
- **Cardiff is a fair, just and inclusive society**

A ‘Liveable City Report’ which captures how the city is performing against a range of high level indicators associated with each outcome will be published annually.

The Corporate Plan captures the Council’s contribution to delivering Cardiff’s seven outcomes, setting out the organisation’s priorities and what will be done to deliver against these priorities. Other city partners have an important contribution to make, and whilst the Council works with many of them on a range of issues, this plan focuses on the Council’s contribution to the delivery of the seven city-wide outcomes.

It is not an expression of everything the Council does, but a statement on the

strategic priorities of the organisation. Directorate Delivery Plans will provide greater detail on how objectives contained within this plan will be delivered, and will also contain details of Council activity which is not included in this Plan. Each individual employee’s contribution to Corporate & Directorate plans will be captured through the Personal Performance and Development Review process.

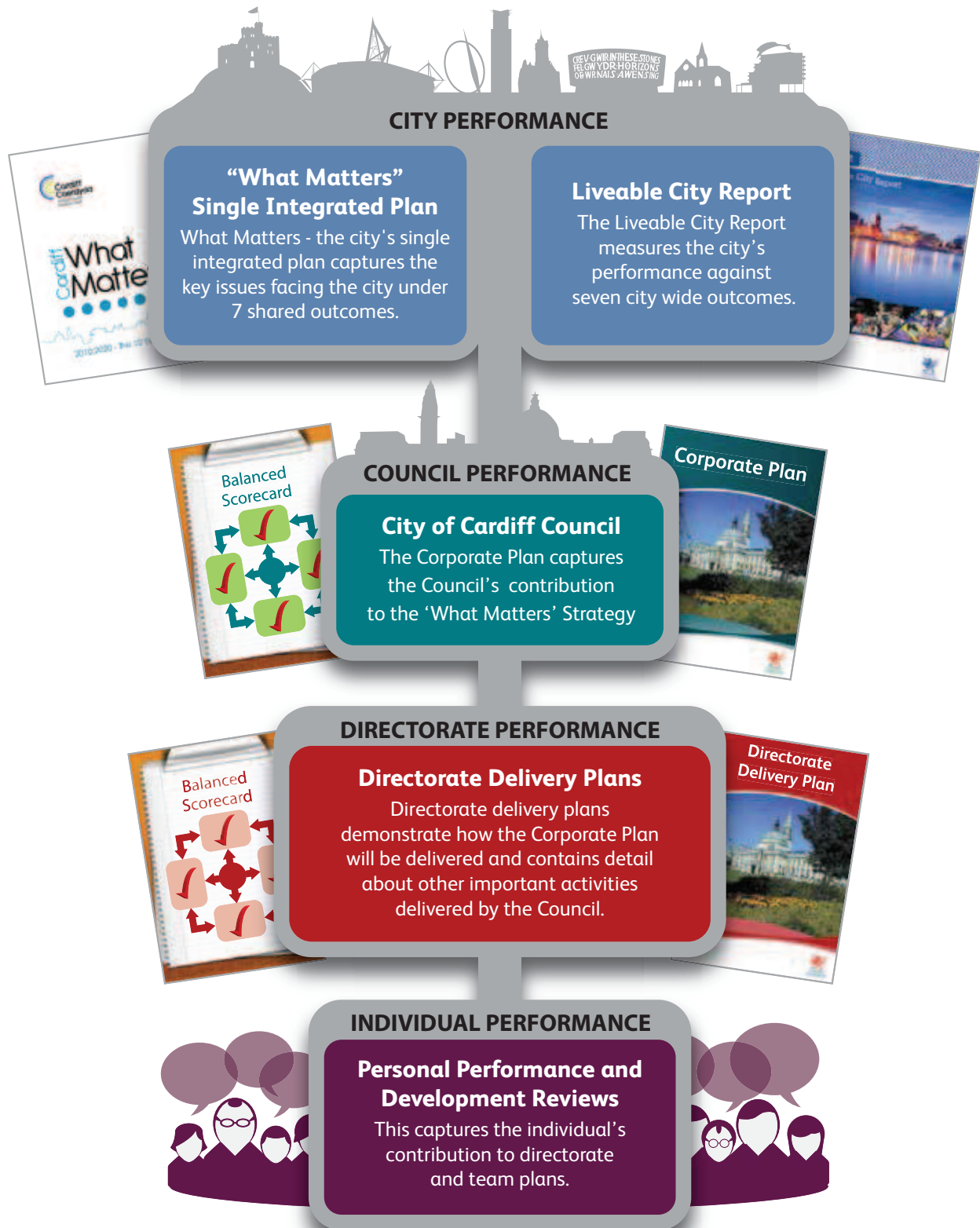
## Statutory Requirements

This Corporate Plan discharges the Council’s duty to publish an Improvement Plan and set Improvement Objectives in line with the requirements of the Local Government (Wales) Measure 2009.

The Corporate Plan and the Council’s corporate planning process enables the Council to meet its duties in key areas. Important responsibilities such as responding to the Wales Programme for Improvement, delivering against the Outcome Agreement with the Welsh Government and being well positioned to deliver against the requirements of emerging legislation such as the Well-being of Future Generations Bill are all accounted for as part of our corporate planning process.

The Council remains committed to all its statutory obligations, such as the duties expressed within the Single Equality Act and the Welsh Language Measure.

# Deliver the vision: Europe's Most Liveable Capital City



# Pressures facing the city: Austerity and Growth

The Council's vision will need to be delivered against a backdrop of pronounced financial pressures and increasing demand for public services.

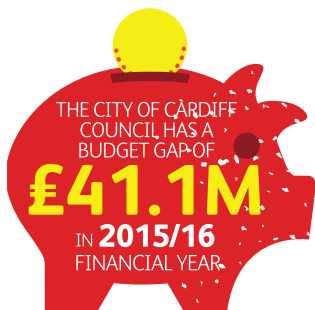
The level of the budget shortfall for Cardiff is an **estimated £120 million between 2016/17 - to 2018/19**. This year alone, the Council has had to bridge a £41.1 million budget gap in order to bring the amount spent in line with the total amount received in funding.

Between 2011 and 2026 Cardiff's population is also expected to increase dramatically, with the city experiencing the biggest percentage increase in population of any major British city. This growth is a sign of success – people want to live in Cardiff. However, it will also put additional demand pressure on public services. It will mean, for example, a big increase in the number of school age children and the number of older people, which in turn will put greater pressures on a number of important council services such as schools and adult social care.

Less money means that providing the support and services people need will become more difficult. These pressures are faced by other public and third sector organisations in the city as well – and it is important to be aware that costs and pressures are not unintentionally pushed onto other organisations or providers.

This means that a number of difficult choices will need to be made about which services are delivered - and how they are delivered - in the future.

PUBLIC SERVICES IN CARDIFF WILL HAVE  
**LESS MONEY,**  
**MORE PEOPLE**  
NEEDING SUPPORT,  
AND THE **FASTEST GROWING**  
POPULATION IN THE UK



**EXTRA 35% BY 2033**

WELSH GOVERNMENT'S PROJECTION SUGGESTS CARDIFF'S POPULATION WILL INCREASE BY  
**35% (125,000)**  
OVER THE NEXT  
**20 YEARS**



## Our Workforce

The Council recognises that its workforce is its most valuable asset. Staff are responsible for delivering services across the city and its communities, every day and in delivering this plan, the contribution of staff will be crucial.

To ensure that the organisation understands the challenges front-line staff experience in delivering service priorities and fully considers the opportunities that they identify to improve performance, a programme of staff engagement is underway which will continue for the duration of the plan.

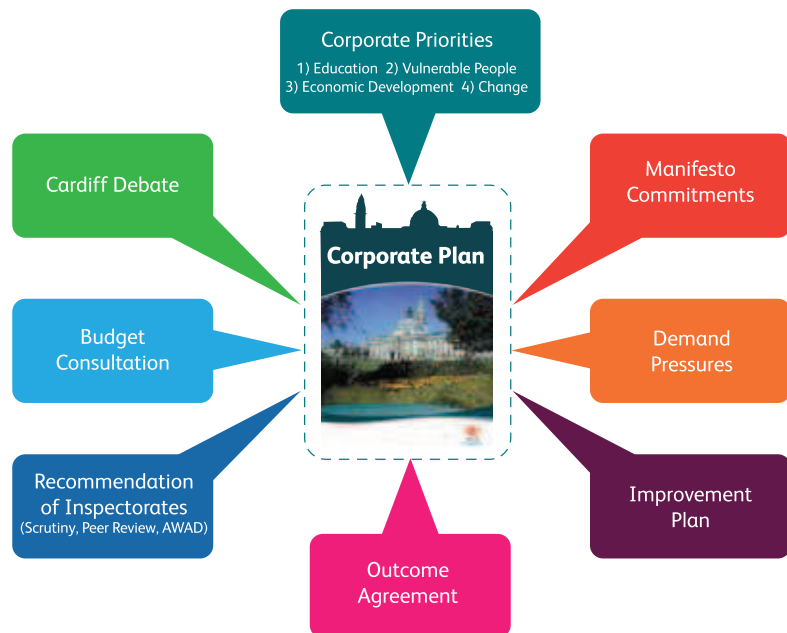
Recognising also the need to ensure staff interests are fully understood during a period of organisational changes, the Council and the Trade Unions have agreed to work in partnership on a programme of reform. The agreement will see the Council's Leader, Cabinet and Trade Unions work together to reform the delivery of Council services. Key principles will include working together to provide a level of certainty for staff on major issues, to protect jobs wherever possible and reforming Council services in a cost-effective manner.



# Shaping the Corporate Plan

## Informing the development of the Corporate Plan

A number of factors help shape the Corporate Plan, including local priorities and the views of the citizens of Cardiff, national priorities as set by the Welsh Government, and the recommendations of inspectorates and audit bodies in relation to the Council's performance and areas for improvement.



The Council is committed to openness and engagement and has initiated the Cardiff Debate- an extensive programme of citizen engagement- to provide an ongoing conversation with citizens, communities and partners.

Whilst the Cardiff Debate and Budget Consultation is only one of a number of elements shaping the plan, it has helped ensure services are responsive to local need. The outcomes of the Cardiff Debate have been considered in the development of the Plan.

For the first phase of the Cardiff Debate a total of 37 events have been undertaken, covering every neighbourhood partnership area. The graphic below illustrates how the Council is responding to some of the feedback and themes emerging from the responses received so far:

Cardiff Debate Feedback	Responding to Community Voices
<p><b>Which services are a priority for you and your family?</b></p> <ul style="list-style-type: none"> <li>• Health Services (12.9%)</li> <li>• Education &amp; Skills (9.8%) and</li> <li>• Keeping Children Safe (9.5%)</li> </ul>	<p><b>Education</b> and <b>Supporting Vulnerable People</b> are clear priorities for the Corporate Plan. There are specific objectives about integrating health and social care and promoting independent living which is known to have an impact on health and quality of life.</p>
<p><b>Which services so you and your family use?</b></p> <ul style="list-style-type: none"> <li>• Parks and Green Spaces (24.3%)</li> <li>• Sports, Leisure &amp; Cultural Facilities (16.6%)</li> <li>• City Travel (13.7%)</li> <li>• Libraries, Community Centres &amp; Hubs (13.0%)</li> </ul>	<p><b>The Sustainable Economic Development</b> priority includes a number of objectives to improve transport in the city.</p> <p>This plan's 4th priority (<b>Working with people and partners to design, deliver and improve services</b>) has specific objectives on ensuring sustainable long term provision of non-statutory but highly valued services such as cultural and leisure centres, libraries and community services.</p>
<p><b>What matters most to you in the delivery of that service?</b></p> <p>Strong emphasis on service quality as opposed to other factors such as cost, proximity of services to home and who delivers the service.</p>	<p>This is addressed in this plan's 4th Priority: <b>Working with people and partners to design, deliver and improve services</b>. A three year <b>Organisational Development Programme (ODP)</b> has been established to ensure that Council services can change to meet the challenges of growth and austerity.</p>

# The Need to Prioritise

The City of Cardiff Council can no longer do all the things it has done in the past. With reducing funding and increasing demand, the Council must be clear about its priorities.

Three tightly focused priorities have been maintained and a fourth priority introduced which recognises the need to change the way services are delivered.

## Our priorities:

- Education and skills for people of all ages;
- Supporting people in vulnerable situations
- Sustainable economic development as the engine for growth and jobs;
- Working with people and partners to design, deliver and improve services.

For each priority, a limited number of improvement objectives have been established; and for each improvement objective, high level commitments and performance indicators have also been identified to measure progress.

## Measuring Progress

To ensure there is clear accountability for delivering each objective a Lead Member, or in some instances Members, are identified.

The delivery of the Corporate Plan will be monitored through the Council's strengthened Performance Management Framework, including:

- Performance Challenge sessions of the Council's Senior Management Team;
- Joint Cabinet and Senior Management Team Performance Challenge meetings;
- A Challenge Forum involving Members; Senior Officers and external peer support to challenge the Council's progress against its improvement journey and delivery of the Corporate Plan.

Aligned monitoring and reporting cycles for finance and service performance information will further support this and afford far greater visibility of the Council's overall performance position – against which progress will be monitored on an ongoing basis.

## › Key Terms

### City Wide Outcomes

- Seven high level outcomes which have been agreed with partners, and are contained in Cardiff's Single Integrated Plan – "What Matters".
- Achieving these outcomes require action across a range of organisations.

### Council Priorities

- The Council's priorities recognise the most important areas that need to be addressed in the short to medium term.

### Improvement Objectives

- For each priority 2-3 Improvement Objectives have been identified. These reflect specific areas where the Council wishes to see improvement.
- Improvement Objectives are expressed clearly and simply, to explain the future condition (or specific local outcome) we want to achieve and are therefore outcome focused improvement objectives.

### Commitments

- Commitments are specific initiatives that the Council will undertake to deliver the Improvement Objectives and contribute to City Wide Outcomes

### Measuring Progress

- Progress will be measured by a basket of indicators.
- These will include nationally set indicators (known as NSIs and PAMs), service improvement data which is collected by local authorities across Wales, and local indicators chosen by the Council.



# Delivering for Cardiff:

## Our Core Business

Everyone in Cardiff uses public services and many of them are provided by the Council. It is sometimes easy to forget about all the important services that the Council delivers - every day - to people across the city.



Each year the Council will **deliver over 700 services to 352,000 residents in 151,000 households**, helping to support local communities and improve the lives of local people. Many will be aware that the Council is responsible for collecting bins, cutting the grass and cleaning streets, but it also provides support for older people and people with disabilities, it runs schools and manages a high quality housing stock, as well as looking after children who are in care.



The Council also ensures delivery of **leisure facilities across the city** which makes a positive impact on the health and well-being of communities. **Parks and green spaces** - which are a huge part of the city's appeal - are maintained by the Council. The Council will continue to work with

“friends groups” to make the best use of important natural assets and vital recreational spaces. This is in addition to working with partners to improve community engagement and local management of green spaces and community facilities.

Supporting the city's **leisure and recreational offer** not only ensures that people in Cardiff have a wide choice of physical activities, but it also helps keep people healthy and reduces the likelihood of long term health problems.



Cardiff has a long and successful track record of delivering **major sporting events**. Hosting **Rugby World Cup matches and the first Test match in the Ashes Cricket series in 2015**, will again demonstrate the city's capacity to deliver globally recognised events.

Cardiff's reputation as a sporting capital is being matched by our cultural offer. Important events such as Cardiff Contemporary – a city wide festival of visual arts-points to how things can be done in the future. By working with artists and communities, art and culture is being taken out of museums and galleries and into the communities of Cardiff. It is an exciting agenda and a real demonstration of how the Council can continue to support the Arts in the future.

As well as those living in the city, around 80,000 people commute into Cardiff every day from across the city-region. Indeed, this represents over 1/3rd of the city's workforce. Keeping the city (and the city-region) moving is therefore a top priority. The Council plays a crucial role in this as it maintains **roads and highways** as part of a wider strategy for dealing with traffic and congestion. Other important issues, like fixing potholes, are also addressed whilst a joined up transport strategy to keep the city moving during peak traffic is taken forward by the Council. Part of this involves encouraging a shift towards more sustainable modes of travel, enabling people to get around Cardiff in a convenient, safe and sustainable way.



While Council staff continue to work every day to keep Cardiff's streets clean, the Council also **monitors air quality and noise** and ensures that **public and consumer safety** is upheld to the highest standards.

While the financial pressures are undoubtedly challenging, the Council will continue to deliver and support a wide range of public services on behalf of citizens and communities across the city. Doing so will be fundamental to delivering the vision of becoming **Europe's most liveable capital city**.

# Our Priorities and the Improvement Objectives we want to achieve



## Priority 1: Education and Skills for People of All Ages

- Every Cardiff school is a good school where learners achieve well
- Looked after children in Cardiff achieve their full potential
- Adult learners achieve their potential

## Priority 2: Supporting People in Vulnerable Situations

- People at risk in Cardiff are safeguarded
- People in Cardiff have access to good quality housing
- People in Cardiff are supported to live independently



## Priority 3: Sustainable Economic Development

- Cardiff has more employment opportunities and higher value jobs
- Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure

## Priority 4: Working with people and partners to design, deliver and improve services

- Communities and partners are actively involved in the design, delivery and improvement of highly valued services
- The City of Cardiff Council has effective governance arrangements and improves performance in key areas
- The City of Cardiff Council makes use of fewer, but better, buildings



# Priority 1:

## Education and Skills for People of All Ages



# Priority 1: Education and Skills for People of All Ages

The Council is committed to helping all citizens and communities achieve their full potential, and to developing a well-educated workforce that the city's growing economy requires. Creating an excellent and inclusive school system and high quality opportunities for adult learning are therefore amongst the Council's highest priorities.

Because education doesn't begin and end at the school gate, meaningful collaboration with partners in the public, private and third sectors, and with parents and citizens across Cardiff will be essential to delivering the improvement required, and to making sure that this priority is achieved. All this forms an important part of delivering against our city wide outcome of helping people in Cardiff achieve their full potential.

## City Performance

Relative to the UK core cities, Cardiff has a high number of adults educated to degree level or equivalent, as well as a low number of people with no qualification. This suggests that the city has a highly skilled workforce.

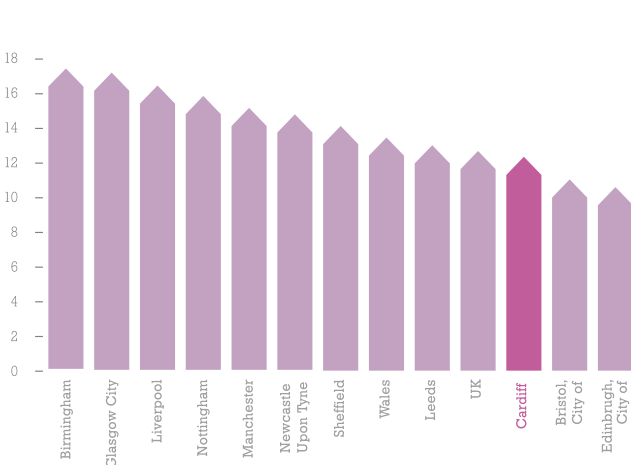
Standards achieved by learners in Cardiff schools are now improving at a faster rate than previously and many at a faster rate than the rest of Wales. 2014 saw a significant step forward in nearly all measures but we want to see further and more rapid improvement in performance. We have put in place clear plans to drive this improvement across the Council and in all schools, working closely with the Central South Consortium.



### % with no qualifications (NVQ) - aged 16-64

Jan - Dec 13

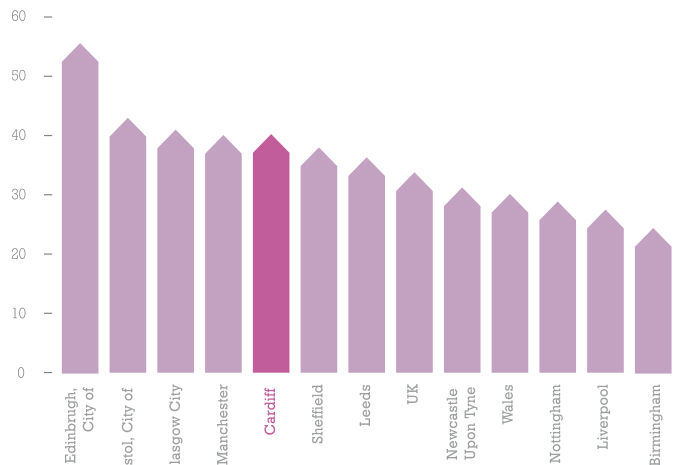
Source: Annual Population Survey



### % with NVQ4+ (16-64)

Jan - Dec 13

Source: Annual Population Survey



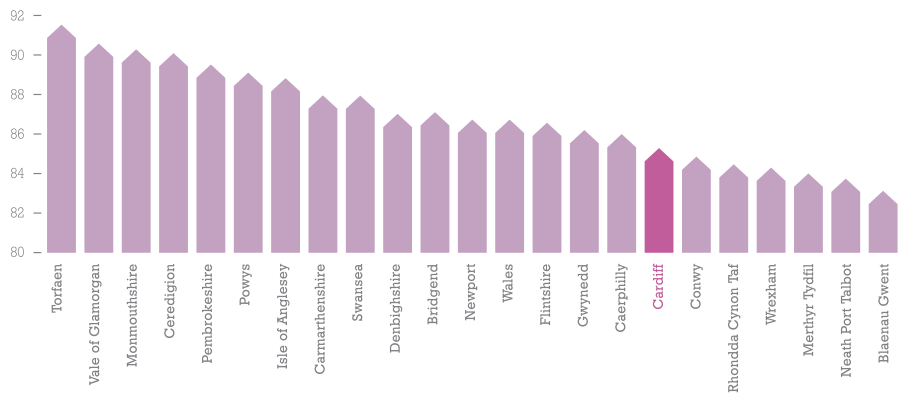
The results for the 2013-14 school year suggest that improvement work underway is beginning to have an impact, with Cardiff's performance relative to Welsh Authorities having been maintained or improved in most indicators.

Attendance at both primary and secondary school has continued to improve with Cardiff now ranked 7th (for primary school attendance) and 10th (for secondary school attendance) out of the 22 Wales local authorities, compared to 17 and 21 three years ago.

After five or more years of modest improvement in attainment at age 16, the rise of 3.9% in 2014 was a significant step up. For key stage 4 however, while there has been an improvement in headline performance measures, Cardiff continues to perform below the Welsh average on many of the main indicators and outcomes were below the targets set. Twelve out of nineteen secondary schools improved their performance at the level 2+ threshold in 2014. Compared to the UK core cities group, the performance of Cardiff schools at the level 2+ threshold at Key Stage 4 is near the top (4th position) and performance at Key Stage 2 for all core subjects is in 1st position.

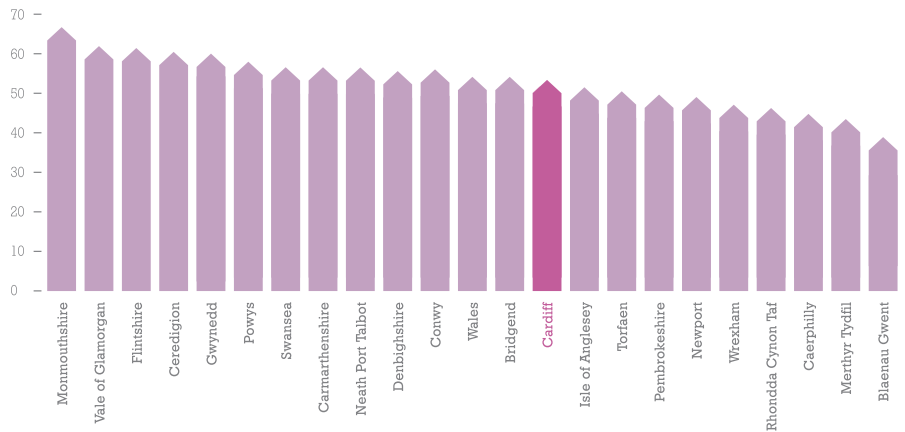
**The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment**

Source: Stats Wales (2014)



**The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A\*-C in English or Welsh first language and mathematics**

Source: Stats Wales (2014)



# Improvement Objective: Every Cardiff school is a good school where learners achieve well

## 1 What do we want to achieve?

Every child in Cardiff should be able to attend a good school. Cardiff expects every school to have the highest expectations for all their pupils, consistently high quality teaching and a curriculum which ensures that all learners are 'Qualified for Life'. The Council will make significant investment in new school buildings to transform some secondary schools and to meet the needs of the rapidly growing primary age population,

in both English and Welsh medium schools. At the heart of our plan is a focus on raising standards achieved by every learner. We need the best leaders and teachers to be supported by good governing bodies, and we will work closely with the Central South Consortium to achieve this. We want our schools to make the most of partnerships with universities, business, the arts and sports in Cardiff.

We want every school leaver to move on successfully into education, employment or training and we will deliver targeted support to address barriers to learning and ensure progression for all learners. This will focus on learners with the greatest need for support, including looked after children, those eligible for free school meals and those with additional learning needs.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

• Deliver the Schools Organisation Programme including the completion of Band A investment projects by 31st March 2019	Clr Julia Magill
• Further increase the role of Cardiff schools in leading school to school working across the Central South Wales region.	Clr Julia Magill
• Implement the Welsh Government Youth Guarantee to ensure appropriate progression routes for all learners by 2016.	
• Strengthen school governance, ensuring appointment to all Local Authority governance vacancies on school governing bodies in a timely manner by June 2015.	Clr Julia Magill
• Identify young people most at risk of disengagement (Early Identification) by embedding the Vulnerability Assessment Profiling (VAP) tool across all Cardiff Schools by 2015.	Clr Julia Magill
• Deliver the Challenge Cymru Programme in six secondary schools by the end of 2015-16 academic year.	Clr Julia Magill
• Where schools do not make expected progress over time use Local Authority intervention powers and bring about improvement on an annual basis.	Clr Julia Magill

## 3 Measuring Progress

- Reduce the number of local authority maintained schools who are placed in a formal category, either "Special Measures" or "Requiring Significant Improvement", following an Estyn Inspection to 0 in 2015-16
- Increase percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment from 85.11% in 2014-15 to 86.5% in 2015-16
- Increase the percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A\*-C in English or Welsh first language and mathematics from 54.04% in 2014-15 to 60% in 2015-16
- Increase the percentage of pupils achieving level 1 qualification at KS4 from 93.19% in 2014-15 to 94.5% in 2015-16
- Reduce the percentage point gap between FSM and non FSM pupils achievement of CSI at KS2 from 17.5% in 2014-15 to 16.22% in 2015-16.
- Reduce the percentage point gap between FSM and non FSM pupils achievement of Level 2 threshold including English/Welsh and mathematics at KS4 from 33.29% in 2014-15 to 30% in 2015-16
- Reduce the % of year 11 leavers not in education, employment or training from 4.26% in 2014-15 to 2.5% in 2015-16
- Reduce the % year 13/14 leavers not in education, employment or training 4.71% in 2014-15 to 3% in 2015-16
- Increase the attendance at secondary school from 93.8% in 2014-15 to 94.1% in 2015-16
- Increase the attendance at primary school from 94.9% in 2014-15 to 95.6% in 2015-16



# Improvement Objective: Looked after children in Cardiff achieve their full potential

## 1 What do we want to achieve?

The Council is committed to providing high quality care and support for looked after children to help them achieve their potential. Closer working across Council Directorates, Cardiff schools and partner organisations will be crucial, and this will be supported by a new Corporate Parenting Advisory Committee.

The commitment and quality of support provided by the Looked After Children (LAC) Education Team was commended in feedback from the Care and Social Services Inspectorate Wales, following an inspection in May 2013. More young people are now being supported at university and, though challenges remain, the average educational attainment of

looked after children at key stages two and three has improved. A new scheme was launched in May 2013 to provide care leavers with opportunities to secure work placements in Council departments and those already placed have acquired new work related skills. This supports wider efforts to ensure positive progression routes for all care leavers.

## 2 Commitment

### In order to achieve the above the Council will:

Prepare a Joint Looked After Children Education Delivery Plan, by July 2015, with a specific focus on:

- Significantly improving the timeliness and quality of Personal Education Plans
- Developing a system to capture and evidence the progress of every looked after child
- Developing an early flagging system that enables timely additional support to be provided to LAC learners to enable achievement
- Developing a methodology for capturing the non-academic achievements of LAC as a performance measure for the future
- Improving learning outcomes for children with additional needs

### Lead Member

CLlr Sue Lent  
CLlr Julia Magill

## 3 Measuring Progress

- Increase the percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment to 68% in 2015-16
- Increase the percentage of care leavers aged 16+ who obtained 5 or more GCSEs at grade A\* to C to 12% in 2015-16
- Increase the average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting to 220 in 2015-16
- Increase the percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19 to 58% in 2015-16

# Improvement Objective: Adult learners achieve their potential

## 1 What do we want to achieve?

Adult Community Learning (ACL) is delivered through the Cardiff and Vale Community Learning Partnership, and offers a broad range of adult education courses that help support local people to meet their learning aspirations. The Council’s contribution to ACL in Cardiff focuses on two key areas:

- **Learning for Work:** This focuses provision on priority learners as defined by the Welsh Government, and these learners include those currently not in Education, Training or Employment

and those aged 50+ who are currently unemployed. Key learning categories include English for Speakers of Other Languages and Basic Skills, Digital Literacy and Welsh medium provision.

- **Learning for Life:** This element provides opportunities for recreational lifelong learning courses on a cost recovery basis. These courses are available to all community members.

The Cardiff and Vale Community Learning Partnership had an Estyn Inspection in

January 2013 which highlighted areas of improvement required in the delivery of the service. The Council is now addressing these issues through the Post Inspection Action Plan, and will look to demonstrate improvement via further monitoring visits.

By increasing the number of accredited courses delivered to priority learners and improving levels of enrolment, the Council will support adult learners to achieve their full potential.

## 2 Commitment

### In order to achieve the above the Council will:

- Increase the number of accredited courses delivered to priority learners by March 2016
- Increase the number of courses for priority learners held in Communities First areas by March 2016
- Increase enrolments for priority learners on a year by year basis by March 2016

### Lead Member

Cllr Julia Magill

## 3 Measuring Progress

- Increase the success rate at or above the Adult Community Learning National Comparator (Overall Partnership Return) from 84% in 2014-15 to 87% in 2015-16
- Increase the success rate at or above the Adult Community Learning National Comparator (Cardiff specific return) from 72% in 2014-15 to 83% in 2015-16
- Increase the number of Learners within the city’s most deprived area (deciles one and two in the WIMD) to 87% in 2015-16 to achieve a success rate at or above the overall Partnership success rate

# Priority 2: Supporting People in Vulnerable Situations





# Priority 2: Supporting People in Vulnerable Situations

The Council is committed to prioritising services that support those who are most vulnerable, particularly children and older people. Difficult times mean that more people need access to support and the Council has taken a number of actions to help those in need, for example the work with partners to minimise the impact on those affected by welfare reform.

In order to support people in vulnerable situations and promote well-being, the council will prioritise the delivery of high quality and affordable social housing across the city. This will include changing

the way council housing is allocated to ensure those with the highest need have access to housing as well as ensuring private sector homes are fit for purpose.

Supporting vulnerable people is also hugely important if Cardiff is to effectively manage the growing demand pressures on services, promote social justice within the city and help address inequality. Developing a better understanding of the needs of individual service users and communities, and reshaping services in response will be crucial, as will be placing an increased focus on preventative action.

Doing this will require joined up working between different organisations in the public, private and third sector. Partners such as South Wales Police, Cardiff and Vale University Health Board, the Probation Service as well as a number of third sector organisations commit much of their resources to helping vulnerable people. Often their work will complement Council activity, and at other times the Council will collaborate directly with partners to support people and help ensure that **“Cardiff is fair, just and inclusive”** and that **“People are Safe and Feel Safe”**.

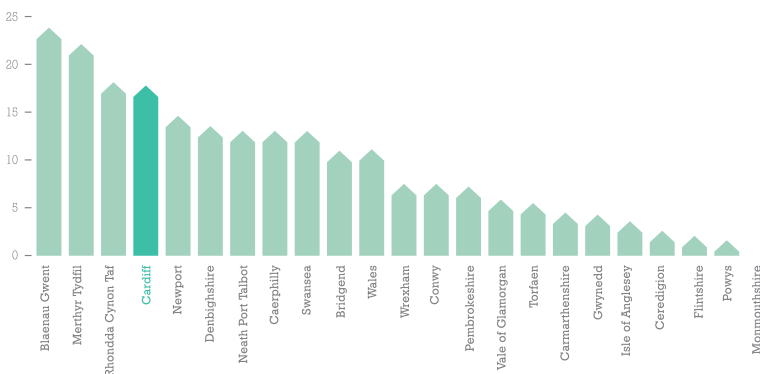


## City Performance

Whilst Cardiff makes the greatest contribution to the national economy; the local authority is 4th highest when it comes to having the percentage of areas that are amongst the most deprived in Wales. This means that there are unacceptable levels of inequality within the city. For instance, over a quarter (28.6%) of households in Cardiff were deemed to be living in poverty, meaning that 41,256 households were classified as below the poverty line, with many of these being in the south of the city.

### Percentage of Lower Super Output Areas (Areas roughly half the size of an electoral ward) in the 10% most deprived areas of Wales

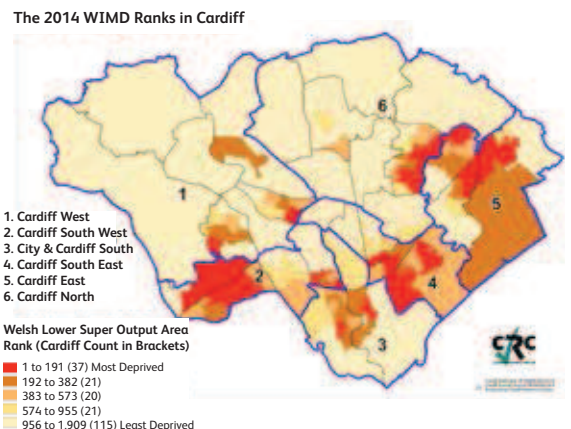
Source: Wales Index of Multiple Deprivation 2014



1: Percentage of Lower Super Output Areas in the 10% most deprived areas of Wales 2: 60% of National Median Income- Source: PayCheck, CACI

### Overall Welsh Index of Multiple Deprivation Map of Cardiff

Source: Welsh Index of Multiple Deprivation 2014



Whilst social and economic disadvantage can often place people in vulnerable situations and increase the likelihood of support being needed, **the Council deliver services to all in need, particularly the most vulnerable, and supports people wherever they live.**

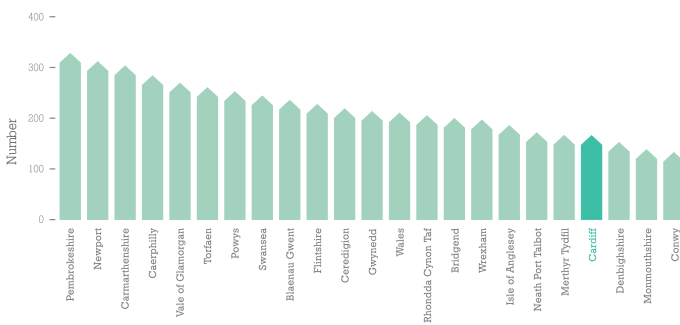
This includes older people in need of support, children in care, and those that

require safeguarding from issues such as sexual exploitation, abuse and human trafficking. It will also include supporting those who are homeless, or need access to high quality housing.

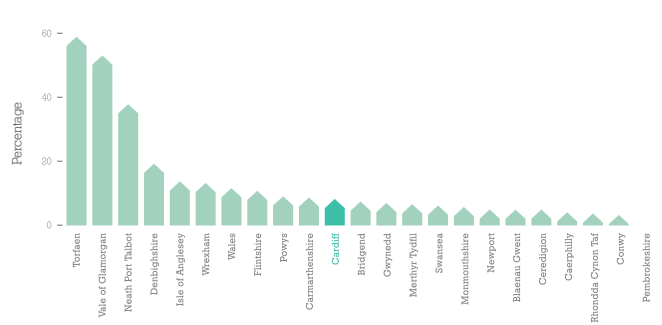
The quality of services such as social housing in Cardiff is amongst the best in Wales but in other areas, such as children's services, the Council is committed to

improving performance against some key national indicators and to make sure that the level and quality of service in Cardiff is in line with, or above the Welsh average.

**Days taken to get a Disabled Facilities Grant 2013 - 14**

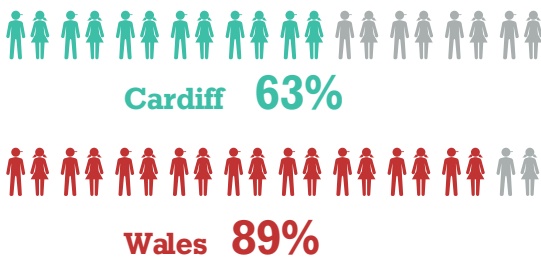


**Number of Vacant Private Homes brought back into use 2013 - 14**



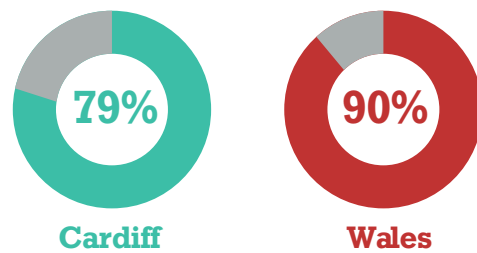
**Children in Care Approaching 18 who have a Plan of Support when they leave care**

Information is shown to the nearest whole number, 2013-14

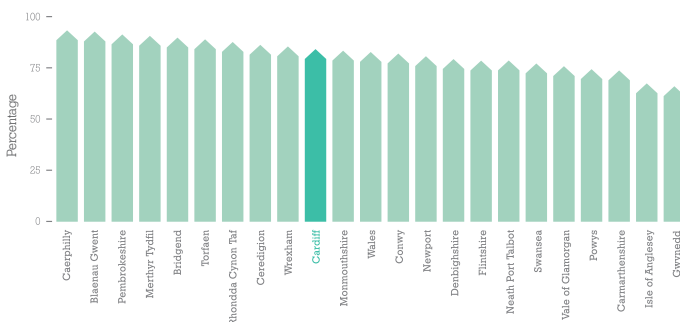


**Reviews of Vulnerable Children Completed on Time**

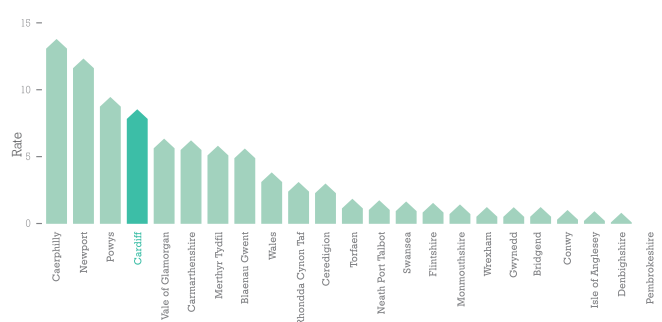
Information is shown to the nearest whole number, 2013-14



**Adults Helped to Live at Home 2013 - 14**



**Rate of people staying in hospital waiting for Social Care 2013 - 14**



# Improvement Objective: People at risk in Cardiff are safeguarded

## 1 What do we want to achieve?

The Council is committed to supporting children, young people and adults who may be unable to take care of themselves and empowering individuals to protect themselves from significant harm or from exploitation.

Vulnerable people are often not able to voice their fears or tell people when they are being abused. The Council will continue to play a lead role with partners in protecting these people.

The Council also recognises the need to focus on the development of a range of more effective services to prevent the need for vulnerable children or adults to be separated or cared for away from their families

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

<ul style="list-style-type: none"> <li>Develop a co-ordinated programme of training and awareness raising for all front-line staff in relation to Vulnerable People by July 2016, which will include Child Sexual Exploitation, Human Trafficking, Vulnerable Adults and Vulnerable Children</li> </ul>	Cllr Lent, Cllr De'Ath
<ul style="list-style-type: none"> <li>Establish a multi-agency methodology for gathering data and intelligence concerning child sexual exploitation by March 2016</li> </ul>	Cllr Lent, Cllr De'Ath
<ul style="list-style-type: none"> <li>Establish a multi-agency methodology for gathering data and intelligence concerning human trafficking by March 2016</li> </ul>	Cllr Lent, Cllr De'Ath
<ul style="list-style-type: none"> <li>Implement the Accelerated Improvement Agenda for Children's Services, including:                             <ul style="list-style-type: none"> <li>Improving the system for protecting children from significant harm by implementing new inter-agency arrangements for managing referrals by March 2016</li> <li>Improving the recruitment and retention of children's social workers, ensuring the Council achieves and maintains a vacancy rate below 15% by March 2016</li> </ul> </li> </ul>	Cllr Lent, Cllr De'Ath
<ul style="list-style-type: none"> <li>Commence implementation of a new Children and Families Preventative Strategy by October 2015, that enables earlier access to help for families, prevents the need for children being removed from their homes and alleviates the need for costly interventions</li> </ul>	Cllr Lent
<ul style="list-style-type: none"> <li>Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation- whilst offering more integrated provision- by March 2017</li> </ul>	Cllr Lent, Cllr De'Ath
<ul style="list-style-type: none"> <li>By September 2015, develop a robust multi-agency Prevent Delivery Plan that:                             <ul style="list-style-type: none"> <li>Responds to the challenges of terrorism and extremism</li> <li>Prevents people from being drawn into terrorism with advice and support</li> <li>Addresses the threat of radicalisation</li> </ul> </li> </ul>	Cllr Lent, Cllr De'Ath

## 3 Measuring Progress

- Reduce the percentage of Children's Services social work vacancies across the service to 15% in 2015-16
- Reduce the percentage of referrals that are re-referrals within 12 months to 24% in 2015-16
- Increase the percentage of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion to 92% in 2015-16
- Increase the percentage of child protection reviews carried out within statutory timescales during the year to 100% in 2015-16
- The percentage of adult protection referrals completed where the risk has been managed

# Improvement Objective: People in Cardiff have access to good quality housing

## 1 What do we want to achieve?

Housing is at the heart of well-being, and so the Council is committed to delivering high quality, sustainable and affordable homes, particularly for those in most need.

Demand for housing of all tenure in Cardiff is high, particularly for social

housing. The Council will therefore prioritise work to increase the level of housing available for Council tenants, as well as delivering an allocation policy that supports those in most need to access high quality homes. Achieving 100% compliance with the Welsh Housing

Quality Standard demonstrates that the housing offer for Council tenants is of a high quality. Further to this, work is ongoing to help ensure that private sector accommodation is fit for purpose and meets the need of Cardiff's residents and communities.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

- Deliver circa 1600 new homes for Cardiff through the Housing Partnering Scheme, as part of a phased approach by 2024, 40% of which will be affordable housing.
- Implement the Housing Allocation Policy to manage the demand for housing and ensure provision is allocated to those with the highest need.
- Ensure the private rented sector is fit for purpose and homes meet legal standards to protect the health of tenants through prioritised investigation of complaints and the proactive delivery of additional licensing schemes in the city.

Cllr Susan Elsmore

Cllr Susan Elsmore

Cllr Susan Elsmore

## 3 Measuring Progress

- An additional 20% of affordable housing units provided during 2015-16 as a percentage of all additional housing units provided during the year

# Improvement Objective: People in Cardiff are supported to live independently

## 1 What do we want to achieve?

Helping people to live independently will mean enabling potentially vulnerable people to develop the skills they need to live on their own, supporting them with reasonable adaptation to their homes and providing services in a way that meets their needs. Doing so provides people with dignity and independence whilst reducing the demand for institutionalised

care. Ensuring help at home therefore represents a much more cost effective way of supporting people.

Involving people that require support in determining for themselves the type of support that best meets their needs will be a key part of this agenda.

Many young adults leaving the care system remain highly vulnerable and need additional support from a range of agencies to enable them to live independently. This is particularly marked for those with some level of learning disability. The Council will therefore ensure effective transitional support is in place.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

<ul style="list-style-type: none"> <li>Deliver better integrated housing support and social care, with health services, to improve outcomes for those who need support to live independently, including:                             <ul style="list-style-type: none"> <li>Increasing the number of people who are able to remain at home, living independently and safely, with the minimal intervention to promote their dignity by 2017</li> </ul> </li> </ul>	Cllr Susan Elsmore
<ul style="list-style-type: none"> <li>Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital</li> </ul>	Cllr Susan Elsmore
<ul style="list-style-type: none"> <li>Increase the uptake of direct payments as an alternative to direct provision of care for Cardiff residents every month</li> </ul>	Cllr Susan Elsmore
<ul style="list-style-type: none"> <li>Support carers by ensuring that all carers are offered a Carer Assessment and increasing the number of care assessments undertaken by 2016</li> </ul>	Cllr Susan Elsmore
<ul style="list-style-type: none"> <li>Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood</li> </ul>	Cllr Sue Lent
<ul style="list-style-type: none"> <li>Expand the range of supported accommodation options for vulnerable young adults</li> </ul>	Cllr Sue Lent

## 3 Measuring Progress

- Increase the rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March to 47 per 1,000 in 2015-16
- Decrease the rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March to 18 per 1,000 in 2015/16
- Increase the percentage of adult clients who are supported in the community during the year to 86.8% in 2015-16
- Reduce the rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over to 5.92 per 1000 in 2015-16
- 700 adults using direct payment scheme at the end of the quarter in 2015-16
- Increase the percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year to 93% by 2015-16



## Priority 3: Sustainable Economic Development as the Engine for Jobs and Growth



# Priority 3: Sustainable Economic Development as the Engine for Jobs and Growth

Increasing the number and quality of jobs is essential to improving the quality of life for people in the city and wider region. The Council is therefore committed to helping create the conditions that will enable businesses to succeed, for attracting high quality investment and for more and better jobs to be created in the city.

This Council priority will help contribute to the What Matters outcome **“Cardiff has a thriving and prosperous economy”**. Working closely with the business community and other public and third sector organisations – in the city, across the wider city-region, nationally and internationally - will be essential in creating the right environment to deliver sustainable economic development.

## City Performance

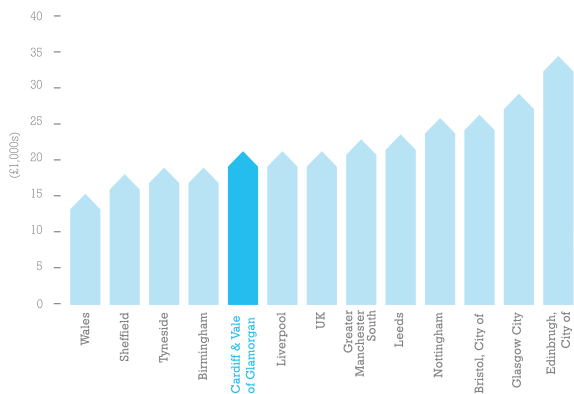
Cardiff’s economic performance is substantially stronger than any other area of Wales, and the city plays a vital role in creating jobs for the city-region. Cardiff has also demonstrated strength in comparison with UK Core Cities, with faster jobs growth over the past 10 years, and more recently, faster rising average wages and lower unemployment rates, which are at the lowest levels since February 2009. Other indicators, such as Cardiff’s high skills levels and fast growing population, point to a strong period for the city economy. That said, compared to the core cities Cardiff has relatively low levels of business density, low levels of business birth and low numbers of listed businesses.

These are fundamental issues that the Council will work with the private sector to address.

Economic success in the knowledge economy is dependent on growing, attracting and keeping talented people, and so quality of life is becoming as important as the quality of job opportunity on offer. As Cardiff grows its development will need to be managed in a sustainable, resilient and inclusive way if the city is to retain its high quality of life, with a particular focus on achieving a modal shift towards sustainable travel.

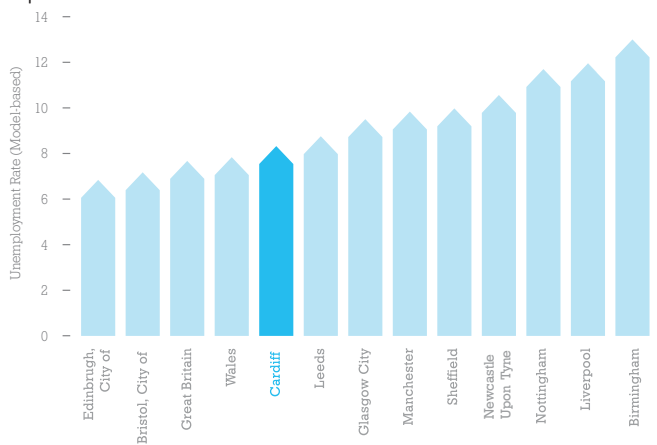
### GVA

Provisional GVA per head (£) by NUTS3 Area, 2012



### UNEMPLOYMENT

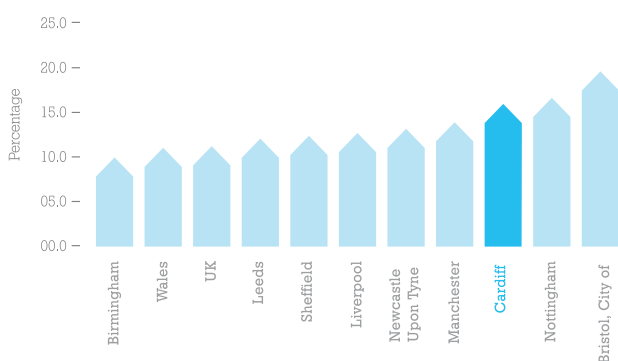
Unemployment Rate (Model-based) Apr 2013 to Mar 2014



### SUSTAINABLE TRAVEL

Travel to Work: On Foot, 2011

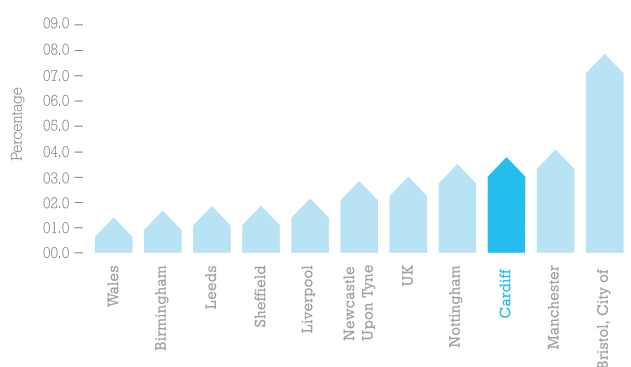
(% of Residents Aged 16-74 in Employment)



### SUSTAINABLE TRAVEL

Travel to Work: Bicycle, 2011

(% of Residents Aged 16-74 in Employment)



# Improvement Objective: Cardiff has more employment opportunities and higher value jobs

## 1 What do we want to achieve?

The Council will work with partners in the public and private sector to create an environment which is attractive to investment, and one where businesses succeed. This will require investment

in infrastructure to support business; continued support to start-ups and existing businesses as well as a proactive approach to securing inward investment and attracting visitors. Doing so will

increase the number and quality of the jobs available for people in the city and across the city-region.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

<ul style="list-style-type: none"> <li>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</li> </ul>	Cllr Phil Bale
<ul style="list-style-type: none"> <li>Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2016, along with a subsequent programme for delivery</li> </ul>	Cllr Phil Bale
<ul style="list-style-type: none"> <li>Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016</li> </ul>	Cllr Phil Bale
<ul style="list-style-type: none"> <li>Develop a heritage quarter proposal for the Civic Centre, including a plan for the refurbishment of City Hall by March 2016</li> </ul>	Cllr Phil Bale
<ul style="list-style-type: none"> <li>Establish a new Tourism Development Strategy by June 2015 with a view to doubling the value of overnight tourism in the city-region by 2020.</li> </ul>	Cllr Phil Bale

## 3 Measuring Progress

- 100,000sqft of 'Grade A' office space committed for Development in Cardiff in 2015-16
- 50 businesses supported financially or otherwise by the Council in 2015-16
- 1000 new and safeguarded jobs in businesses supported by the Council, financially or otherwise

# Improvement Objective: Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure

## 1 What do we want to achieve?

Economic success will be reliant upon much more than delivering major urban regeneration schemes. It will demand a much broader approach to ensure that the city develops in a sustainable, resilient and inclusive manner.

Creating sustainable communities, with high quality housing, great parks and open spaces and excellent transport links, will be a priority. This will mean securing investment into Cardiff's transport infrastructure and services allowing people to travel around the city – and the

city-region - in a convenient and clean way. A new transport interchange and gateway to the city created at the heart of the transport network is a key priority.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

<ul style="list-style-type: none"> <li>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</li> </ul>	Cllr Ramesh Patel
<ul style="list-style-type: none"> <li>Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro. Develop a Cardiff City Transport Strategy benchmarked against European best practice by December 2015.</li> </ul>	Cllr Ramesh Patel
<ul style="list-style-type: none"> <li>Develop a new Master Plan and Action Plan for Cardiff Bay Area by December 2015</li> </ul>	Cllr Ramesh Patel
<ul style="list-style-type: none"> <li>Adopt the Local Development Plan by October 2015</li> </ul>	Cllr Ramesh Patel
<ul style="list-style-type: none"> <li>Establish an Energy Prospectus by August 2015, recommending the investment vehicle and delivery opportunities to generate clean, locally generated energy for the City and potentially the region</li> </ul>	Cllr Ramesh Patel
<ul style="list-style-type: none"> <li>Establish a new strategy for highways and transport asset maintenance &amp; renewal by October 2015</li> </ul>	Cllr Ramesh Patel
<ul style="list-style-type: none"> <li>Develop a Cardiff Cycle Strategy benchmarked against European best practice by December 2016.</li> </ul>	Cllr Ramesh Patel

## 3 Measuring Progress

- 90% of highways inspected of a high or acceptable standard of cleanliness in 2015-16
- No more than 5% of A roads in poor condition in 2015-16
- No more than 8% of B roads in poor condition in 2015-16
- No more than 8% C roads in poor condition in 2015-16
- 44% of all travel to work trips on the transport network to be made by sustainable modes in 2015-16
- Maintain the status of 9 green flag parks and open spaces in 2015/16
- Increase the % of people cycling to work by 1% per annum and the % of children who cycle to school by 1% per annum
- Generate an additional Renewable energy generation of 5.4MW on the council's portfolio (land and assets) by 2017

## Priority 4: Working with people and partners to design, deliver and improve services





# Priority 4: Working with people and partners to design, deliver and improve services

The Council recognises that there is an urgent need to change the way it delivers many services to ensure that their long term sustainability is secured and that underperformance in some statutory services is addressed. In order to do so, a three year **Organisational Development Programme (ODP)** has been established which will:

- Review the shape and scope of the organisation and the way in which services are currently delivered to meet demand;
- Enhance citizen engagement and widen opportunities for people and communities to shape services around their needs;
- Identify delivery models that may be established to meet demand pressures and reflect budgetary realities;

- Significantly strengthen performance management, workforce development and staff engagement arrangements;
- Identify opportunities for further efficiency savings through better internal and external collaboration, integration of service delivery and better use of assets and infrastructures.

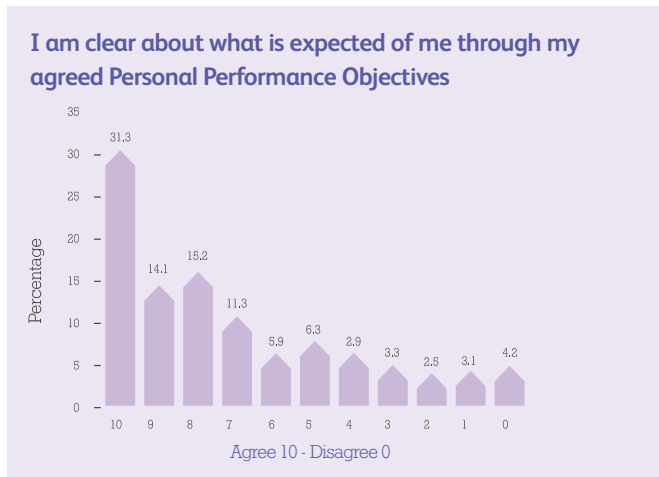
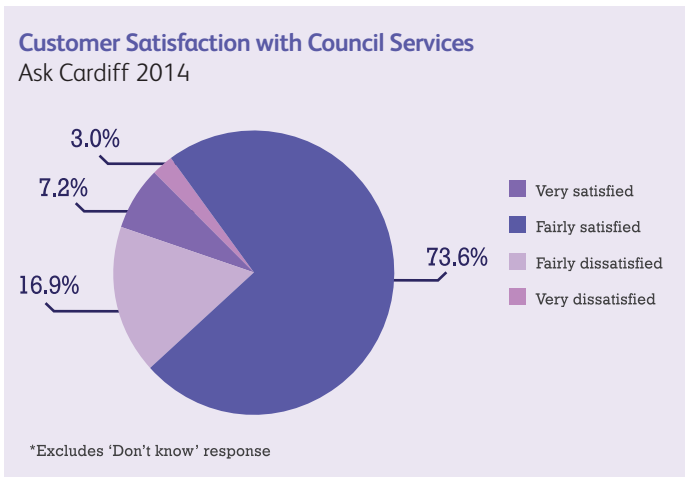
This chapter of the **Corporate Plan captures the work being undertaken under the Organisational Development Programme.**

## Organisation's Performance

Within Cardiff, the level of citizen satisfaction with Council Services in 2014 was 80.8 %, according to the Ask Cardiff

Citizen Satisfaction Survey. This was higher than the reported satisfaction level for local councils in England, with which 67 per cent of respondents were very or fairly satisfied. Whilst there are obvious issues around comparing two separate surveys, there were similarities in the nature of the questions asked, which suggests Cardiff is performing well in terms of citizen satisfaction. The challenge will be to maintain this level of satisfaction at a time of severe budgetary challenge.

The Council has achieved a marked improvement in the number of permanent staff completing their development reviews, a crucial component of an organisation where performance management is central to delivery and staff are clear about their contribution to the organisation's priorities.



### City of Cardiff Council Performance against statutory indicators

Position	Cardiff attainment
Top Quartile	8 Statutory Indicators (18.6%)
Second Quartile	8 Statutory Indicators (18.6%)
Third Quartile	8 Statutory Indicators (18.6%)
Bottom Quartile	19 Statutory Indicators (44.2%)

In terms of Council performance, there is a clear need to improve. When Cardiff's performance is set against that of other Welsh local authorities, over 44% of the Council's statutory performance measures are in the bottom quartile.

The challenge for the Council is to work with communities and partners to improve performance in key areas, involve them in delivering highly valued services and reducing the cost of service delivery wherever possible.

# Improvement Objective: Communities and partners are actively involved in the design, delivery and improvement of highly valued services

## 1 What do we want to achieve?

Responding to the budget and demand pressures that the Council and its public sector partners face will mean thinking differently about how many services are designed, delivered and commissioned in the future. This is particularly true for those services which, though non-statutory, are highly valued by the residents of Cardiff.

This will mean increased partnership working, with other local authorities and public services, including co-locating services within community facilities or 'Hubs,' sharing assets or buildings, pooling budgets, or introducing multi-

agency teams to work with residents and communities to provide more integrated services. It will also mean being more focused about when and where services are delivered. Internally, a 'One Council' approach will enable more joined-up working between departments and make services easier to access for residents - with a focus on increased use of digital channels where appropriate.

It will also mean developing and implementing alternative models for delivering services. Traditionally, the Council has been a direct provider of many

services. Through the Organisational Development Programme the Council will explore other approaches, such as commissioning and working with community groups, to see if cost of delivery can be reduced and the quality of service maintained. This approach aligns with feedback from the Cardiff Debate, which suggests that residents value the quality of the services itself, not necessarily, who is responsible for delivery. Identifying how some services can effectively, and fairly, be commercialised and engaging people more meaningfully in designing services are also components of this agenda.

## 2 Commitment

### In order to achieve the above the Council will:

- Introduce new models of service provision for youth and play services in the city by April 2017, with existing services running until new services are in place.
- Establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure infrastructure and services at less cost through new operating models, by June 2016
- Commence implementation of a new approach to infrastructure services (which includes Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services) to improve effectiveness whilst reducing costs from 2016
- Implement service changes for Cardiff to enable the Council to meet its statutory recycling target (58%) by March 2016 and continue to develop the future waste and recycling strategy for Cardiff in partnership with Welsh Government
- Develop a commercial opportunities strategy and establish a commercial trading company by September 2015
- Progress the agreed Community Hubs Strategy by opening a **Grangetown Hub** (September 2015), developing a new **STAR Hub** (March 2016) and bringing forward for consideration opportunities for future hub development in: **Llandaf North, Fairwater, Llanishen, St Mellons**
- Deliver a new Customer Relationship Management (CRM) model that improves customer services and drives down costs, implementing the first phase by December 2015
- Implement the regional service for Regulatory Services with the Vale of Glamorgan and Bridgend Councils to deliver efficiencies and build resilience within public health protection, trading standards, landlords and licencing services

### Lead Member

<ul style="list-style-type: none"> <li>• Introduce new models of service provision for youth and play services in the city by April 2017, with existing services running until new services are in place.</li> </ul>	Cllr Julia Magill Cllr Sue Lent
<ul style="list-style-type: none"> <li>• Establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure infrastructure and services at less cost through new operating models, by June 2016</li> </ul>	Cllr Peter Bradbury
<ul style="list-style-type: none"> <li>• Commence implementation of a new approach to infrastructure services (which includes Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services) to improve effectiveness whilst reducing costs from 2016</li> </ul>	Cllr Bob Derbyshire
<ul style="list-style-type: none"> <li>• Implement service changes for Cardiff to enable the Council to meet its statutory recycling target (58%) by March 2016 and continue to develop the future waste and recycling strategy for Cardiff in partnership with Welsh Government</li> </ul>	Cllr Bob Derbyshire
<ul style="list-style-type: none"> <li>• Develop a commercial opportunities strategy and establish a commercial trading company by September 2015</li> </ul>	Cllr Graham Hinchey
<ul style="list-style-type: none"> <li>• Progress the agreed Community Hubs Strategy by opening a <b>Grangetown Hub</b> (September 2015), developing a new <b>STAR Hub</b> (March 2016) and bringing forward for consideration opportunities for future hub development in: <b>Llandaf North, Fairwater, Llanishen, St Mellons</b></li> </ul>	Cllr Peter Bradbury
<ul style="list-style-type: none"> <li>• Deliver a new Customer Relationship Management (CRM) model that improves customer services and drives down costs, implementing the first phase by December 2015</li> </ul>	Cllr Graham Hinchey
<ul style="list-style-type: none"> <li>• Implement the regional service for Regulatory Services with the Vale of Glamorgan and Bridgend Councils to deliver efficiencies and build resilience within public health protection, trading standards, landlords and licencing services</li> </ul>	Cllr Dan De'Ath

## 3 Measuring Progress

- Close Medium Term Financial Plan Gap
- Maintain customer / citizen satisfaction with Council services at 80.8% in 2015/16
- 58% of municipal waste collected by local authorities and prepared for reuse and/or recycled (including source segregated biowastes that are composted or treated biologically in another way) in 2015-16

# Improvement Objective: The City of Cardiff Council has effective governance arrangements and improves performance in key areas

## 1 What do we want to achieve?

The Corporate Assessment undertaken by the Wales Audit Office in 2014 identified areas where governance arrangements could be strengthened and emphasised the importance of effective performance management in ensuring that the

Council's priorities are delivered. Significant improvements have already been made to the Council's performance management arrangements in the last year. These will continue to be strengthened, working in partnership

with the Wales Audit Office and other external partners, with a particular focus on driving improvement in priority areas including Education and Children's Services.

## 2 Commitment

### In order to achieve the above the Council will:

### Lead Member

<ul style="list-style-type: none"> <li>Implement performance management tools consistently across the Council to ensure performance improvement in key areas by 2017</li> </ul>	Cllr Graham Hinchey
<ul style="list-style-type: none"> <li>Increase monitoring, compliance and support for staff and managers to reduce the levels of sickness absence by March 2016</li> </ul>	Cllr Graham Hinchey
<ul style="list-style-type: none"> <li>Improve support for staff and managers to maximise the impact of personal performance &amp; development reviews in improving Council performance by March 2016</li> </ul>	Cllr Graham Hinchey
<ul style="list-style-type: none"> <li>Ensure Delivery of Outcome Agreement by March 2016</li> </ul>	Cllr Graham Hinchey

## 3 Measuring Progress

- Increase the % of National Strategic Indicators and Public Accountability Measures that are in the top two quarters nationally to over 50% in 2015-16
- Increase the % of National Strategic Indicators and Public Accountability Measures that meet set targets from 75% in 2014-15 to 85% in 2015-16
- Increase the % of National Strategic Indicators and Public Accountability measures that show an improving trend from 80% in 2014-15 to 85% in 2015-16
- Reduce the levels of sickness absence to 9 (full time equivalent days) in 2015-16
- Increase the % of personal performance & development reviews completed for permanent staff to 90% in 2015-16
- 90% of middle managers complete the Cardiff Managers programme in 2015-16
- 100% of Outcome Agreement Grant Achieved by 2015-16



# Improvement Objective: The City of Cardiff Council makes use of fewer, but better, buildings

## 1 What do we want to achieve?

The Council owns or has an interest in a large property estate with a current use value of around £1bn. This includes over 500 operational buildings used to deliver Council services and around 500 properties retained for investment purposes.

The current cost of operating the property estate is the second largest

call on the Council's budget, after staff, at circa £50m per annum, including planned maintenance. There is also a growing maintenance backlog in excess of £100m.

The Council will focus on reducing the cost of ownership of the operational property estate by rationalising the estate and by improving the quality of buildings

that are retained. An important part of this agenda will involve improving co-operation around property with partners.

It should be recognised that the schools organisation programme represents a significant body of work in relation to the council's approach to managing buildings and this is recognised in the education section.

## 2 Commitment

### In order to achieve the above the Council will:

- Deliver the approved Property Strategy, including:
  - Implementing an annual Corporate Asset Management Plan for approval by Cabinet by April 2015
  - Introducing new Neighbourhood Area Asset Plans by December 2015.
  - Introducing new Service Area Property Plans by April 2015
  - Implementing a programme of Fitness For Purpose Assessments of all operation property by April 2016
- Delivery of an Office Rationalisation programme to deliver £1m of revenue savings and £6m of capital receipts by December 2017

### Lead Member

Cllr Graham Hinchey

Cllr Graham Hinchey

## 3 Measuring Progress

- Reduced the Gross Internal Area (GIA) of buildings in operational use - 3.5% in 2015-16
- Reduced average running cost of occupied operational buildings - 4.5% in 2015-16
- 50% prioritised Fitness for Purpose Assessments completed by 2015-16
- 55% reduction in the proportion of operational buildings rated as in 'poor or bad condition' by 2015-16
- Reduce the maintenance back log - £4.3m in 2015-16

# Improvement Objective: Every Cardiff school is a good school where learners achieve well

Measure	Type	2013-2014 Result (Academic yr 2012/13)	2014-2015 Result (Academic yr 2013/14)	2015-2016 Target (Academic yr 2014/15)	2016-2017 Target (Academic yr 2015/16)	Wales Av. 2014-15 (Academic yr 2013/14)	Rank	Current Direction of Travel	Lead Member
The number of local authority maintained schools who are placed in a formal category, either "Special Measures" or "Requiring Significant Improvement", following an Estyn Inspection	OA	3	1	0	-	-	-	N/A	Clr Julia Magill
The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	NSI/ PAM/ OA	82.61 %	85.11 %	86.5 %	88 %	86.13 %	16	↑	Clr Julia Magill
The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	NSI/PAM OA	49.9 %	54.04 %	60 %	65 %	55.44 %	13	↑	Clr Julia Magill
The % of pupils to achieve level 1 qualification at KS4	Local	91.74 %	93.19 %	94.5 %	96 %	94 %	19	↑	Clr Julia Magill
The % of year 11 leavers not in education, employment or training (NEET)	Local / EAP	4.9 %	4.26 %	2.5 %	2.3 %	-	-	↑	Clr Julia Magill
The % year 13/14 leavers not in education, employment or training (NEET)	Local / EAP	9 %	4.71 %	3 %	2.5 %	-	-	↑	Clr Julia Magill
Attendance at secondary school	PAM OA	92.9 %	93.8 %	94.1 %	95 %	93.6 %	10	↑	Clr Julia Magill
Attendance at primary school	PAM OA	94 %	94.9 %	94.6 %	95.4 %	94.78 %	7	↑	Clr Julia Magill
Reduce the percentage point gap between FSM and non-FSM pupils achievement of CSI at KS2	Local	19.46 %	17.50 %	16.22 %	15 %	17.74 %	-	↑	Clr Julia Magill
Reduce the percentage point gap between FSM and non-FSM pupils achievement of Level 2 threshold including English/Welsh and mathematics at KS4	Local	36.18 %	33.29 %	30.0 %	27 %	33.79 %	-	↑	Clr Julia Magill

Key: AY= Academic year | NSI= National Strategic Indicator | PAM= Public Accountability Measure | OA = Outcome Agreement | EAP= Estyn Action Plan

2014-15 result: Where results for 2014-15 is not available the current outturn against set target is included along with the red, amber, green status (RAG status).

Measure	Type	2013-2014 Result (Academic yr 2012/13)	2014-2015 Result (Acad-emic yr 2013/14)	2015-2016 Target (Acad-emic yr 2014/15)	2016-2017 Target (Academic yr 2015/16)	Wales Av. 2014-15 (Acad-emic yr 2013/14)	Rank	Current Direction of Travel	Lead Member
The percentage of all pupils (including those in LA care) in any LA maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	NSI/PAM / EAP	0.7%	0.5%	0.3%	0.15%	-	-	↑	Clr Julia Magill
The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	NS I	11.4%	11.22%	11.3%	11.9%	-	-	↓	Clr Julia Magill
The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	PAM OA	77.8%	81.51%	79.3%	82.0	81%	12	↑	Clr Julia Magill
The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	NSI/PAM	457.0	476.6	497	525	524.5	21	↑	Clr Julia Magill
The % of pupils entering a volume equivalent to 2 A Levels who achieved the level 3 threshold.	Local	96.0%	96.8%	97.5%	98.0%	97.1%	13	↑	Clr Julia Magill

Measure	Type	2013-2014	2014-2015	2015-2016	2016-2017	Wales Av. 2014-15	Rank	Current Direction of Travel	Lead Member
The percentage of final statements of special education need issued within 26 weeks including exceptions	NSI	70.5%	70.5%	72%	73%	69.6%	14	→	Clr Julia Magill
The percentage of final statements of special education need issued within 26 weeks excluding exceptions	NSI	100.0%	100%	100%	100%	96.6%	1	→	Clr Julia Magill

# Improvement Objective: Looked after children in Cardiff achieve their full potential

Measure	Type	2013-2014 Result (Academic yr 2012/13)	2014-2015 Result (Academic yr 2013/14)	2015-2016 Target (Academic yr 2014/15)	2016-2017 Target (Academic yr 2015/16)	Wales Av.	Rank	Current Direction of Travel	Lead Member
The percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment	SID	65%	65% Target	68%	68%	52%	6	-	Cllr Sue Lent
The percentage of care leavers aged 16+ who obtained 5 or more GCSEs at grade A* to C	Data Return	8%	12% target	12%	12%	12%	-	-	Cllr Sue Lent / Julia MaGill
The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting	NSI	216	180 target	220	240	262	18	↑	Cllr Sue Lent
The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	NSI	53.2%	55% target	58%	60%	54.8%	12	↑	Cllr Sue Lent
The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	NSI	16.3%	2.0% target	2.0%	2.0%	2.0%	22	↑	Cllr Sue Lent / Julia MaGil

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2014-15 result: Where results for 2014-15 is not available the current outturn against set target is included along with the red, amber, green status (RAG status).







# Improvement Objective: Adult learners achieve their potential

Measure	Type	2013-2014 Result (Academic yr 2012/13)	2014-2015 Result (Academic yr 2013/14)	2015-2016 Target (Academic yr 2014/15)	2016-2017 Target (Academic yr 2015/16)	Wales Av.	Rank	Current Direction of Travel	Lead Member
Progress against partnership performance data: - The success rate at or above the ACL National Comparator (Overall Partnership Return)	Local	80%	84%*	87%*	90%	84%	-	↑	Clr Julia Magill
- The success rate at or above the ACL National Comparator (Cardiff specific return)	Local	60%	72%*	83%*	84%	84%	-	↑	Clr Julia Magill
- Learners within deprivation deciles one and two to achieve a success rate at or above the overall Partnership success rate	Local	D1 – 76.3% D2 – 78.4%	D1 – 84.1% D2 – 84.2%	87%* 87%*	90% 90%	D1 84% D2 84%	-	↑	Clr Julia Magill

# Improvement Objective: People in Cardiff are safe and those at risk are safeguarded

Measure	Type	2013-2014 Result	2014-2015 Result	2015-2016 Target	2016-2017 Target	Wales Av.	Rank	Current Direction of Travel	Lead Member
The percentage of Children's Services social work vacancies across the service	Local	20.8%	Target 17%	15%	15%	N/A	N/A-	↑	Clr Sue Lent
The percentage of referrals that are re-referrals within 12 months	SID	25.6%	Target 25%	24%	23%	22.2%	17	-	Clr Sue Lent
The percentage of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion	SID	83.8%	Target 90.6%	92%	94%	89.9%	18	↑	Clr Sue Lent
The percentage of child protection reviews carried out within statutory timescales during the year	SID	98.5%	100%	100%	100%	98.1%	12	↑	Clr Sue Lent
The percentage of adult protection referrals completed where the risk has been managed	NSI/PAM OA	91.98%	N/A	N/A	N/A	94.45%	17	-	Clr Susan Elsmore
The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	NSI	13.3%	9% target	11%	10%	13.8%	11	↓	Clr Sue Lent
The percentage of children looked after on 31 March who have had three or more placements during the year	NSI/PAM	8.3%	9% target	8%	8%	8.3%	11	↑	Clr Sue Lent
The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	NSI	31.4%	N/A	N/A	N/A	42.9%	20	↑	Clr Sue Lent
The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	NSI	94.0%	96% target	96%	96%	93.45%	13	↑	Clr Sue Lent
The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	NSI	91.5%	96% target	96%	96%	92.75%	16	↓	Clr Sue Lent

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 2014-15 result: Where results for 2014-15 is not available the current outturn against set target is included along with the red, amber, green status (RAG status).

Measure	Type	2013-2014 Result	2014-2015 Result	2015-2016 Target	2016-2017 Target	Wales Av.	Rank	Current Direction of Travel	Lead Member
The percentage of eligible, relevant and former relevant children that have pathway plans as required	NSI	63.2%	90% target	90%	90%	89.2%	22		Clr Sue Lent
The percentage of first placements of looked after children during the year that began with a care plan in place	PAM	62.5%	Target 90%	95%	95%	90.95%	21		Clr Sue Lent
The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	PAM	67.1%	Target 80%	80%	80%	78.9%	22		Clr Sue Lent
The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	PAM	79.2%	90% target	90%	90%	89.6%	22		Clr Sue Lent
The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	PAM	87.7%	Target 90%	92%	95%	85.3%	12		Clr Sue Lent
The percentage of young carers known to Social Services who were assessed	PAM	100.0%	100% target	100%	100%	85.9%	1		Clr Sue Lent

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 2014-15 result: Where results for 2014-15 is not available the current outturn against set target is included along with the red, amber, green status (RAG status).



# Improvement Objective: People in Cardiff have access to good quality housing

Measure	Type	2013-2014 Result	2014-2015 Result	2015-2016 Target	2016-2017 Target	Wales Av.	Rank	Current Direction of Travel	Lead Member
The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	NSI	93%	Target 20%	20%	20%	37%	2		Cllr Ramesh Patel, Cllr Susan Elsmore
The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	NSI/PAM	49.5%	51.02%	55%	55%	66.4%	19		Cllr Susan Elsmore
The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	NSI	5.49%	6.60% Amber	6.6%	6.6%	9.23%	10		Cllr Bob Derbyshire


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 2014-15 result: Where results for 2014-15 is not available the current outturn against set target is included along with the red, amber, green status (RAG status).

# Improvement Objective: People in Cardiff are supported to live independently

Measure	Type	2013-2014 Result	2014-2015 Result	2015-2016 Target	2016-2017 Target	Wales Av.	Rank	Current Direction of Travel	Lead Member
The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	NSI	46.42	Target 47	47	50	74.48	21	↑	Clr Susan Elsmore
The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	NSI	17.98	Target 18.4	18	17.5	19.84	7	↑	Clr Susan Elsmore
The percentage of adult clients who are supported in the community during the year	PAM OA	86.41%	Target 86.5%	86.8%	87.5%	86.33%	10	↑	Clr Susan Elsmore
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	NSI	8.56	Target 6.52	5.92	5.2	4.68	19	↑	Clr Susan Elsmore
Total number of adults using direct payment scheme at the end of the quarter	Local	501	Target 800	700	800	-	-	-	Clr Susan Elsmore
The percentage of carers of adults who were offered an assessment or review of their needs during the year	PAM	50.2%	Target 90	93%	96%	85.8%	22	↓	Clr Susan Elsmore
The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	PAM OA	85.6%	Target 85 80.16%	90	92	81.1%	7	↑	Clr Susan Elsmore
The average number of calendar days taken to deliver a Disabled Facilities Grant	NSI/PAM	188	Target 192	200	200	239	4	↓	Clr Susan Elsmore





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 2014-15 result: Where results for 2014-15 is not available the current outturn against set target is included along with the red, amber, green status (RAG status).

# Improvement Objective: Cardiff has more employment opportunities and higher value jobs

Measure	Type	2013-2014 Result	2014-2015 Result	2015-2016 Target	2016-2017 Target	Wales Av.	Rank	Current Direction of Travel	Lead Member
Amount of 'Grade A' office space committed for Development in Cardiff	OA	278,182sqft	Target: 100,000	100,000	100,000	N/A	N/A		Cllr Phil Bale
Number of businesses supported financially or otherwise by the Council	OA	239	Target: 50	50	50	N/A	N/A		Cllr Phil Bale
Number of new and safeguarded jobs in businesses supported by the Council, financially or otherwise	OA	1,036	Target: 1,000	1,000	1,000	N/A	N/A		Cllr Phil Bale
The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales	OA	33%	Target: 20%	20%	20%	N/A	N/A		Cllr Phil Bale
The amount of grant aid and private sector finance attracted by companies assisted by the Council	OA	£3,111,740	Target: £1m	£3m	£3m	N/A	N/A		Cllr Phil Bale
The total number of people employed in Cardiff	OA	211,700	3.8%	+/-1%	+/-1%	2.6%	N/A		Cllr Phil Bale
Number of new jobs created in social enterprises	Local	N/A	N/A	2.5 per business supported	2.5 per business supported	N/A	N/A		Cllr Phil Bale

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 2014-15 result: Where results for 2014-15 is not available the current outturn against set target is included along with the red, amber, green status (RAG status).

## Improvement Objective: Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure

Measure	Type	2013-2014 Result	2014-2015 Result	2015-2016 Target	2016-2017 Target	Wales Av.	Rank	Current Direction of Travel	Lead Member
The percentage of highways inspected of a high or acceptable standard of cleanliness	PAM	93.8%	Target: 90%	90%	90%	96.8%	16		Clr Bob Derbyshire
The percentage of A roads in poor condition	SID	4%	5%	5%	5%	4.5%	10		Clr Ramesh Patel
The percentage of B roads in poor condition	SID	8.2%	8%	8%	8%	6.1%	18		Clr Ramesh Patel
The percentage of C roads in poor condition	SID	10.1%	8%	8%	8%	18.9	6	-	Clr Ramesh Patel
Percentage of all travel to work trips on the transport network to be made by sustainable modes	Local	Result: 44% Target: 44%	Result: 43% Target: 46%	44%	Target: 45%	-	-	-	Clr Ramesh Patel
Green Flag Parks and Open Spaces	Local	9	9	9	9	3	1		Clr Bob Derbyshire
Renewable energy generation on the council's portfolio (land and assets) measured in MW of capacity	Local	-	-	-	5.4MW	-	-		Clr Ramesh Patel

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 2014-15 result: Where results for 2014-15 is not available the current outturn against set target is included along with the red, amber, green status (RAG status).

# Improvement Objective: Communities and partners are actively involved in the design, delivery and improvement of highly valued services

Measure	Type	2013-2014 Result	2014-2015 Result	2015-2016 Target	2016-2017 Target	Wales Av.	Rank	Current Direction of Travel	Lead Member
Medium Term Financial Plan Gap	Local	£593.007m	£585.288m	£570.219m	£556.496m	-	-	-	Clr Graham Hinchey
The level of customer / citizen satisfaction with Council services	Local-Ask Cardiff	92.3 %	88.8%	88.8 %	88.8 %	N/A	N/A	↓	Clr Graham Hinchey
The percentage of municipal waste collected by local authorities sent to landfill	NSI/PAM	46.85 %	Target: 48%	30%	25%	37.72%	21	↑	Clr Bob Derbyshire
The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	NSI/PAM	49.67 %	Target: 52%	58%	58%	54.33%	20	↓	Clr Bob Derbyshire
The percentage of reported fly tipping incidents cleared within 5 working days	NSI	92.60 %	Target: 90%	90%	90%	95.03%	19	↑	Clr Bob Derbyshire
The number of visits to Public Libraries during the year, per 1,000 population	NSI	8326	YTD figure 4106	6000	7000	5851	1	↓	Clr Peter Bradbury
The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	NSI	9990	Target: 9945	9647	9647	8954	6	-	Clr Peter Bradbury
The percentage of food establishments which are 'broadly compliant' with food hygiene standards	PAM	87.27 %	Target: 75%	Target: 92%	92%	90.33%	18	↑	Clr Bob Derbyshire

Key: AY= Academic year | NSI= National Strategic Indicator | PAM= Public Accountability Measure | OA = Outcome Agreement | EAP= Estyn Action Plan  
 2014-15 result: Where results for 2014-15 is not available the current outturn against set target is included along with the red, amber, green status (RAG status).

## Improvement Objective: The City of Cardiff Council has effective governance arrangements and improves performance in key areas


Measure	Type	2013-2014 Result	2014-2015 Result	2015-2016 Target	2016-2017 Target	Wales Av.	Rank	Current Direction of Travel	Lead Member
% of National Strategic Indicators and Public Accountability Measures that are in the top two quarters nationally	Aggregation NSI / PAMS	37.2%*	-	Over 50%	Over 50%	-	-	↑	Clr Graham Hinchey
% National Strategic Indicators and Public Accountability Measures meet set target	Aggregation NSI / PAMS	65%	75%	85%	90%	-	-	↑	Clr Graham Hinchey
% National Strategic Indicators and Public Accountability measures show an improving trend	Aggregation NSI / PAMS	75%	80%	85%	90%	-	-	↑	Clr Graham Hinchey
The levels of sickness absence full time equivalent days	local	10.18	10.03 (as at Q3)	9	8	n/a	n/a	↑	Clr Graham Hinchey
% completion of personal performance & development for permanent staff	local	82%	Half year compliance 85%	90%	95%	n/a	n/a	↑	Clr Graham Hinchey
% of middle managers completing the Cardiff Managers course	local	n/a	n/a	90%	95%	n/a	n/a	No benchmark	Clr Graham Hinchey
% of Outcome Agreement Grant Achieved	Locally agreed	100%	100%	100%	100%	Not relevant	Not relevant	Consistent	Clr Graham Hinchey

Key: AY= Academic year | NSI= National Strategic Indicator | PAM= Public Accountability Measure | OA = Outcome Agreement | EAP= Estyn Action Plan  
 2014-15 result: Where results for 2014-15 is not available the current outturn against set target is included along with the red, amber, green status (RAG status).  
 \* 2013/14 Welsh Government statistical release and is based on 43 national indicators as one indicator was deemed to be not comparable to the rest of Wales.



# Improvement Objective: The City of Cardiff Council makes use of fewer, but better, buildings

Measure	Type	2013-2014 Result	2014-2015 Result	2015-2016 Target	2016-2017 Target	Wales Av.	Rank	Current Direction of Travel	Lead Member
Reduced the Gross Internal Area (GIA) of buildings in operational use	Local (Assets Strategy)	N/A	2.5%	3.5%	4%	N/A	N/A	-	Cllr Graham Hinchey
Reduced average running cost of occupied operational buildings	Local (Assets Strategy)	N/A	2.5%	4.5%	3%	N/A	N/A	-	Cllr Graham Hinchey
% of prioritised Fitness for Purpose Assessments completed	Local (Assets Strategy)	N/A	N/A	50%	50%	N/A	N/A	-	Cllr Graham Hinchey
Percentage reduction in the proportion of operational buildings rated as in 'poor or bad condition'	Local (Assets Strategy)	N/A	N/A	55%	50%	N/A	N/A	-	Cllr Graham Hinchey
Reduce the maintenance backlog	Local (Assets Strategy)	N/A	£900k	£4.3m	£5.7m	N/A	N/A	-	Cllr Graham Hinchey

Measure	Type	2013-2014	2014-2015	2015-2016	2016-2017	Wales Av.	Rank	Current Direction of Travel	Lead Member
The percentage of adults aged 60+ who hold a concessionary bus pass	NSI	95.3%	Target 94%	Target 94%		84.3%	2		Cllr Graham Hinchey

Key: AY= Academic year | NSI= National Strategic Indicator | PAM= Public Accountability Measure | OA = Outcome Agreement | EAP= Estyn Action Plan  
 2014-15 result: Where results for 2014-15 is not available the current outturn against set target is included along with the red, amber, green status (RAG status).

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MARCH 2015**

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**GREAT WESTERN CITIES**

**REPORT OF THE CHIEF EXECUTIVE**

**AGENDA ITEM: 3**

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**PORTFOLIO : LEADER (ECONOMIC DEVELOPMENT & PARTNERSHIPS)**

**Reason for this Report**

1. To consider proposals for collaboration and joint working between the 'Great Western Cities' of Cardiff, Newport and Bristol.

**Background**

2. In March 2011, the Council agreed to sign a formal 3-year Memorandum of Understanding with Bristol and Swindon Councils on common areas of interest. This followed previous collaboration, as part of the Great Western Partnership, in lobbying successfully for investment by the UK Government in the electrification of the Great Western Mainline.
3. Since May 2012, the current Administration has entered into discussions with representatives from Bristol City Council on a number of policy matters, including transport connectivity between the two cities and to the rest of the UK and the energy generation potential of the Severn Estuary.
4. More recently, in September 2014, Cardiff joined the Core Cities UK alongside Bristol, which enables both cities to work more closely on policy matters of shared interest and city-regional significance. The Leader of the Council also debated city regional issues with the Mayor of Bristol at a fringe event that followed the Cardiff Convention, which was held in the city on 30 October 2014, at which both city leaders confirmed their intention to improve collaboration between Cardiff and Bristol.
5. On 9 October 2014, the Cabinet considered a report, entitled 'Repositioning Cardiff as Europe's Most Liveable Capital City: Vision, Values and Corporate Planning', which contained the proposal for Cardiff to work with cities along the M4 corridor to develop an investment strategy similar to the 'One North' initiative, through which the five major cities of the North of England come together to support improvements in regional competitiveness and transportation.

## Issues

6. As was outlined in the report on Cardiff's proposed membership of the Core Cities Group, which was considered by the Cabinet on 18 September 2014, the recent policy reviews by both the Conservative (Heseltine) and Labour (Adonis) parties have made the case for greater devolution of powers and funding to the city-region level. This is seen as a key policy development for driving economic growth in the UK and rebalancing the UK economy away from London and the South East of England.
7. In October 2014 the RSA (Royal Society for the encouragement of Arts, Manufactures and Commerce) City Growth Commission published a report entitled 'Unleashing Metro Growth' which emphasised the importance of cities and their metropolitan areas as drivers of economic growth. In particular the report emphasised that connectivity between neighbouring city-regions will be paramount to enabling the UK economy to thrive as a system of cities and to support long-term, sustainable economic growth. The report therefore argued that Britain will increasingly need to rely on the prosperity of a small number of 'power-house super city regions', including the Great Western Cities across the Severn.
8. On 4<sup>th</sup> February 2015 the leaders of the City of Cardiff Council, Newport City Council and the Mayor of Bristol launched a 'statement of intent' outlining priority areas of joint working between the three cities (see Appendix 1).
9. The Statement of Intent sets out a programme of joint work through which the three cities would collaborate on the following priority areas:
  - **Improve connectivity**: working together to significantly reduce the journey time between the Great Western Cities; making powerful case for connectivity in to the UK's high speed network and for continued investment in to the Great Western Mainline.
  - **Renewable Energy**: developing a joint strategy to unlock the renewable energy potential of the Severn Estuary.
  - **International marketing**: establishing a joint international marketing programme

## Reasons for Recommendations

10. To enable the City of Cardiff Council to develop a 'Statement of Intent' for the Great Western Cities that formalises regional collaboration and joint working between Cardiff, Newport and Bristol City Councils.

## Legal Implications

11. There are no direct legal implications arising out of this Report.

## **Financial Implications**

12. There are no direct financial implications as a result of this report. The development of a programme of joint activity will be delivered within existing financial resources. The financial implications of the programme once developed will need to be considered as part of further reports and revenue and capital budget setting processes as applicable.

## **RECOMMENDATION**

Cabinet is recommended to agree to delegate authority to the Chief Executive, in consultation with the Leader of the Council, to develop a programme of joint activity with the Great Western Cities in the areas outlined in paragraph 9 of this report.

## **PAUL ORDERS**

Chief Executive  
13 March 2015

*The following appendices are attached:-*

Appendix 1: Great Western Cities Statement of Intent  
Appendix 2: Great Western Cities Background Brochure

*The following Background Papers have been taken into account:*

RSA City Growth Commission Report, 'Unleashing Metro Growth' (October 2014)  
Cabinet Report (9 October 2014) – Repositioning Cardiff as Europe's Most Liveable Capital City: Vision, Values and Corporate Planning  
Cabinet Report (18 September 2014) – Core Cities Group

## Statement of Intent - 4 February 2015

The Great Western Cities of Bristol, Cardiff and Newport power the economy of the Severn region and are the gateway to Wales and the West. Through working together they can create one of the 'power-house super city regions' upon which Britain's future prosperity will rely.

### KEY FACTS:

- A combined economic output of £58bn – larger than any other major conurbation in the UK outside London.
- A combined population of over 1.8 million.
- Some of the UK's highest performing universities.
- More graduates as a proportion of its working age population than any of the other UK urban agglomerations.
- They are amongst the UK's fastest growing cities and best cities in which to live.

## WE WILL WORK TOGETHER ON:

### 1. CONNECTIVITY

The Great Western Cities need to be connected to each other; to London and other Core Cities; and to international markets. A multi-billion pound programme of investment in to transport infrastructure is underway, electrifying the Great Western Mainline and creating Western Access to Heathrow, and revolutionising regional rail on both sides of the Severn. Connectivity between the Great Western Cities must now be radically improved.

**We will seek to significantly reduce the journey time between the Great Western Cities.**

The Great Western Cities support investment in the High Speed Rail network as it will bring huge benefits to the North and to the Midlands, and ultimately to UK plc. However, we also wish for similar investment to connect Great Western Cities to the UK economy and international markets.

**We will make a powerful case for connectivity in to the UK's high speed network and for continued investment in to the Great Western Mainline.**

### 2. CLEAN AND RENEWABLE ENERGY

When it comes to clean and renewable energy, the Great Western Cities have industrial strength, international research expertise, political leadership and one of the UK's major energy assets – the Bristol Channel - Severn Estuary. Releasing the potential of the Severn can help to secure the UK's energy resilience, meet challenging carbon reduction targets, and stimulate an already strong environmental and engineering business and academic sector which exists in the West.

**We will develop a joint strategy to unlock the potential of the Severn Estuary and Bristol Channel.**

### 3. INTERNATIONAL MARKETING

Through working together the Great Western Cities can become a globally renowned centre of innovation and creativity which can make a compelling case as an internationally competitive location for business, strengthening the existing economic clusters in financial services, ICT, the creative industries and aerospace.

**We will establish a joint international marketing programme for the Great Western Cities.**



# GREAT WESTERN CITIES



GREAT  
WESTERN  
CITIES

DINASOEDD  
MAWR Y  
GORLLEWIN







## INTRODUCTION

Cities and their metropolitan areas are now recognised as the engines of national economic growth, and the national economy is increasingly seen as a network of city and metropolitan economies.

This has brought with it a major shift in national economic policy. It's now accepted that for the UK economy to thrive there can no longer be a reliance solely on the economic power of London and the South East alone. The economic potential of Britain's major cities need to be released. To do so will require investment in to cities themselves; to make them better connected to their own regions and, crucially, to each other.

As the City Growth Commission recently argued, Britain will increasingly need to rely on the prosperity of a small number of 'power-house super city regions', including the Great Western city-regions across the Severn.

The Great Western Cities are already among the most successful in Britain. They are highly productive and highly skilled economies that offer high levels of tax returns.

They are also projected to be amongst the fastest growing cities in terms of population, hardly surprising considering their quality of life credentials. Cardiff and Bristol are consistently ranked as the UK's best cities in which to live and Newport has been ranked one of the top towns and cities in the UK with the largest proportion of high-growth businesses.

In short, the Great Western Cities are a national economic asset.

But they can do better.

With the right investment, they can deliver higher economic output and tax receipts for the Exchequer and make an even greater contribution to the UK economy. The nature of this investment must focus on improving connectivity, realising the energy potential of the Bristol Channel - Severn estuary and promoting South Wales and the West as a high quality destination for international business.

“ WITH THE RIGHT INVESTMENT, THEY CAN DELIVER HIGHER ECONOMIC OUTPUT ”



## EXECUTIVE SUMMARY

- The Great Western Cities are some of the most successful in Britain.
  - Highly productive economies, with good jobs and higher than average earnings
  - They have consistently lower unemployment
  - They are amongst the most highly skilled, with the highest concentration of graduates outside London
  - They contain some of the best universities for research in the UK outside of London and Oxbridge.
  - They are the UK's fastest growing cities
  - They consistently rank as the UK's best cities in which to live
- The Great Western Cities are a national economic asset. But they can do better. With the right investment, they can deliver higher economic output and tax receipts for the Exchequer.
- The Great Western Cities support investment in the High Speed Rail network as it will bring huge benefits to the North and to the Midlands, and ultimately to UK plc. However, we need similar investment into regional and national connectivity infrastructure.
  - To better connect the Great Western Cities to each other
  - To connect the Great Western Cities to the UK economy
  - To connect the Great Western Cities to international markets
- The opportunity of the Severn Estuary is not being exploited. This is an economic, energy and environmental national asset, and we need an investment strategy which will help to unlock its potential.
- The Great Western Cities contain leading clusters in sectors such as financial and business services, creative industries, ICT, aerospace and energy.
- We want to develop an investment strategy for connectivity and energy which will guide national infrastructure investments in the Severn region for the next 20 years.

“ HIGHLY PRODUCTIVE— HIGH EARNINGS, HIGH VALUE ADDED AND HIGH LEVELS OF TAX RETURNS ”



## THE GREAT WESTERN CITIES

This RSA City Growth Commission identified the 'Severn' region, including the Bristol-Cardiff city-regions, of the UK as one of 6 'power-house super city regions,' upon which the British economy will rely.

The region includes the major urban areas of Bristol, Cardiff and Newport.

“ 6 POWER-HOUSE SUPER CITY REGIONS ”





## ECONOMIC OUTPUT (GVA)

The total economic output of the Bristol-Cardiff-Newport Region is just over £58bn, larger than any other major conurbation in the UK except London.

### GVA by Urban Area

Region	£million	
	Total GVA 2013	Growth 2003-2013
<b>Great Western Cities</b>	<b>58,221</b>	<b>41%</b>
Greater Manchester	56,265	42%
West Midlands	55,686	33%
West Yorkshire	46,237	38%
Merseyside	27,002	33%
Northumberland and Tyne and Wear	26,594	39%
South Yorkshire	22,560	38%

Source: National Statistics <sup>1</sup>

“ THE TOTAL ECONOMIC OUTPUT OF THE BRISTOL-CARDIFF-NEWPORT REGION IS JUST OVER £58BN ”

<sup>1</sup>Consists of the NUTS 3 areas of Bristol, City of, Bath and North East Somerset, North Somerset and South Gloucestershire, Central Valleys, Gwent Valleys, Neath Port Talbot, Monmouthshire and Newport, and Cardiff and Vale of Glamorgan.



## EMPLOYMENT

In terms of employment, the Great Western Cities also deliver. The number of jobs offered by the region and the value of these jobs within key economic sectors makes the region crucial to the UK Economy.

- A total of 1.15m people are employed in the Bristol-Cardiff-Newport Region, with higher levels of productivity than the other urban areas outside of London and the South East<sup>2</sup>.
- Over a quarter of a million people are employed in the Finance, business and IT sectors.
- Over 100,000 people are employed in the manufacturing sector.
- Overall, in employment terms, the area is second only to the West Midlands metropolitan area in size outside of London, but given higher levels of productivity, has a greater level of economic output.
- The area is also host to some of the most competitive and internationally prominent UK clusters in sectors such as aerospace, high technology, environmental, and creative industries.
- With natural resources such as the Severn tidal range, the area also has a grown cluster of businesses within the low carbon and environmental sector, and remains the leading global centre for marine technology.

“ OVER A QUARTER OF A MILLION PEOPLE ARE EMPLOYED IN THE FINANCE, BUSINESS AND IT SECTORS ”

<sup>2</sup>Measured as GVA / BRES total employment (2013)



## SKILLS

Overall skills levels in the Great Western Cities are higher than all other regions of the UK, outside London. Combined with high rates of economic activity, it accounts for the higher than average output for the area.

Jan 2013-Dec 2013 - % with degree or equivalent and above - aged 16-64 (by Met County)

Area	Number	Jan 2013-Dec 2013
<b>Great Western Cities</b>	<b>447,700</b>	<b>26.9</b>
Greater Manchester (Met County)	415,200	24.3
West Yorkshire (Met County)	341,300	23.3
West Midlands (Met County)	322,900	19.5
South Yorkshire (Met County)	177,000	20.7
Merseyside (Met County)	164,900	19.5
Tyne and Wear (Met County)	161,100	21.8

Source: Annual Population Survey

“ BETWEEN THE TWO CITY REGIONS THERE IS A TOTAL OF OVER 150,000 HIGHER EDUCATION STUDENTS, AND ALMOST 35,000 POST-GRADUATE STUDENTS ”

One of the competitive strengths of the Great Western city-regions is higher education.

There is a total of over 150,000 higher education students, and almost 35,000 post-graduate students and area also has significant expertise in research.

Both Cardiff and Bristol University figure prominently in the recent REF results for 2014, both figuring prominently in the top ranking of UK universities. Their results are also boosted by the other universities in the area, all of whom deliver a significant volume of world leading research.





## SKILLS

### REF 2014 top 10 by Impact

Rank 2014	Institution	GPA
1	Institute of Cancer Research	3.87
2	London School of Hygiene and Tropical Medicine	3.74
3	Imperial College London	3.68
4	St. George's, University of London	3.64
<b>5</b>	<b>Cardiff University</b>	<b>3.61</b>
6	Liverpool School of Tropical Medicine	3.57
7	University College London	3.54
8	King's College London	3.52
9	University of Oxford	3.51
<b>=10</b>	<b>University of Bristol</b>	<b>3.50</b>
=10	London School of Economics	3.50

Source: Hefce; GPA (Grade Point Average) calculation by Times Higher Education

The potential of the University of South Wales should also be recognised. It is now the sixth largest campus university in Britain with over 33,000 students.

The Universities of Bath, Bristol, Cardiff and Exeter have also come together to form the Great Western Four. The GW4 builds on the significant number of existing bilateral, trilateral and quadrilateral academic partnerships, collaborations and joint ventures, bringing together the major research institutions of the West, with a joint turnover of over £1 billion, to form a critical mass of research and innovation.

The proximity of the universities has led to a number of partnerships, including the Severnside Alliance for Translational Research (SARTRE), which aims to accelerate the translation of medical research into new treatments and therapies to benefit patients and the Bristol-Cardiff Neuroscience Collaboration.

“ THE UNIVERSITIES OF BATH, BRISTOL, CARDIFF AND EXETER HAVE ALSO COME TOGETHER TO FORM THE GREAT WESTERN FOUR ”





## UNEMPLOYMENT AND INACTIVITY

Whilst the area is potentially the most competitive area in the UK outside of London and the South East, it also – like many other regions – has a high proportion of its population classified as unemployed or inactivity. In total there are around 100,000 people across the functioning economic area who are unemployed, and almost 400,000 who are inactive.

### Unemployment and Inactivity Jul 2013-Jun 2014

	Unemployment - aged 16-64		Economically inactive - aged 16-64	
	Number	%	Number	%
West Midlands	131,800	10.8	476,600	28.1
Greater Manchester	114,600	8.8	443,900	25.4
West Yorkshire	100,700	8.9	368,600	24.5
<b>Great Western City Region</b>	<b>97,500</b>	<b>7.5</b>	<b>393,400</b>	<b>23.3</b>
South Yorkshire	68,300	10.0	192,400	22.0
Merseyside	64,700	10.3	236,000	27.4
Tyne and Wear	52,400	9.4	195,500	26.0

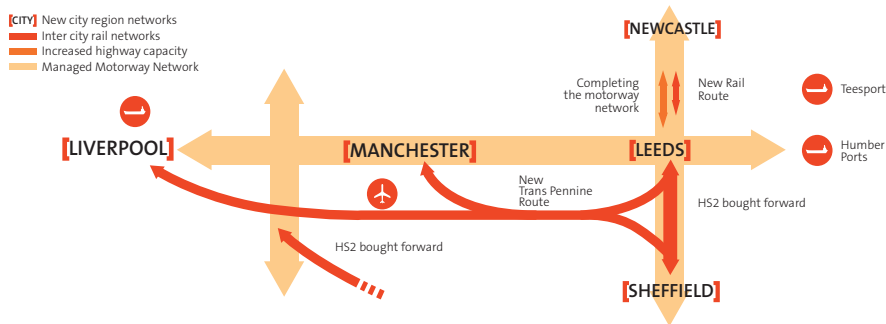
Source: Annual Population Survey

“ IN TOTAL THERE ARE AROUND 100,000 PEOPLE ACROSS THE FUNCTIONING ECONOMIC AREA WHO ARE UNEMPLOYED ”





## UK AND INTERNATIONAL COMPARATORS



## ONE NORTH:

City Regions of Leeds, Liverpool, Manchester, Newcastle and Sheffield

Population: 15million

One North is a strategic proposition for transport in the North which identifies the priority strategic infrastructure investments needed to connect the city-regions of the North of England.

### Linkages:

The One North report outlines the economic benefits of better connectivity and how this will strengthen the North's labour markets and improve business efficiency by:

- Stimulating business investment and innovation by supporting economies of scale and new ways of working
- Achieving agglomeration economies
- Enabling firms to access a larger labour supply and providing wider employment opportunities for workers and those seeking work
- Increasing competitiveness through access to new and larger markets with the benefits of increased labour market specialisation
- Reducing trading costs and using more efficient logistics networks
- Strengthening the existing comparative advantages of the North as a place to do business



## UK AND INTERNATIONAL COMPARATORS

Perhaps the foremost example of cross-border city co-operation in Europe. The Oresund bridge links Copenhagen and Malmo . Population wise, Copenhagen dominates.

### Linkages:

- A formal commission called Oresund Commission manages the link
- Opens Copenhagen airport and work up to Malmo residents. Copenhagen and Malmo ports combined
- 14,000 daily commutes across the bridge, opening up real commuter links
- 12 universities formed a consortium for mutual benefit

## ORESUND:

Copenhagen, (Denmark),  
Malmo (Sweden).

Population 3.8million



## THE OPPORTUNITY

Taken together, the Great Western Cities of Bristol, Cardiff and Newport and their metropolitan areas make a major contribution to the UK economy. As the evidence demonstrates, outside of London it is a region that leads the way in terms of delivering economic output, employment opportunities and a critical mass of graduates for the UK as a whole.

It is therefore important that the region receives a level of investment that can accelerate the growth potential of the UK's most competitive region. This will allow employment growth in key sectors and a higher tax take for government.

“ IT IS A  
REGION  
THAT LEADS  
THE WAY IN  
TERMS OF  
DELIVERING  
ECONOMIC  
OUTPUT ”





## THE GREAT WESTERN PROPOSITION

Investment in transport connectivity and energy infrastructure will have a transformative impact on the Great Western region. We will therefore develop an investment strategy for connectivity and energy which will guide national infrastructure investments in the Severn region for the next 20 years.

### 1. CONNECTIVITY

The RSA's City Growth Commission made a compelling case for collaboration between geographically proximate cities, capitalising on agglomeration effects to deliver for the UK economy. Creating these 'powerhouse' super-city regions will require investment in connectivity that links cities with cities, with London and with international markets.

Better connectivity means improved journey time, reliability, better travel quality and shorter journeys. This will strengthen the Great Western economy by:

- Achieving agglomeration economies by bringing firms and their employees closer to business rivals and partners.
- Enabling firms to access a larger labour supply and providing wider employment opportunities for workers and those seeking work.

- Increasing competitiveness through access to new and larger markets with the benefits of increased labour market specialisation.
- Reducing trading costs and using more efficient logistics networks.
- Strengthening the existing comparative advantages of the West as a place to do business.

All these things will mean a more productive Great Western economy, which means higher wages, profits and tax receipts for the Exchequer.

“ BETTER  
CONNECTIVITY  
MEANS  
IMPROVED  
JOURNEY TIME,  
RELIABILITY,  
BETTER TRAVEL  
QUALITY AND  
SHORTER  
JOURNEYS ”





## CONNECTING THE GREAT WESTERN CITIES

In terms of train travel, Cardiff and Bristol are comparable to other cities of a similar distance.

Area	Driving Distance	Fastest Train Time
Liverpool / Manchester	54km	32 minutes
Copenhagen / Malmo	42km	34 minutes
Amsterdam / Rotterdam	75km	36 minutes
Antwerp / Brussels	45km	42 minutes
Bonn / Dusseldorf	71km	45 minutes
<b>Cardiff/Bristol</b>	<b>69km</b>	<b>48 minutes</b>
Manchester / Leeds	71km	49 minutes
Edinburgh / Glasgow	75km	55 minutes
Basel / Zurich	85km	53 minutes
Brighton / London	85km	53 minutes

“ THE REPORT ARGUES THAT CLOSER INTEGRATION BETWEEN THESE TWO CITIES COULD INCREASE WAGES BY 1.06%-2.7% ”

The One North proposal focuses on a new trans-Pennine route connecting Manchester and Leeds. The report argues that closer integration between these two cities (from a 20 minute reduction in journey time) could increase wages by 1.06%-2.7%, and would be worth £6.7bn across the whole of the North of England. Given the similarities in terms of distance and train times between Manchester-Leeds and Cardiff-Bristol, a similar reduction in journey times could be expected to generate a similarly positive impact in the West.



## CONNECTING TO OTHER SUPER CITY REGIONS

Better inter-city transport links – to London and to other core cities - are of obvious benefit to cities in the UK. The Great Western Cities need to be connected in to the UK's High Speed Rail network, both directly to London and via a link in to the North-South line.

The Great Western Mainline is one of the UK's busiest rail corridors serving a population of around 5.3m in South West England, South Wales and the Thames Valley-Berkshire LEP area, with an economic output of well over £100bn. It is an essential economic lifeline for all of these regions. Network Rail's long term demand forecasts estimate that by 2036 long distance rail trips between London and Bristol could grow by 98%, and trips between London and Cardiff by 115%.

The £1.1bn electrification of the Great Western Mainline is now underway, and the proposals for a new line to connect to the Great Western Mainline to Heathrow are welcomed. These investments now need to be built upon.

High Speed 2 will dramatically reduce journey times between London and several UK core cities in the English East Midlands and the North of England<sup>3</sup>:

- The rail journey time between Leeds and Central London would be reduced to around 80 minutes;
- The journey between Leeds and Birmingham would take only 60 minutes;
- In comparison, the journey between Cardiff and London Paddington, even post electrification, will be 1 hour 45 minutes, whilst the journey time between Cardiff and Birmingham would remain at 2 hours.

Given the importance of connectivity to underpinning economic growth, the Great Western Cities cannot be left behind.

“ BY 2036 LONG DISTANCE RAIL TRIPS BETWEEN LONDON AND BRISTOL COULD GROW BY 98%, AND TRIPS BETWEEN LONDON AND CARDIFF BY 115% ”

<sup>3</sup>HS2 Ltd (2014) 'Rebalancing Britain, from HS2 towards a national transport strategy'.



## 2. ENERGY - RELEASING THE POTENTIAL OF THE SEVERN

There are compelling reasons for local authorities – and especially cities - to address the energy agenda. Recent research on low carbon cities has shown that cost-neutral investments in reducing energy demand and shifting energy supply could deliver significant (40%) reductions in greenhouse gas emissions by 2020. This is in the context of some challenging national targets.

- The UK goal is an 80% reduction in greenhouse gas emissions by 2050
- The UK has a target to deliver 15% of UK energy from renewable sources by 2020.

This is a region with real credentials in the energy sector, with one of the UK's major energy assets – the Bristol Channel - Severn Estuary – remaining undeveloped.

The tidal range in the Severn Estuary is the second largest in the world and provides the largest potential of all the UK's estuaries for renewable electricity generation from tidal and wind power. The West of England has three of the world's leading tidal turbine manufactures, along with leading design, materials and professional services.

The possibilities of tidal and wind power offer significant opportunities for the Great Western Cities to strengthen their position as an internationally renowned marine technology cluster.

A memorandum of understanding is being prepared by local authorities bordering the Bristol Channel to collaborate in the development of marine energy, with Bristol, Cardiff and Newport playing a lead role. Local authority and LEP funds will create a fund for project feasibility and master planning studies for tidal lagoon, tidal stream and fence sites.

Given the scale of the region's ambition and the potential programme of projects and activities, there are considerable opportunities to pioneer ground-breaking technologies, infrastructure and innovative ways of working.

“ IN THE SUMMER OF 2013 BRISTOL CITY COUNCIL WAS ALSO AWARDED THE EUROPEAN GREEN CAPITAL AWARD FOR THE YEAR 2015 ”







## ENERGY - RELEASING THE POTENTIAL OF THE SEVERN

The Bristol area has an estimated 300-plus companies in the environmental technologies sector (ETS), with significant clusters located in Avonmouth, the city centre and Clifton. Across the West of England, the total ETS employment is estimated at 13,600 jobs. Despite an uncertain economy, the global low carbon and environmental sector has seen steady and sustainable growth throughout the global recession, with the UK sector seeing a £5,920m (4.8%) increase in sales from 2010/11 to 2011/12<sup>4</sup>. The sector is forecast to continue to grow due to increased legislation, greater research and a general shift towards more sustainable modes of production, development and consumption.

In the summer of 2013 Bristol City Council was also awarded the European Green Capital award for the year 2015. This highly regarded award recognised Bristol's exceptional performance against a set of 12 technical measures of sustainability, as well as its ambition of leadership. Bristol City Council are also establishing a municipal energy company to drive forward city sustainability and smart-energy infrastructure.

Bristol is leading the way in the UK in sustainability matters. Bristol City Council, via the European Investment Bank grant-funded programme, aims to facilitate c£140m of energy generation/efficiency work.

Cardiff has developed an Energy Prospectus which has identified projects worth over £2bn. The prospectus covers a range of viable renewable technologies including solar, ground source heat, district heating network new build and retrofit, off shore wind, low carbon lighting and building retrofit, hydrogen to gas hydroelectricity generation alongside the larger potential tidal and marine energy source, with investment and delivery plans in progress.

“ THERE ARE CONSIDERABLE OPPORTUNITIES TO PIONEER GROUND-BREAKING TECHNOLOGIES, INFRASTRUCTURE AND INNOVATIVE WAYS OF WORKING ”



### 3. ECONOMY - RELEASING THE POTENTIAL OF THE GREAT WESTERN CITIES

The Great Western Cities represent the most skilled and productive urban area outside of London, boasting a workforce with a greater proportion of graduates than our competitors, and some leading clusters in sectors such as

financial and business services, creative industries, ICT, aerospace and energy. The area also has the best universities for research in the UK outside of London and Oxbridge.

Jan 2013-Dec 2013 - Population with degree or equivalent and above - aged 16-64		Total GVA 2013 (£m)	
<b>Great Western Cities</b>	<b>447,700</b>	<b>Great Western Cities</b>	<b>58,221</b>
Greater Manchester	415,200	Greater Manchester	56,265
West Yorkshire	341,300	West Midlands	55,686
West Midlands	322,900	West Yorkshire	46,237
South Yorkshire	177,000	Merseyside	27,002
Merseyside	164,900	Northumberland and Tyne and Wear	26,594
Tyne and Wear	161,100	South Yorkshire	22,560

Source: Annual Population Survey

Source: National Statistics<sup>5</sup>

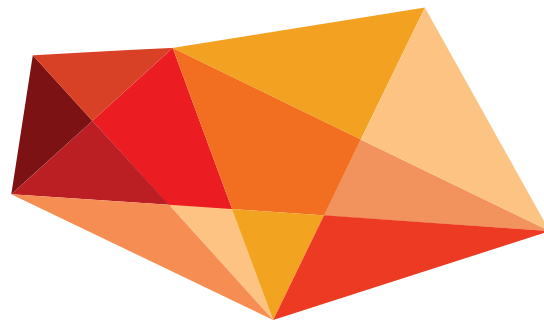
Through working together the Great Western Cities have the potential to become a globally significant destination for business, offering one of the most competitive locations in the UK, whilst still remaining cost competitive on the international level.

Working closer together will help to deliver a number of improved outcomes for the Great Western Cities – namely increased levels

of agglomeration will support further improvements in productivity, helping to support further growth in indigenous businesses. It will also enable the area to promote itself as a globally significant destination. Individually the three cities, whilst big in the regional and UK context, are not big hitters on the world stage. Together we have a bigger voice, and a bigger offer for global investors.

To build in this we will establish a joint international marketing programme and inward investment brand for the Great Western Cities.

<sup>5</sup>Consists of the NUTS 3 areas of Bristol, City of, Bath and North East Somerset, North Somerset and South Gloucestershire, Central Valleys, Gwent Valleys, Bridgend and Neath Port Talbot, Monmouthshire and Newport, and Cardiff and Vale of Glamorgan.



**GREAT  
WESTERN  
CITIES**

**DINASOEDD  
MAWR Y  
GORLLEWIN**





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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MARCH 2015**

**CARDIFF INTERNATIONAL SPORTS STADIUM**

**REPORT OF DIRECTOR OF SPORT, LEISURE AND CULTURE**

**AGENDA ITEM:4**

**PORTFOLIO: COMMUNITY DEVELOPMENT, CO-OPERATIVES AND SOCIAL ENTERPRISE (COUNCILLOR PETER BRADBURY)**

*Appendix 2 is not for publication as it contains exempt information of the description in paragraph 16 of Part 4 of Schedule 12A of the Local Government Act 1972*

**Reason for this Report**

1. To seek Cabinet approval to remove the Cardiff International Sports Stadium from the Council's wider procurement process for leisure facilities and lease the Stadium and grounds to Cardiff and Vale College, which would sub-let the sports facilities to the House of Sport Limited. The agreement to issue a lease would be dependent upon the Council receiving a satisfactory final business plan from the College. A draft has been received and a summary is appended to this report. The College, allied with the House of Sport, would invest in the facilities, add new ones and take a full repairing lease on the facilities and premises, with the exception of the track.

**Background**

2. Currently, the Cardiff International Sports Stadium (CISS) is one of 10 Council-run leisure facilities within the leisure management procurement process. Pre-Qualifying Questionnaire returns have been made by a number of organisations interested in managing the stadium, which has been promoted to the market as a separate 'lot' to the other facilities, in order to afford the Council the opportunity to remove it from the procurement process should there be a desire to do so. In light of Council officers having previously identified potential local interest in CISS, there is a saving against CISS in 2015/16 of £305,000.
3. A proposal has been received by Cardiff and Vale College to take CISS on a 30 year lease from the end of June 2015, enhance the facilities there and to manage it for community and student use. Sports facilities on the site would be sub-let to The House of Sport (a 50/50 joint venture company between Benjaya Assets of Malaysia and Borley Engineering

Ltd). Council officers have had a number of discussions with both the College and the House of Sport, and clarity is emerging on the core principles of the proposal. The basis of the proposal is as follows:

- The Council would issue a 30 year lease to the College with peppercorn rent that could be reviewed should significant new financial investment over and above the initial planned development be pledged to be made into the premises and grounds in the future.
- Any surpluses retained within the operation would be re-invested into CISS.
- The College would govern via a Sub-Committee of its Finance and Estates Committee, on to which the Council and House of Sport would be co-opted into membership. There would be a wider stakeholder group, which would represent the interests of user organisations and involve bodies such as Cardiff Athletics Club, Welsh Athletics and the Sports Council for Wales.
- The House of Sport would take a sub-lease on the sports facilities from the College. Sub-leases would be assigned to Welsh Athletics and Cardiff Athletics Club as core tenants of the building and grounds.
- The College would take on a full repairing lease from the Council for the stadium and grounds, although the full repairing element of the lease would exclude the track.
- The College would replace the artificial pitch, potentially add a further artificial pitch, and a further sports hall would be constructed at the House of Sport.
- The College would redesign the internal accommodation of the grandstand to create sports education and sports medicine services, and operate Higher Education courses from the site in sport fitness.
- The complex would be recognised as the 'Leckwith Sport and Education Campus'.
- The Council would pay the capital cost of replacing the track at an estimated cost of circa £500,000 as a one-off payment, which would be required in three to four years' time. The track replacement would be to recreational standard. Any additional cost to upgrade the track to elite level would have to be secured by the College from external sources. Beyond this initial payment, there would be no funding provided by the Council towards meeting the costs of track replacement in the future.

## **Issues**

### Business Plan

4. A draft business plan has been submitted by the College, which is a background document to this report. A short summary of the business plan features as Appendix 1 to this report.

### Timing

5. If CISS is to be removed from the procurement process, it would be preferable for this to be done as soon as possible to avoid wasted effort

and costs for the other organisations involved in the leisure portfolio procurement. If CISS is not removed from the procurement process, then there will not be a saving in 2015/16 and the Authority's budgetary plans will be £305,000 short. If CISS is removed from the procurement process, then the Council would not be able to 're-enter' it to that process in the future.

6. An agreement to lease would need to be agreed by 31 March 2015, which would include a licence for the College to occupy the premises, with view to the lease being signed by the end of June 2015, transfer of staff at the end of June and the College taking over the operation of the facility from the Council on 1 July 2015.
7. The College believes that its business case would not enable the Stadium to operate at the required and optimum financial level until September 2015, when students would be on site and when the new artificial pitch could be in place. Also, as April, May and June are busy times for Athletics and there are already forward bookings for this period, the Council would continue to manage and finance the Stadium and facilities until 1 July, when the College would take over the responsibilities. This would enable a smooth transfer and ensure that there was sufficient time for new operating processes to be put in place by the College, which through the access agreement, would be able to work alongside the Council in the first three months of operation in the 2015/16 financial year. Based on the first three month's operation of CISS in 2014/15, the Council's financial commitment required for this period could be in the region of £150,000.

#### Track Replacement

8. The track at the CISS has to be replaced every 12 to 14 years or so at a cost of approximately £750,000 for an elite level track as at present, or approximately £500,000 for a recreational level track. The track will need to be replaced in approximately four years' time. It is proposed that the Council would pay for the track replacement when due in three or four years' time as a one-off payment and that this would be to recreational level. Thereafter, the Council would have no liability to pay for track replacement. Note that currently, there is no allocation within the Council's programme for track replacement, although it is worth noting that the Council would have to have made such provision anyway in the near future if the Stadium was to be kept by the Council.

#### **Local Member Consultation**

9. The views of Councillors Richard Cook, Elsmore and Patel have been sought and to date, there has been no negative view expressed.

#### **Reason for Recommendations**

10. The rationale for removing the Stadium from the leisure procurement process is strong in that it would enable continuity of operations within the locality, as the College and House of Sport have good track records

in Cardiff. The leisure procurement process cannot guarantee the level of savings that the lease arrangement promises, and is very unlikely to make the required level of savings in the financial year 2015/16. Also, the leisure procurement process cannot be guaranteed to attract the level of capital investment into new facilities on the site intended by the proposed arrangement. The arrangement would ensure that the Council made the financial saving against the Stadium.

### Property Considerations

11. The fundamental reason for pursuing this transfer is to safeguard the public provision at the Cardiff International Sports Stadium. Whilst there will be a property transaction in the form of a 30 year lease to be granted to the Cardiff and Vale College at a peppercorn rent, the main benefit to the Council is that it would no longer have to meet the revenue expenditure. The market value and occupier demand for a unique leisure asset such as this is likely to be limited and the ability to generate commercial revenue is therefore restricted. Pursuant to the General Disposal Consent (Wales) 2003, the Council has power to dispose of land at an undervalue of up to two million pounds if it considers that the disposal is in the interests of the economic, social or environmental wellbeing of the local economy.

### Financial Implications

12. The detailed financial implications of the proposal in respect of CISS will not be known until a full business plan is received and reviewed. The proposal is based on the Cardiff and Vale College entering into a 30 year lease with the Council and the sports facilities then being sublet to The House of Sport which is a 50/50 joint venture company between the Benjaya Assets of Malaysia and Borley Engineering Ltd.
13. The review of the full business plan will need to further set out the financial issues and risks attached to the proposal including the treatment of tax and VAT in particular. Discussions have commenced with the College to set out the Council's VAT position in respect of the facility and to understand how the College will manage any VAT liability.
14. As a result of these discussions the Council will also need to consider whether there are any VAT partial exemption calculation implications for the Council. A particular area of concern could be around the treatment of monies the Council contributes in respect of the replacement of the track on a recreational basis.
15. The review of the full business plan would include gaining further assurance that the financial investment in the Stadium that is referred to is deliverable. In addition, the review will need to undertake due diligence on the proposals set out in the business plan and the associated plans of those parties the College plans to sub-let to.
16. A key saving that has been identified is that of NDR. The College, as a registered charity, should qualify for 80% Mandatory Rate Relief whilst

they are in rateable occupation of the whole site, but if as proposed parts of the facility are sub-let to The House of Sport, then the rating assessment will need to be reviewed and it is possible that those parts let out will then become subject to their own rating assessments. If the tenants of these separate assessments are commercial organisations they will not be eligible for charitable rate relief. The NDR cost for the building is £224,000, therefore the resolution of this issue is a key point within the deliverability of the proposal.

17. The position set out in the following paragraphs therefore assumes that the initial high level proposal can be delivered and potential concerns in respect of VAT and NDR overcome. The net budget for CISS in 2014/15 is £538,000 and gross spend is £823,000, which includes £346,000 for facilities management and the £224,000 for NNDR. The Council's Budget for 2015/16 includes a requirement to make savings of £305,000 in 2015/16 against a net budget for the facility of £538,000. Even taking into account the requirement to meet the net costs of the first three months operation, which would be in the region of £150,000, the deliverability of the £305,000 savings is considered to be achievable. If any further savings is realised in 2015/16 then this would help to offset the additional income targets set for the Sport, Leisure and Culture Directorate for 2015/16 and provide some assurance that savings targets in that Directorate for the year could be achieved.
18. Clearly, it is possible that by continuing with CISS in the procurement process for the leisure centres, a nil subsidy position could be achieved at some stage in the future. However, the procurement is not at a sufficiently advanced stage to be assured that this is likely to occur. The Director considers that the procurement process would be unlikely to generate the level of capital investment into the site that this proposal suggests and also it cannot be assumed that the procurement process will result in contractors agreeing to full repairing leases.
19. The proposal is predicated on the Council providing a one-off payment to replace the existing track to a recreational level standard and an amount of circa £500,000 has been identified as a potential cost. As stated in the body of the report this amount is not currently included within the Capital Programme and further work should be done alongside the review of the full business plan to identify the best way to include this commitment in the medium term. The stadium currently has an asset value on the balance sheet based on the depreciated replacement costs which is historic cost net of depreciation and has been calculated in accordance with accounting guidelines. Prior to completing the review of the proposal, it may be necessary to engage professional valuation with expertise of stadia valuation as part of the best value consideration in respect of the proposal.

## **Legal Implications**

20. There are a number of risks which the Council faces in respect of any decision, whether that decision is to:
- retain the facility in the procurement process;
  - remove the facility from the procurement in order to accept the detailed proposal which develops the initial business case in support of the proposal.

### **Timing of decision**

21. If CISS was removed from the procurement process, then it is better overall for this decision to be made as soon as possible. Equally, once removed it will not be possible to reinstate it into the procurement process. If the proposals are not developed into a final offer which is acceptable to the Council and meets the issues referred to below then the Council could end up having to undertake a further procurement with significantly increased risks of not achieving the required level of savings.

### **Further Legal Considerations**

22. A number of legal matters have to be reviewed in respect of a proposal such as this. A paper has been prepared (Appendix 2) to deal with these issues, which is provided as an exempt, legally privileged advice note designed to assist in understanding the various risks.

## **HR Implications**

23. Currently, there are 11.65 full time equivalents (14 people) who work at CISS. It is envisaged that the Transfer of Undertakings (Protection of Employment) TUPE would apply. The new organisation is currently reviewing whether they are likely to restructure following transfer. Full consultation will take place with Trade Unions and the affected staff regarding the transfer and the conditions of TUPE will be met by the Council.

## **RECOMMENDATIONS**

The Cabinet is recommended to:

- (a) agree that on submission of a final, detailed and satisfactory business plan from Cardiff and Vale College to remove the Cardiff International Sports Stadium from the leisure management procurement process
- (b) delegate authority to the Director of Sport, Leisure and Culture to negotiate the lease and any ancillary documentation to Cardiff and Vale College, in conjunction with the Cabinet Member for Community Development, Co-operatives and Social Enterprise, the Cabinet Member for Corporate Services and Performance and the Section 151 Officer



- (c) agree that the arrangement between the Council and Cardiff and Vale College should be predicated on public access to the facilities being guaranteed for the future and the Council being able to monitor and influence its success.

**CHRIS HESPE**

Director

13 March 2015

*The following appendices are attached:*

Appendix 1 - Executive Summary of Draft Business Plan

Appendix 2 - Legal Advice Note for Cabinet Members (Exempt)



## **CARDIFF INTERNATIONAL SPORTS STADIUM**

**Proposal to operate and develop the CISS for public benefit  
and to establish a Sports Campus**

## CARDIFF INTERNATIONAL SPORTS STADIUM

### PROPOSAL TO OPERATE AND DEVELOP THE CISS & ESTABLISH A SPORTS CAMPUS

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#### Executive Summary

##### Current position

The procurement Memorandum of Information stated that the Cardiff International Sports Stadium (CISS) currently requires a subsidy of £374k although the budget for 2014-15 shows a deficit of £538k. There is also a "hidden" cost relating to the refurbishment of the track of between £350k and £750k every 10 years.

##### Why does the CISS currently require a subsidy ?

The CISS is a "specialist asset" combined with primarily a "seasonal pattern" for core activity.

The simple economics of the current situation is that the current utilisation of the asset in terms of volume of income earning activity and/or the level (price) charged is insufficient to cover the fixed running costs of the asset.

Simply transferring the ownership or management of the asset will not change that.

Something different needs to be done to change the utilisation of the asset and hence the income generated to offset the fixed running costs.

##### The proposal

The operation of the CISS and the Sports Campus will be a joint venture between Cardiff and Vale College (CAVC) and Cardiff City House of Sport Limited (HOS). This will address the current funding deficit in two different ways, reflecting the skills, experience and contributions of the partners:

1. CAVC will relocate the teaching accommodation for their sports department to the refurbished interior of the stadium building.

This will provide year round utilisation of the interior space to increase the sharing of running costs and generate additional rental income for the external facilities.

2. HOS will fund the installation of a new 3G pitch that will generate additional rental income from the demand for such facilities. They will also secure additional utilisation of the wider stadium facilities and possibly additional grant investment in further facilities, from securing the relocation of Cardiff City Football Club Academy and incorporating the management and promotion of the CISS with their existing arrangements for the House of Sport facilities next to the CISS.

This will provide both year round utilisation of the external space that will generate additional rental income and also increase the sharing of running costs.

**Both of these step changes in the utilisation of the CISS will require both partners to invest around £500k each to enable the above proposals to proceed.**

## CARDIFF INTERNATIONAL SPORTS STADIUM

### PROPOSAL TO OPERATE AND DEVELOP THE CISS & ESTABLISH A SPORTS CAMPUS

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#### Executive Summary

##### The Public Sector "safeguard"

It is proposed that the CISS will be leased and the staff (via TUPE ) will transfer to Cardiff and Vale College (CAVC).

CAVC is a Further Education College, established by statute and an exempt charity. For the purposes of the Charity Commission it is regulated by the Welsh Government.

The Welsh Government provides around 80% of the College's funding and regulates the College via a Financial Memorandum and Terms and Conditions of funding.

The combination of these factors has established the following regulatory and operational framework on the College:

- It has no shareholders and cannot distribute any surpluses;
- It has a Governing Body, none of whom receive remuneration;
- The Governing Body include the City of Cardiff and Vale of Glamorgan Councils' Cabinet members for Education;
- It is required to have independent internal and external audit, prepare annual accounts and make them publically available;
- The Wales Audit Office have right of access;
- It is subject to the Welsh Language Act, Freedom of Information Act, Public Sector Equality Duty and other legislation and regulations relevant to public sector bodies;
- It has agreed an All Wales Further Education Contract of employment for staff with the Joint Trade Unions;
- It has a Union recognition agreement with UCU, Unison and ATL/Amie; and
- It is a Scheme Member of the Local Government Pension Scheme.

The Council will also be aware that the College successfully transferred the Adult Community Learning Provision, including the TUPE transfer of 110 Council staff, in January 2013. It has previously attended the Council's relevant Scrutiny Committee to enable them to monitor and review progress of that transfer.

The College is also in the process of agreeing the asset transfer from the College to the Council of its Trowbridge Road site as part of the development of the new Eastern High School.

It should also be noted that there is another model of a Welsh Further Education College owning and operating an athletics stadium with Coleg Cambria in Deeside.

## CARDIFF INTERNATIONAL SPORTS STADIUM

### PROPOSAL TO OPERATE AND DEVELOP THE CISS & ESTABLISH A SPORTS CAMPUS

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#### **Executive Summary**

##### The importance of the Private Sector “partner”

As noted at the start of this paper, the “problem” that needs to be resolved to reduce the deficit that the CISS is operating at is under-utilisation of the asset.

To address this will require both:

- investment to ensure the facilities are attractive to users; and
- marketing and commercial expertise in maximising the utilisation of sporting assets.

The College already has a long term relationship with House of Sport through the hire of its two facilities on the site opposite the CISS. In a short period of time House of Sport has demonstrated its ability to set up and successfully market sporting facilities for the local community.

House of Sport have confirmed that they are willing to make a capital investment of around £500k in the CISS site to upgrade one of the outdoor pitches to a modern 3G standard as well as their own investment in a third sports hall at the House of Sport site.

The opportunity to combine the marketing and operation of the CISS and House of Sport facilities as a “Sports Campus” provides the necessary platform for dramatically increasing the utilisation of the CISS in a cost effective manner.

##### Governance and oversight

It is proposed that the College will establish a formal sub-committee of its Finance and Estates Committee to oversee the management and development of the CISS. We would propose to co-opt onto this committee a representative from:

- Cardiff City House of Sport Ltd
- City of Cardiff Council
- the Sports community (Sports Wales)

There will also be a Stakeholder Management Committee to oversee use/ utilisation of the facilities and include community representation as well as appropriate club and representative bodies.

This will include Welsh Athletics, Cardiff Athletic Club, Cardiff City Academy, Cardiff City Community Foundation, Cardiff and Vale College, House of Sport and other major user groups such as Canton RFC and Fitzalan High School as appropriate.

## CARDIFF INTERNATIONAL SPORTS STADIUM

### PROPOSAL TO OPERATE AND DEVELOP THE CISS & ESTABLISH A SPORTS CAMPUS

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#### **Executive Summary**

##### Safeguarding the stadium asset

It is proposed that there will be a long term (30 years) peppercorn lease for the use of the stadium granted to the College. This lease will include covenants preventing both sale and change of use.

There will be an option to extend the lease beyond 30 years if CAVC and HoS bring forward a proposal for further significant investment in the facilities (for instance the establishment of a sports science centre with a partner University or the relocation of the Cardiff City Academy).

The lease will need to allow for sub-letting and retention of funds from such sub-letting to allow such income generated to offset the costs of the asset and for the existing sub-leases with Welsh Athletics and Cardiff Amateur Athletic Club to continue. A sub-lease will be granted to HoS by the College to allow it to manage and invest in developing the sports facilities.

There will be a requirement for the Council to fund the next refurbishment of the track due in 3 to 4 year's (cost of between £350k and £750k depending on the "standard" of the track). Thereafter the cost of track replacement will be the responsibility of CAVC and HoS that will need to raise these funds by charging users of the facilities.

The membership of the Governing Body management committee by a representative from the Council will provide additional oversight / transparency for the Council that the management and use of the stadium remains "for the public benefit".

##### Safeguarding staff

#### 1. TUPE

Some £380k of the budgeted cost in 2014-15 is staffing. Many of these staff have long service and Council pay and terms and conditions including membership of the Local Government Pension Fund.

These staff will transfer to CAVC with their current terms and conditions after the appropriate TUPE consultation period with the staff and their union representatives.

We are currently reviewing with the Council which staff will be included in the TUPE transfer. There will be a need to consider how the existing job descriptions of those staff will fit with the nature of the job roles that will be required by the College and HoS, given the changes that will be needed to the operation of the stadium to deliver the £500k savings that are required.

It is hoped that as the College successfully "TUPE'd" some 110 Council staff with the ACL service in January 2013 this proposal will, during consultation, receive the support of staff and unions.



## CARDIFF INTERNATIONAL SPORTS STADIUM

### PROPOSAL TO OPERATE AND DEVELOP THE CISS & ESTABLISH A SPORTS CAMPUS

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#### Executive Summary

##### Safeguarding staff (continued)

#### 2. Pensions

As CAVC is already a scheme member of the Cardiff and Vale LGPS scheme there will be no issues regarding this transfer as there were none with the ACL transfer.

The actuary will though need to establish the funding transfer value within the scheme between the Council and CAVC – for inter scheme transfers such as this the funding approach adopted with the ACL staff transfer was that the funding transfer was set at 100% so that CAVC does not inherit the scheme deficit/underfunding of the staff relating to their period of service with the Council

##### Date of transfer

The provisional date of transfer is 1 July 2015.

This allows time for the formal TUPE consultation with staff to be completed as well as the legal aspects of the transfer and due diligence.

This timing also allows for the bulk of the summer season School Sports days and the major Welsh Athletics Championships to be completed under the current management arrangements, allowing the new team time to shadow these events to develop their understanding of their specific requirements, rather than having to “hit the ground running”.

It is also important to note that the only way that the proposals will be able to address the substantial deficit / subsidy situation is by making major investment in the facilities to generate new income streams and spread and share the fixed running costs.

These investments will take time as they require building and refurbishment work – during the busiest season for activity at the CISS – but until these are completed then no additional income will be generated.

For example – the College will not be able to use the income generated from the courses delivered at CISS until September 2015 when the students will be on site. Conversely, the College must be able to “fully operate” from 1 September – the first day of term.

HoS will also need to have the current pitch replaced with the new 3G before increased rental income will be forthcoming. Accordingly, the College will need a “licence to occupy” and a “license for works/alterations” from 1 April 2015 to commence those works.

This date of transfer is part of the arrangement for the Council to support the partners until they are able to deliver those cost sharing and income generation measures.

## CARDIFF INTERNATIONAL SPORTS STADIUM

### PROPOSAL TO OPERATE AND DEVELOP THE CISS & ESTABLISH A SPORTS CAMPUS

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#### Financial forecasts

The following forecasts are for the first full year of operation once CAVC Sport is using the facilities and the new 3G pitch and HoS marketing of the facilities are operating. They are based on the following assumptions:

- Not all Council staff in the 2014-15 CISS staffing budget will TUPE across as a result of held vacancies, internal transfers to other Council departments or through taking up appointment in new College roles based at the new campus;
- The past pension deficits derived during TUPE staff service will be fully funded on transfer and the contribution rate will not increase significantly;
- The lease will be a peppercorn rent;
- Increases in external income will arise from the investment in the 3G pitch and HoS lettings and marketing;
- CAVC Sport operates from the refurbished stadium allowing sharing of running costs;
- CAVC is able to obtain rate relief as the building will be used for educational purposes;
- CAVC will invest £550k of capital in the refurbishment of the stadium to create classrooms and install appropriate IT infrastructure;
- House of Sport will invest £500k of capital in the creation of a new 3G pitch;
- The Council will fund the next track refurbishment in 3 to 4 years' time – the partners will need to fund the next track replacement 10 to 12 years after that and so will need to generate income from fees charged for the use of the facilities to fund that replacement.

## CARDIFF INTERNATIONAL SPORTS STADIUM

### PROPOSAL TO OPERATE AND DEVELOP THE CISS & ESTABLISH A SPORTS CAMPUS

	CAVC	HOS	
	£'000	£'000	Shared costs / recharges
<b>Income</b>			
FE Courses	1,078		
14-19 Courses	29		
HE Courses	167		
CISS External income (per 14-15 budget)	61	159	
Booking fees		17	
C&VC Hire of 3G		78	A
Academy		31	
Advertising		11	
	<b>1,335</b>	<b>296</b>	
<b>Staff costs</b>			
TUPE staff	168		
Staffing recharge	(136)	136	B
Teaching staff	582		
Support staff	131		
Management		21	
<b>Premises costs</b>			
Utilities etc	98	28	
HOS Hire of 3G	78		A
HOS 1 & 2 lease	158		
HOS letting agency fee	6		
<b>Other costs</b>			
Examination fees	47		
Recruitment / marketing	40		
Teaching materials	40		
Supplies & services	30	2	
Transport	20	1	
<b>Depreciation / sinking fund</b>			
Stadium (classroom) refurbishment	37		
IT	25		
3G pitch		37	
3G Loan interest		21	
Track sinking fund		10	
<b>Total Costs</b>	<b>1,324</b>	<b>256</b>	
<b>Operating surplus / deficit</b>	<b>11</b>	<b>40</b>	
Tax		6	
Loan Capital		26	
<b>Net surplus / deficit</b>		<b>8</b>	

## CARDIFF INTERNATIONAL SPORTS STADIUM

### PROPOSAL TO OPERATE AND DEVELOP THE CISS & ESTABLISH A SPORTS CAMPUS

#### Executive Summary - Indicative timescale

<b>Date</b>	<b>Action / task</b>	<b>Time scale to complete</b>
2 February 2015	CAVC Governing Body approve proposal	<b>Completed</b>
19 March 2015	Cabinet approval of proposal	Same day
After Cabinet approval	TUPE consultation commence	45 / 90 days (depends on Council's union agreement)
After Cabinet approval	Legal agreements and due diligence commences	
After Cabinet approval	Council commences discussions with current tenants (Welsh Athletics and Cardiff Athletic Club regarding transfer of their sub leases)	
By 1 April 2015	Council grants agreement to Lease	
By 1 April 2015	Council grant license to occupy and license for works	
From 1 April 2015	CAVC commences refurbishments works on stadium HoS commences installation of new 3G pitch	
1 July 2015	TUPE transfer and full lease occupation comes into force	
From 1 July 2015	HoS commence marketing and management of stadium and grounds facilities	
From 1 August 2015	Enrolment and open day events for CAVC sport	
1 September 2015	CAVC sport – first day of term and full operation of campus	

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MARCH 2015**

**COMMUNITY PROVISION IN CARDIFF EAST**

**REPORT OF DIRECTOR OF COMMUNITIES, HOUSING & CUSTOMER SERVICES**

**AGENDA ITEM: 5**

**PORTFOLIO: COMMUNITY DEVELOPMENT, CO-OPERATIVES & SOCIAL ENTERPRISE (COUNCILLOR PETER BRADBURY)**

**Reason for this Report**

1. To inform the Cabinet of the outcome and evaluation of the public consultation on Community Provision in Cardiff East and to agree proposals for future service provision in the area.
2. To delegate authority to the Director of Communities, Housing and Customer Service, in consultation with the Cabinet Member for Community Development, Co-operatives and Social Enterprise, to take forward the proposals.

**Background**

3. In September 2014 Cabinet considered proposed changes to community provision in Cardiff East and agreed that public consultation should take place on the proposals.
4. It was proposed to build on the success of the Community Hubs in the area by extending the St Mellons Hub and by improving the facilities in the Llanrumney Hub. As part of the proposals Rumney library would close.

**Issues**

**Public Consultation**

5. Public consultation on the Cardiff East proposals took place from 13<sup>th</sup> October 2014 to 10<sup>th</sup> November 2014. A full report on the consultation is attached at Appendix 1. The proposal to close Rumney Library also featured in the budget consultation Changes for Cardiff.
6. A stakeholder group was established and organisations were invited to attend the stakeholder working group. The group included managers of

the Library, Housing and Benefit services, School Head Teachers, and representatives from Communities First, Housing Associations, South Wales Police, Public Health, Age Connect and Key Community Members.

7. The consultation and proposals were publicised via the Cardiff Council webpage, social media including Twitter, emails were sent to Libraries members and Leisure centre staff, community partnership websites, and two separate leaflet drops to all households in the Rumney, Llanrumney and St Mellons areas.
8. 12 drop in sessions were held in various venues across the 3 areas of Rumney, Llanrumney and St. Mellons.
9. Surveys were also distributed to local shops, businesses and community buildings in all three areas. Flyers promoting the proposals and the consultation drop-in times and locations were displayed and publicised at Rumney Library, Llanrumney and St. Mellons Hubs and in addition static display material was in place at all three venues.
10. Visits were made by council and library representatives to several primary schools in the areas and Community group meetings during the public consultation. Council representatives had a presence at all three venues throughout the duration of the consultation, raising awareness of the proposal and encouraging service users to take part in the survey and make their opinions heard through the appropriate channels.
11. In addition to the above, once the consultation was underway a list of frequently asked questions was circulated and hard copies made available in Rumney library, Llanrumney & St Mellons Hubs as well as Rumney Gospel Hall in response to initial concerns and queries raised by service users.
12. One thousand and thirty nine (1039) surveys were completed; this is considered a statistically robust response rate.

### **Response to the Consultation**

13. Of those who completed the survey 88% lived in the area and of those 50.8% live in the Rumney area, 24.1% live in the Llanrumney and 25.1% live in the St. Mellons area.
14. Respondents were asked whether they used existing services in the area. 40.5% of those who responded to this question used services at the St. Mellons hub; compared to 43.5% who used services at Llanrumney; and 62.8% for Rumney Library.

### **St. Mellons Hub**

15. The library was the most popular service at the Hub, with over three-quarters of respondents (77.6%) using this facility. 41.3% utilised internet



access and online services. 34.8% accessed the Housing, Council Tax and benefit advice available at the Hub.

16. Over half of those visiting the St. Mellons Hub travelled by car (55.4%), with slightly fewer (49.0%) reporting they walked to the facility.
17. Respondents were asked if there were any other services they would like to see in the Hub. The most popular suggestions were:
  - Services aimed at children (24%)
  - Adult Education classes (22%)
  - Community facilities / groups (10%).
18. Plans have been developed to extend St Mellons hub to provide two community / training rooms for the provision of ICT support and Into Work training which have been identified as being key requirements for hub service users. It will also provide an additional interview room for the provision of confidential housing, benefit and other advice services, along with space for a public toilet. Construction of this extension is included in the Hubs development programme for 2015/16.
19. Opportunities for a second extension to the St Mellons hub are also under consideration and, subject to affordability, a business case will be presented to a future Cabinet meeting.

### **Llanrumney Hub**

20. Three-quarters (76.8%) of those using the Llanrumney Hub reported they used the library service; almost two in five (38.3%) used the Housing, Council Tax & Benefit advice service; and two fifths of those who responded utilised the internet access and online services (38.1%).
21. Over half of those visiting the Llanrumney hub travelled by car (56.0%), with just over two in five (43.8%) reporting they walked to the facility.
22. Respondents were asked if there were any other services they would like to see in the Hub. The most popular suggestions were:
  - Services aimed at Children (17.5%)
  - Activities for the elderly (9.5%)
  - Adult Education (9.5%)
23. It is proposed that the accommodation and services provided are reviewed to make better and more effective use of the upstairs community rooms for a greater range of hub services. It was initially proposed to use some capital investment from the sale of the Rumney library to allow remodelling of Llanrumney hub and to allow for more private interview rooms in order to extend and improve hub services. However the costs for the changes to Llanrumney hub are expected to be small and will need to be managed within the Hub capital programme.

## Services proposed in the remodelled St Mellons and Llanrumney hubs

24. The respondents were asked which services they would be likely to use in the refurbished St Mellons and Llanrumney Hubs. Among the most popular responses were:

- Waste & Recycling Bags (49.6%)
- Community events (41.8 %)
- Basic computer skills (38.7%)
- Job/ Career Information (35.4%)
- CV Workshops (33.4%)

### Rumney Library

25. 62.8% of respondents to the consultation reported that they use Rumney Library. The most commonly used service at Rumney library was borrowing books and other library services (84.4%), whilst almost half (49.7%) chose Internet access and online services.

26. Two thirds of those using Rumney library walked to the venue (65.9%), with two in five (42.1%) using their car.

27. During the consultation, respondents were asked if they agreed with the proposal for Rumney Library, with its low footfall and poor condition, to be closed and the building offered for sale. Just over half (52.7%) of those who expressed an opinion stated that they did not agree with the proposal, 41.3% agreed with the proposal and the remaining 5.9% of respondents declared no opinion. During the Changes for Cardiff consultation agreement with the proposal was lower again at 39.2%.

28. Those living in the Rumney area were significantly more likely to reject the proposal than those living elsewhere with 80.7% disagreeing.

29. The Cardiff East consultation stated that there was potential to continue to provide some library services in the Rumney area. The highest number of respondents (71.2%) wanted library services provided in a local community building. 44.0% wanted 24 hour digital library services, 41.9% favoured a Neighbourhood Development Librarian service and 30.7% a home visiting service for those who are housebound.

30. This high level of support for provision in a local community building reflects the concern expressed in the consultation that Llanrumney and St Mellons Hubs are not easily accessible from Rumney. While neither Hub is within easy walking distance, St. Mellons hub is accessible by one bus, the 44 or 45 and the bus stop is a one minute walk from the existing library location.

31. Those who stated they would like library provision in another community building were asked to suggest potential buildings. Rumney Youth Centre was the most popular alternative location for library services. The building is situated on Llanstephan Road and is well placed within Rumney as shown on the map at appendix 3. This building is currently

occupied by Youth Services however it is proposed for community ownership, alternative use or disposal as part of Cardiff's Budget proposals.

32. Other local community buildings suggested included:

- Rumney Memorial Hall, Eastern Leisure Centre, Llanrumney Forum / Hub / Health Centre and Church halls – these options were not considered viable for a number of reasons including access issues, and availability of space.
- Rumney Health centre was also proposed. There would be potential to include some library provision including sessions operated by the Neighbourhood Librarian and some Advice Services however space is limited and therefore this would not be an ideal location.

### **Community Partnership Hub in Rumney**

33. Overall the Rumney Youth Centre on Llanstephan Road is the best alternative site for service provision in the area. The building is an 8-9 minute walk from the current library, or an average 5 minute journey involving one bus (number 45). It is also next to Greenway Primary School allowing easy access to the local children. The building is situated close to council housing stock and would be an appropriate location for the provision of housing and benefit advice.

34. The space available at Rumney Youth Centre (566 square metres) is larger than Rumney Library (421.9 square metres). This extra space provides more opportunities to bring together multiply services together in one building.

35. There is considerable space within the building which could allow for a range of service provision including a library book collection, an area for the Neighbourhood development librarian to provide outreach services such as Rhymetime and Storytime sessions. Public Access ICT could be provided in the building and it may be possible to offer Into Work advice, digital inclusion sessions and services from other partner organisations such as CAB. Adult Community Learning classes could be delivered from the site, which would be tailored to the needs of the community. This includes acknowledging the needs of older residents in the area and providing learning for leisure courses aimed at that client group. There would also be space for some Youth provision and for community meetings and events to take place out of working hours.

36. Continued engagement with the residents and community groups will take place to ensure that the full range of services that will be provided from the new Partnership Hub are those that best meet the needs of that area.

37. Some space within the building could be rented to partner organisations helping to offset the running costs of the building. Cardiff Third Sector Council (C3SC), the Communities First provider in the area, have

expressed an interest in renting part of the Youth Centre and in basing their staff in the building. This could offset some of the running costs.

38. C3SC have also expressed an interest in being involved in developing a partnership hub in the Youth Centre alongside the Council and in helping to develop community involvement in the running of the building over time. During the consultation considerable interest was expressed by residents in Rumney in volunteering. Discussion is underway with C3SC about how to encourage this activity; this could include jointly funding a volunteer co-ordinator.
39. This partnership hub approach would extend the services available in the Rumney area. This type of partnership approach would not be possible in the Library building due to the limited space available.

### **Local Member consultation**

40. Local Members have been advised of the proposal and a discussion was held with one Member. There was a strong view during that discussion that there should be a sustainable library service in the Hub with assistance on hand particularly for the elderly. Also that any capital released from the sale of the library should be reinvested in the Hub building. Should the proposal be agreed further consultation would take place with local ward members and the local community about the detail of the service provision and about any other changes needed to make the building fully accessible.

### **Reasons for Recommendations**

41. Taking into account the strong feeling among the community that services should be provided in the local area it is proposed that a Partnership Hub should be established in the current Youth Centre building, the community's preferred alternative venue, which has the space to accommodate a range of activity. The existing library building would remain open until the partnership hub was established.
42. Rumney Library building is owned by the Council (freehold), it is proposed that the building is sold on the open market. The original proposal was that money from the sale of Rumney Library could be reinvested in the remodelling of Llanrumney Hub to extend and improve Hub Services. However after listening to the views raised during the consultation it is proposed that these funds should be invested in the development of the Rumney partnership hub as the building does require some upgrading and maintenance and some reconfiguration will be needed to meet the new requirements. Closure of the library building would generate revenue savings of approximately £101,000.

### **Financial Implications**

43. The report proposes the transfer of library services from Rumney Library to Rumney Youth Centre. This will result in savings from the use of the library of £101k. While it is proposed that ultimately the building will be

self-sustaining with council services provided on an outreach basis, there will be some initial operation costs while the building community capacity takes place. Further work is underway to identify these costs and in the short term these would need to be met from within existing revenue budgets.

44. Minor works are proposed to the Llanrumney Hub in order to extend and improve hub services. Whilst capital funding exists in the form of the Councils Capital Programme for Hubs, any such works will need to be managed within the overall budget available. The report does not quote the estimated costs involved in ensuring the youth centre building is suitable for use. In any case this should not exceed the value of the open market disposal proceeds received from the disposal of the Rumney Library Site. In order to avoid the ongoing costs of holding property, it is essential that transfer of services and disposal takes place as soon as possible.

### **Legal Implications**

45. Consultation gives rise to the legitimate expectation that the outcome of the consultation will be considered in terms of determining the way forward. The Cabinet is therefore required to genuinely and conscientiously consider the responses to the consultation process and have proper regard to them when making any decision in relation to the subject matter of that consultation.
46. The Council also has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions 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.
47. Protected characteristics are:
- Age
  - Gender reassignment
  - Sex
  - Race – including ethnic or national origin, colour or nationality
  - Disability
  - Pregnancy and maternity
  - Marriage and civil partnership
  - Sexual orientation
  - Religion or belief – including lack of belief
48. An Equality Impact Assessment has been undertaken to assist the decision maker in ensuring that he/she is making proportionate and rational decisions having due regard to the public sector equality duty.
49. The decision maker must consider and have due regard to the Equality Impact Assessment prior to making the decisions recommended in the report.

50. Any disposal of land must be for best consideration in accordance with the Local Government Act 1972.
51. The proposals have been developed in accordance with the duties on the Council pursuant to section 2 (the general duty to secure continuous improvement in the exercise of its functions) and section 12 (duty in respect of considering use of powers of collaboration) of the Local Government (Wales) Measure 2009.

### **HR implications**

52. There are three FTE working at Rumney Library who will be affected by the proposal. Initial consultation has taken place with Trade Unions and affected staff and this will be followed up once a decision has been made. Appropriate corporate processes will be instigated to manage either voluntary severance or redeployment of these employees.

### **Equality Implications**

53. An Equality Impact Assessment of these proposals is contained at appendix 2. Consideration has been given to accessibility concerns raised during the consultation process and the need to provide services in the local area. In the development of proposals for alternative services in the partnership hub consideration has been given to location and funding set aside to ensure accessibility.

## **RECOMMENDATIONS**

The Cabinet is recommended to:

1. agree the approach to future service provision in the Cardiff East.
2. agree to extend the St Mellons Hub and further develop the services available in the Llanrumney Hub.
3. agree the creation of a Community Partnership Hub and to delegate authority to the Director of Communities, Housing & Customer Services in consultation with the Cabinet Member for Community Development, Co-operatives and Social Enterprise, to develop plans for the development of a Partnership Hub based in the Rumney Youth Centre building; including further consultation with the community on the services to be provided. The current library building will remain open until the Partnership Hub has been established and would then be sold on the open market. The proceeds from the sale would be reinvested in the new partnership Hub in Rumney.

**SARAH MCGILL**

Director

13 March 2015



*The following Appendices are attached:*

- Appendix 1 Consultation Report
- Appendix 2 Equality Impact Assessment
- Appendix 3 Map of buildings within the Rumney Area

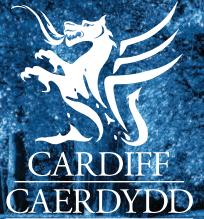


*Ask Cardiff*

**Cardiff East  
Consultation Report**

2015

Appendix 1





Cardiff Research Centre is part of the Council's Policy, Partnerships & Citizen Focus service. We strive to deliver key research, information and consultation services for Cardiff Council and its partner organisations.

Services include:

- Collection, analysis and interpretation of primary survey data;
- Analysis and interpretation of a wide range of secondary demographic and socio-economic data including the Census and in-depth economic impact assessments;
- Specialised studies on a wide range of topics including social, economic and demographic data sources and their uses;
- Quantitative and qualitative research and consultation projects;
- The Cardiff Citizens' Panel;
- Focus Group facilitation;
- Advice and support on all aspects of research including survey & questionnaire design , &
- GIS thematic & schematic mapping services.

For further information on consultation and surveys please contact:

Claire Griffiths, Principal Research Officer - Consultation

029 2087 3217

[c.griffiths@cardiff.gov.uk](mailto:c.griffiths@cardiff.gov.uk)

[consultation@cardiff.gov.uk](mailto:consultation@cardiff.gov.uk)

2015

## Background

On 18<sup>th</sup> September 2014 Cabinet gave authority to the Director of Communities, Housing and Customer service in consultation with the Cabinet Member for Communities, Housing and Social Justice to carry out public consultation and, subject to the outcome of that consultation, to develop the full business case for the proposal to close Rumney Library. It is proposed that some services will still be provided in the local area in other community buildings, while others will transfer to Llanrumney and St. Mellon's community hubs. Funds from the sale of this building would allow the remodelling of Llanrumney hub. However, without the sale of the building, there will be no funds to carry out the works required.

## Methodology

Public consultation on the proposal took place between 13<sup>th</sup> October and 10<sup>th</sup> November. Twelve drop-in sessions were held in the three affected areas:

- Rumney Library
  - Monday 13th October 10am -1pm
  - Wednesday 15th October 2pm – 5pm
  - Monday 3rd November 5pm - 7pm
  - Saturday 8th November - 9:30am – 1pm
  
- Llanrumney Hub
  - Thursday 16th October 2pm - 4pm
  - Tuesday 21st October 10am – 1pm
  - Friday 7th November 5pm - 7pm
  - Saturday 8th November – 9:30am - 1pm
  
- St. Mellons Hub
  - Friday 17th October 10am – 1pm
  - Monday 20th October 2pm – 4pm
  - Thursday 6th November 5pm - 7pm
  - Saturday 8th November 9:30am - 1pm

Paper copies of the survey were available in each of the three venues, plus copies were distributed to local shops, schools and community groups; in addition, a stakeholder meeting, visits to local primary schools and visits to other community buildings and community groups in the Rumney, Llanrumney and St Mellons areas were undertaken during the consultation period.

The consultation was widely promoted through two separate leaflet drops to all households in the Rumney, Llanrumney and St. Mellons areas, via social media, and on the Cardiff Council, Ask Cardiff and community partnership websites. Links to the online survey were emailed to Library and Active Card holders, plus members of the Citizens'

## Cardiff East Consultation

Panel who were resident in Cardiff East. A summary of all activities related to the Cardiff East consultation are appended to this report.

Responses were cleaned and validated prior to analysis; a total of 1,039 valid responses were received.

## Executive Summary

- A total of 1,039 valid responses were received
- 88.0% of respondents lived in the area. Of these, 50.8% lived in Rumney, 25.1% in St. Mellons, and 24.1% in Llanrumney
- 40.5% of respondents reported they had used the St. Mellons Hub
  - 84.7% of those resident in St. Mellons reported they had used the facility
  - Of the services available in the St. Mellons Hub, the most-commonly used were the library service (77.6%), collecting waste/recycling bags (48.4%), and Internet access & online services (41.3%)
  - 54.2% used the St. Mellons Hub at least once a week; over half (55.4%) travelled to the Hub by car
- 43.5% of respondents reported they had used the Llanrumney Hub
  - 88.0% of those resident in Llanrumney reported they had used the facility
  - Of the services available in the Llanrumney Hub, the most-commonly used were the library service (76.8%), Housing, Council Tax & benefits advice (38.3%), and Internet access & online services (38.1%)
  - 42.0% used the Llanrumney Hub at least once a week; over half (56.0%) travelled to the Hub by car
- 62.8% of respondents reported they had used Rumney Library
  - 92.3% of those resident in Rumney reported they had used the facility
  - Of the services available in Rumney Library, the most-commonly used were borrow books/other library services (88.4%), collecting waste/recycling bags (57.1%), and Internet access & online services (49.7%)
  - 56.4% used Rumney Library at least once a week; two-thirds (65.9%) walked to the venue
- Respondents were asked which services they would be likely to use in the refurbished St Mellons and Llanrumney Hubs. The most popular responses were:
  - Collecting waste & recycling bags (49.6%)
  - Community events (41.8%)
  - Basic computer skills (38.7%)
- Respondents reported they would be most likely to use the Community Hubs on weekdays during office hours, typically between 9am and 1pm
- When asked if they agreed with the proposal to close Rumney Library, with the money from the sale of the building being re-invested in Llanrumney Hub, 43.9% of those who expressed an opinion supported the proposal, compared with 56.1% against
- Four in five respondents resident in Rumney were against the proposal (80.7%)



## Cardiff East Consultation

- Of those giving an answer, 33.6% indicated they would be likely to use Llanrumney Hub should Rumney Library be closed; 29.3% would use the St. Mellons Hub
- Almost three-quarters (71.2%) would like to see library services in Rumney continued within local community buildings
- 155 respondents indicated they would be interested in taking part in a community group to discuss progress and help inform the changes proposed to services in Cardiff East; 119 expressed an interest in volunteering to work with service users. A total of 158 individuals left their contact details

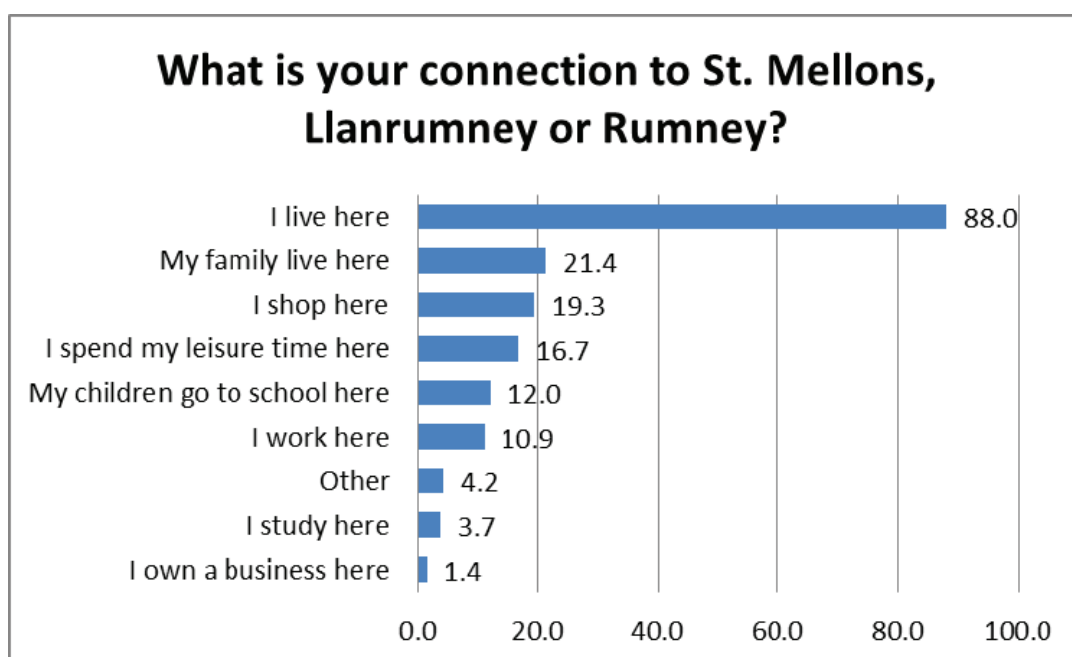
**Research Findings**

**Q.1. What is your connection to St. Mellons, Llanrumney or Rumney?**

1,035 respondents answered this question (multiple responses could be given), giving a total response rate of 99.6%.

Most respondents (88.0%) lived in the Cardiff East area.

	Number	%
I live here	911	88.0
My family live here	221	21.4
I shop here	200	19.3
I spend my leisure time here	173	16.7
My children go to school here	124	12.0
I work here	113	10.9
I study here	38	3.7
I own a business here	15	1.4
Other	43	4.2



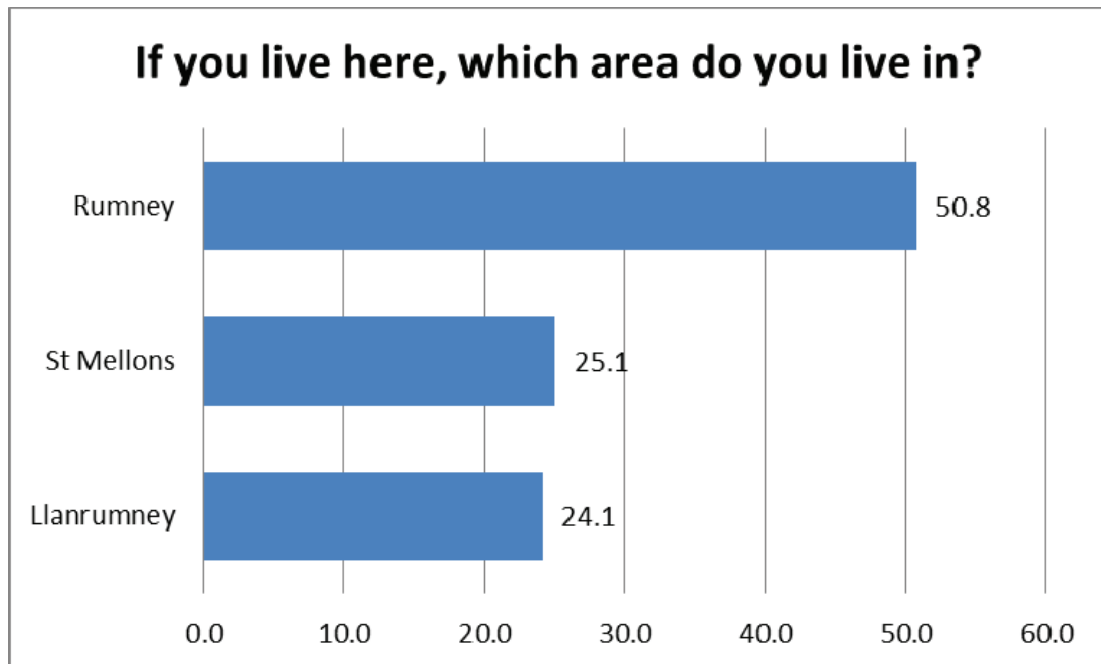
Base = All respondents (1,035)

**Q.1a) If you live here, which area do you live in?**

*870 respondents answered this question, giving a total response rate of 83.7%.*

Of those giving an answer to this question, half were from the Rumney area (50.8%), and a quarter from St. Mellons (25.1%) and Llanrumney (24.1%) respectively.

	<b>Number</b>	<b>%</b>
Llanrumney	210	24.1
Rumney	442	50.8
St Mellons	218	25.1



Base = All respondents living in the area (870)

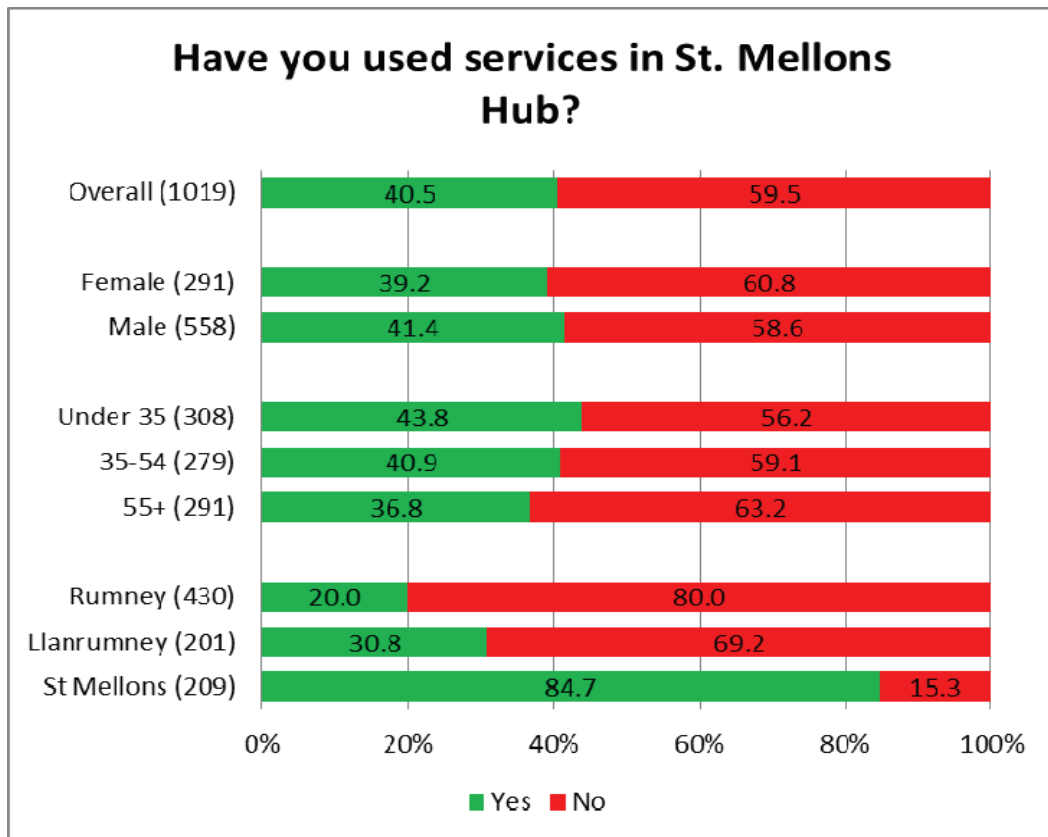
**Q.2. Have you used services in St. Mellons Hub?**

*1,019 respondents answered this question, giving a response rate of 98.1%*

Overall, two in five respondents (40.5%) stated that they use St. Mellons Hub.

Those living in St. Mellons were significantly more likely to use the Hub than those living elsewhere.

		Yes		No	
	<b>Base</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
Overall	1,019	413	40.5	606	59.5
Female	291	114	39.2	177	60.8
Male	558	231	41.4	327	58.6
Under 35	308	135	43.8	173	56.2
35-54	279	114	40.9	165	59.1
55+	291	107	36.8	184	63.2
Llanrumney	201	62	30.8	139	69.2
Rumney	430	86	20.0	344	80.0
St Mellons	209	177	84.7	32	15.3



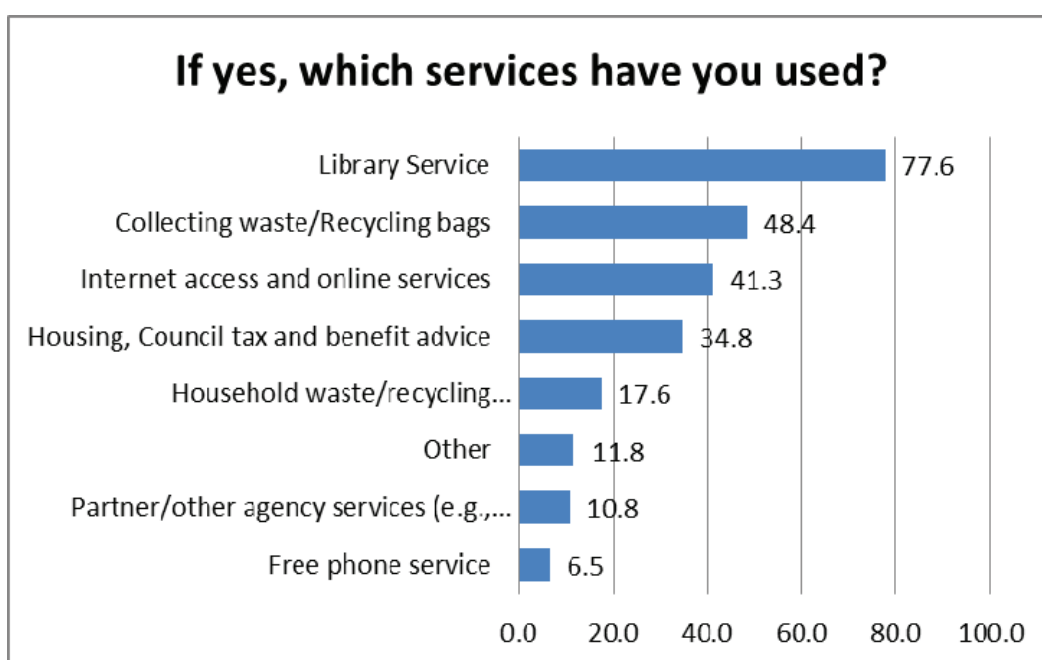
Base = All respondents (Base sizes shown in brackets)

**Q.2a) If yes, which services have you used?**

*Those who reported using services in St. Mellons Hub were asked to specify which services. Of the 413 eligible to do so, 397 respondents answered this question, giving a response rate of 96.1%*

The library was the most commonly used service at the St. Mellons Hub, with over three-quarters of respondents (77.6%) using this facility. A third (34.8%) reported using the Housing, Council Tax and Benefits advice service.

	Number	%
Library Service	308	77.6
Collecting waste/Recycling bags	192	48.4
Internet access and online services	164	41.3
Housing, Council tax and benefit advice	138	34.8
Household waste/recycling information	70	17.6
Partner/other agency services (e.g., CAB, Police surgeries)	43	10.8
Other	47	11.8
Free phone service	26	6.5



Base = All respondents (397)

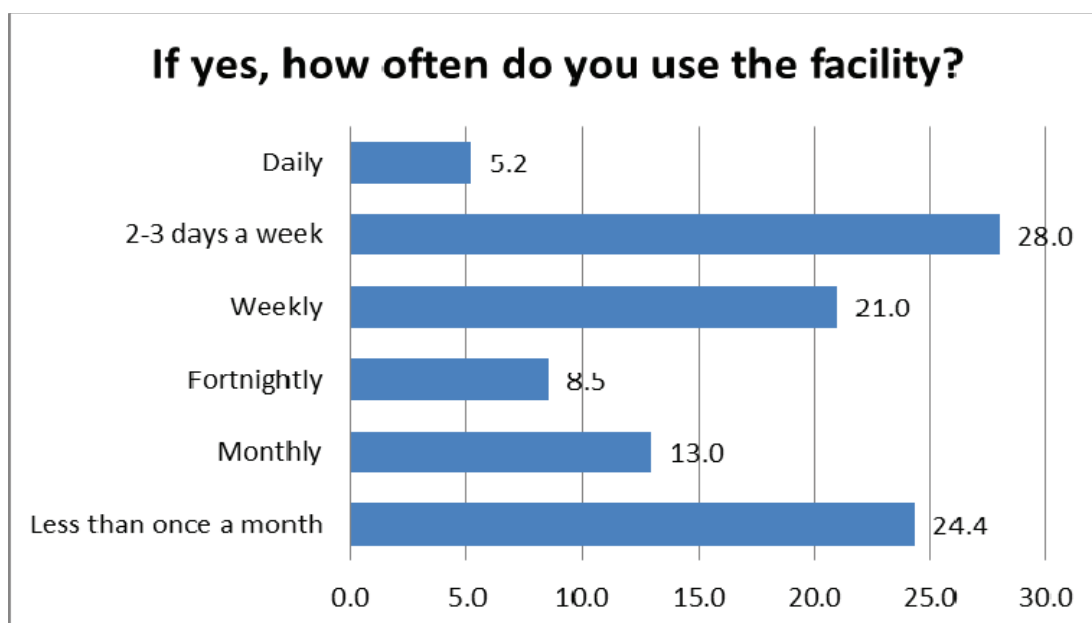


**Q.2b) If yes, how often do you use the facility?**

*Those who reported using services in St. Mellons Hub were asked to specify their frequency of use. Of the 413 eligible to do so, 386 respondents answered this question, giving a response rate of 93.5%*

Over half (54.2%) of those using the St. Mellons Hub reported they did so at least once a week. A quarter (24.4%) used the Hub less than once a month.

	<b>Number</b>	<b>%</b>
Daily	20	5.2
2-3 days a week	108	28.0
Weekly	81	21.0
Fortnightly	33	8.5
Monthly	50	13.0
Less than once a month	94	24.4



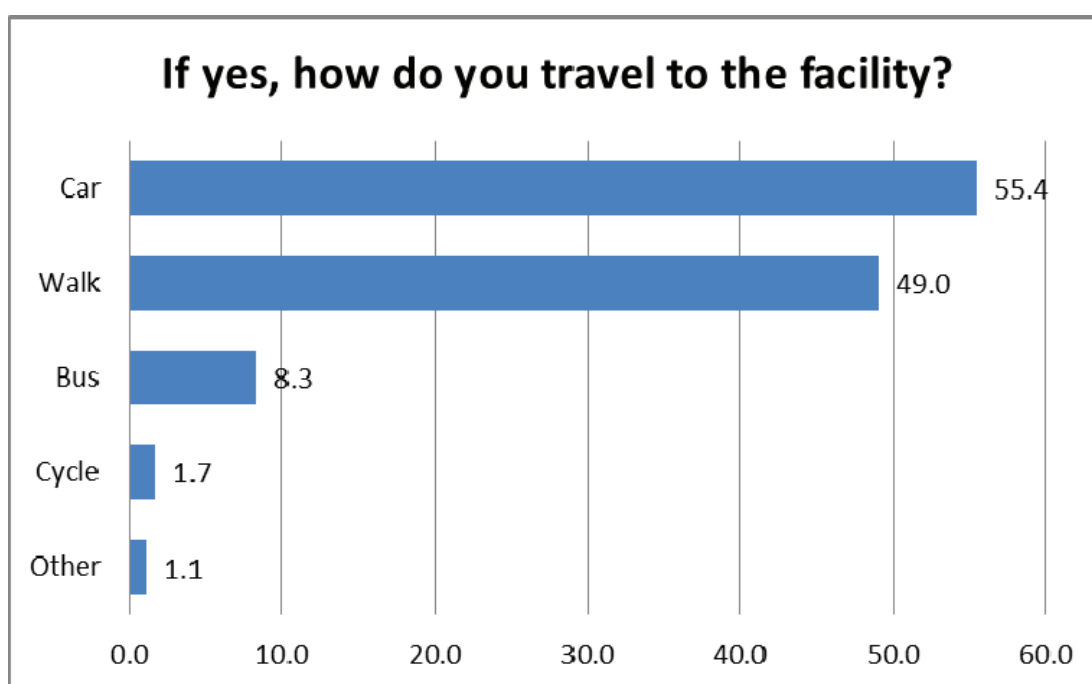
Base = All respondents (386)

**Q2c) If yes, how do you travel to the facility?**

*Those who reported using services in St. Mellons Hub were asked to specify how they travelled to the facility (respondents were able to give multiple answers to this question). Of the 413 eligible to do so, 361 respondents answered this question, giving a response rate of 87.4%*

Over half of those visiting the St. Mellons Hub travelled by car (55.4%), with slightly fewer (49.0%) reporting they walked to the facility.

	<b>Number</b>	<b>%</b>
Car	200	55.4
Walk	177	49.0
Bus	30	8.3
Cycle	6	1.7
Other	4	1.1



Base = All respondents (361)

**Q3. Are there any other services you would like to see available at the St Mellons Hub?**

50 respondents suggested other services they would like to see in the Hub, giving a total response rate of 12.1% of those who stated they had used the services in St Mellons Hub.

The answers given have been coded into the following categories:

[The examples stated below (*in Italics*) are verbatim quotes from respondents]

	Number	%
Services aimed at children	12	24.0
<ul style="list-style-type: none"> <li>– <i>a parent and toddler get-together, more rhyme and story times</i></li> <li>– <i>children's clubs / activities, childminder services</i></li> <li>– <i>Youth specific services</i></li> <li>– <i>Kids art and craft area</i></li> </ul>		
Adult Education classes	11	22.0
<ul style="list-style-type: none"> <li>– <i>skills training</i></li> <li>– <i>computer classes</i></li> <li>– <i>Welsh and other language courses</i></li> </ul>		
Community facilities	5	10.0
<ul style="list-style-type: none"> <li>– <i>Groups that are well advertised, e.g. a knitting group</i></li> <li>– <i>Any that would benefit the local community</i></li> <li>– <i>A large room for socialising</i></li> </ul>		
Career support	4	8.0
<ul style="list-style-type: none"> <li>– <i>Careers support: Feedback on CV's etc (not just for school leavers)</i></li> <li>– <i>job centre services</i></li> </ul>		
Advice services	3	6.0
<ul style="list-style-type: none"> <li>– <i>Money and Debt advice</i></li> </ul>		
Meeting rooms	3	6.0
<ul style="list-style-type: none"> <li>– <i>A large room for socialising</i></li> </ul>		
New/more books	3	6.0
<ul style="list-style-type: none"> <li>– <i>Better range of books</i></li> </ul>		
Public toilets	3	6.0
<ul style="list-style-type: none"> <li>– <i>Public Toilets- Number one priority!</i></li> </ul>		
Longer opening hours	2	4.0
<ul style="list-style-type: none"> <li>– <i>Be open later hours and keep kids off the streets.</i></li> </ul>		
Police presence	2	4.0
<ul style="list-style-type: none"> <li>– <i>What about a police hub?</i></li> </ul>		
Miscellaneous	12	24.0
<ul style="list-style-type: none"> <li>– <i>Reference section, encyclopaedias, dictionaries etc</i></li> <li>– <i>swimming pool</i></li> <li>– <i>quiet work area</i></li> <li>– <i>Food bank for the local community</i></li> </ul>		

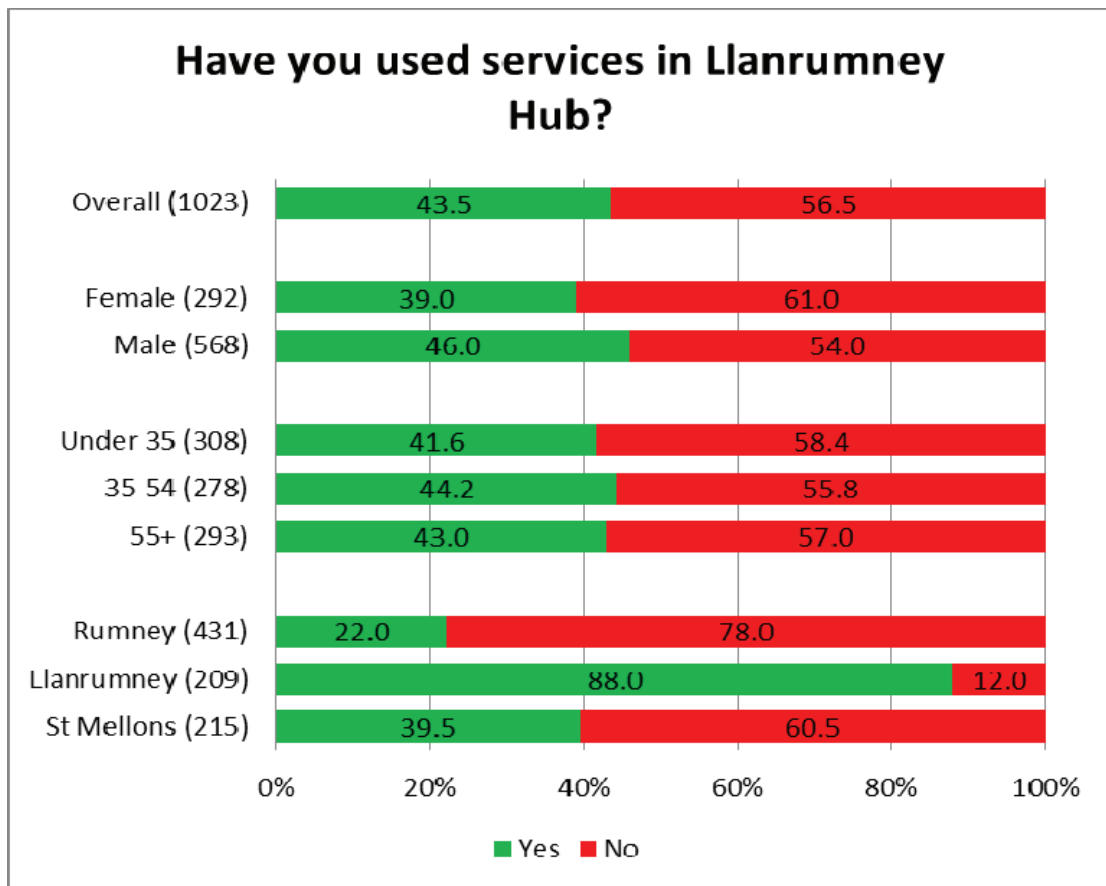
**Q4. Have you used the services in Llanrumney Hub?**

*1,023 respondents answered this question, giving a response rate of 98.5%*

Overall, over two in five respondents (43.5%) stated that they use Llanrumney Hub.

Those living in Llanrumney were significantly more likely to use this facility than those living in other areas.

		Yes		No	
	<b>Base</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
Overall	1,023	445	43.5	578	56.5
Male	568	261	46.0	307	54.0
Female	292	114	39.0	178	61.0
Under 35	308	128	41.6	180	58.4
35-54	278	123	44.2	155	55.8
55+	293	126	43.0	167	57.0
Llanrumney	209	184	88.0	25	12.0
Rumney	431	95	22.0	336	78.0
St Mellons	215	85	39.5	130	60.5



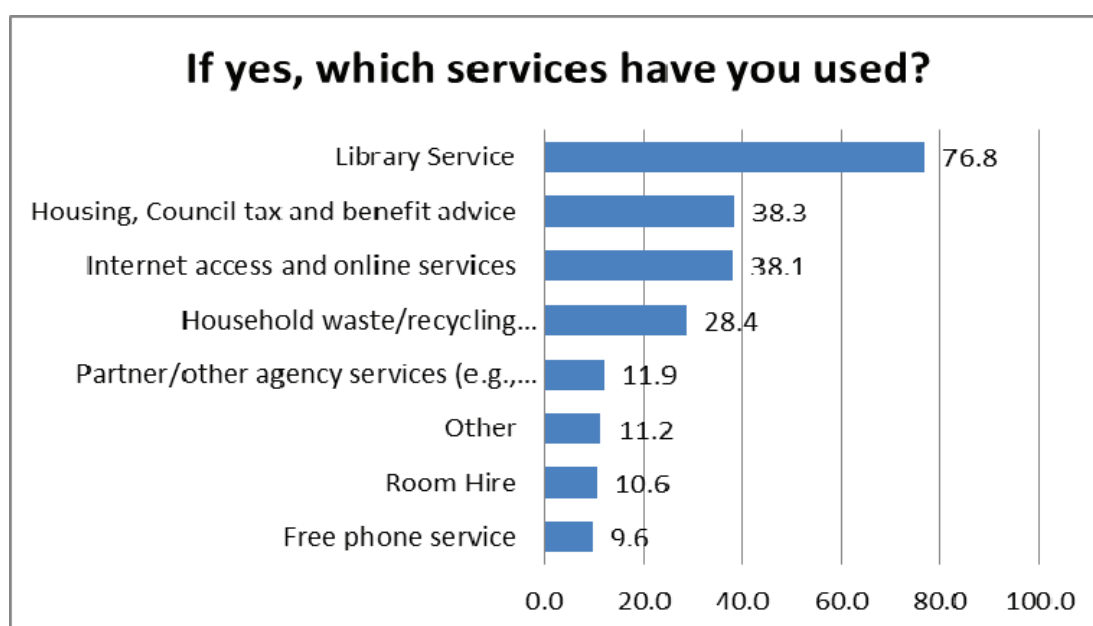
Base = All respondents (Base sizes shown in brackets)

**Q.4a) If yes, which services have you used?**

*Those who reported using services in Llanrumney Hub were asked to specify which services. Of the 445 eligible to do so, 436 respondents answered this question, giving a response rate of 98.0%*

Three-quarters (76.8%) of those using the Llanrumney Hub reported they used the library service; almost two in five (38.3%) used the Housing, Council Tax & Benefit advice service.

	<b>Number</b>	<b>%</b>
Library Service	335	76.8
Housing, Council tax and benefit advice	167	38.3
Internet access and online services	166	38.1
Household waste/recycling information	124	28.4
Partner/other agency services (e.g., CAB, Police surgeries)	52	11.9
Other	49	11.2
Room Hire	46	10.6
Free phone service	42	9.6



Base = All respondents (436)

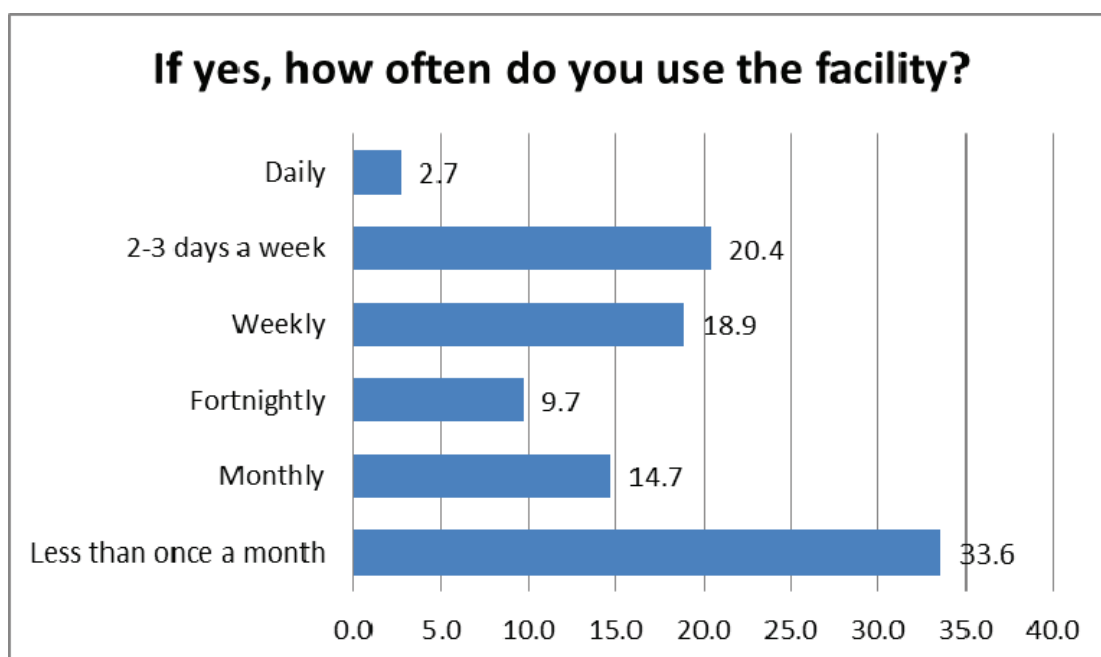


**Q.4b) If yes, how often do you use the facility?**

*Those who reported using services in Llanrumney Hub were asked to specify their frequency of use. Of the 445 eligible to do so, 402 respondents answered this question, giving a response rate of 90.3%*

Around two in five (42.0%) of those using the Llanrumney Hub did so at least once a week. A third (33.6) used the Hub less than once a month.

	<b>Number</b>	<b>%</b>
Daily	11	2.7
2-3 days a week	82	20.4
Weekly	76	18.9
Fortnightly	39	9.7
Monthly	59	14.7
Less than once a month	135	33.6



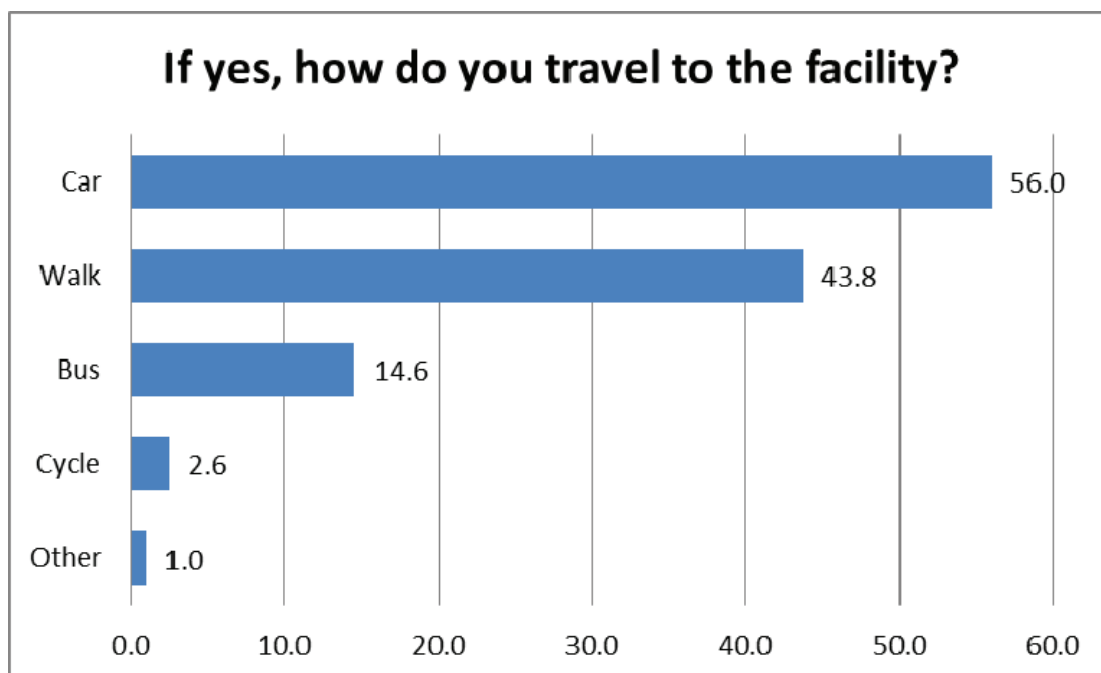
Base = All respondents (402)

**Q4c) If yes, how do you travel to the facility?**

*Those who reported using services in Llanrumney Hub were asked to specify how they travelled to the facility (respondents were able to give multiple answers to this question). Of the 445 eligible to do so, 384 respondents answered this question, giving a response rate of 86.3%*

Over half of those visiting the Llanrumney Hub travelled by car (56.0%), with just over two in five (43.8%) reporting they walked to the facility.

	Number	%
Car	215	56.0
Walk	168	43.8
Bus	56	14.6
Cycle	10	2.6
Other	4	1.0



Base = All respondents (384)

### Q5. Are there any other services you would like to see available at the Llanrumney Hub?

63 respondents suggested other services they would like to see in the Hub, giving a total response rate of 14.2% of those who stated they had used the services in Llanrumney Hub.

The answers given have been coded into the following categories:

[The examples stated below (*in Italics*) are verbatim quotations from respondents]

	Number	%
Services aimed at children	11	17.5
<ul style="list-style-type: none"> <li>– <i>Baby Massage was very good when I had my daughter but they no longer do it.</i></li> <li>– <i>Arts and crafts for 6+ on Saturdays</i></li> <li>– <i>More youth services</i></li> <li>– <i>Mother &amp; toddler group</i></li> </ul>		
Activities for the elderly	6	9.5
<ul style="list-style-type: none"> <li>– <i>Social Events, coffee mornings, suitable services for our age</i></li> <li>– <i>Over 60's club, e.g. fitness or social run by possibly volunteers</i></li> </ul>		
Adult Education classes	6	9.5
<ul style="list-style-type: none"> <li>– <i>Adult courses</i></li> <li>– <i>Courses that run on the weekend for people that work in the week</i></li> <li>– <i>Regular first aid courses for parents with small babies / Children. Health &amp; Safety courses.</i></li> </ul>		
New/more books	5	7.9
<ul style="list-style-type: none"> <li>– <i>Better range of books</i></li> <li>– <i>More Audio books</i></li> </ul>		
Better/more computers	5	7.9
<ul style="list-style-type: none"> <li>– <i>Upgrade their Computers</i></li> <li>– <i>More computers</i></li> </ul>		
Community activities/facilities	4	6.3
<ul style="list-style-type: none"> <li>– <i>A community centre which was promised to the residents of Llanrumney</i></li> <li>– <i>More support groups, more advertising about it; currently have to go to Canton for that.</i></li> </ul>		
Police presence	4	6.3
<ul style="list-style-type: none"> <li>– <i>maybe a police advice centre</i></li> <li>– <i>more police access points as the PCSOs are excellent</i></li> </ul>		
Advice services	3	4.8
<ul style="list-style-type: none"> <li>– <i>Citizens Advice</i></li> </ul>		
Better use of upstairs space	2	3.2
<ul style="list-style-type: none"> <li>– <i>Greater use of the upstairs area - currently a waste of space</i></li> </ul>		
Career support	2	3.2
<ul style="list-style-type: none"> <li>– <i>More job services- help getting a job</i></li> </ul>		
Meeting rooms	2	3.2

– <i>A room big enough for what we want and that is reasonably priced</i>		
Public toilets	2	3.2
– <i>Toilets - public access</i>		
Miscellaneous	18	28.6
– <i>In the Star centre they have gymnastics, library, drama &amp; street dance all in one facility. They do not do any of this in Llanrumney where I live</i>		
– <i>Cash Point</i>		
– <i>Refreshments</i>		
– <i>New Business Support</i>		
– <i>credit union</i>		

**Q6. Which services would you be likely to use in the refurbished St. Mellons and Llanrumney Hubs?**

*641 respondents answered this question, giving a response rate of 61.7%*

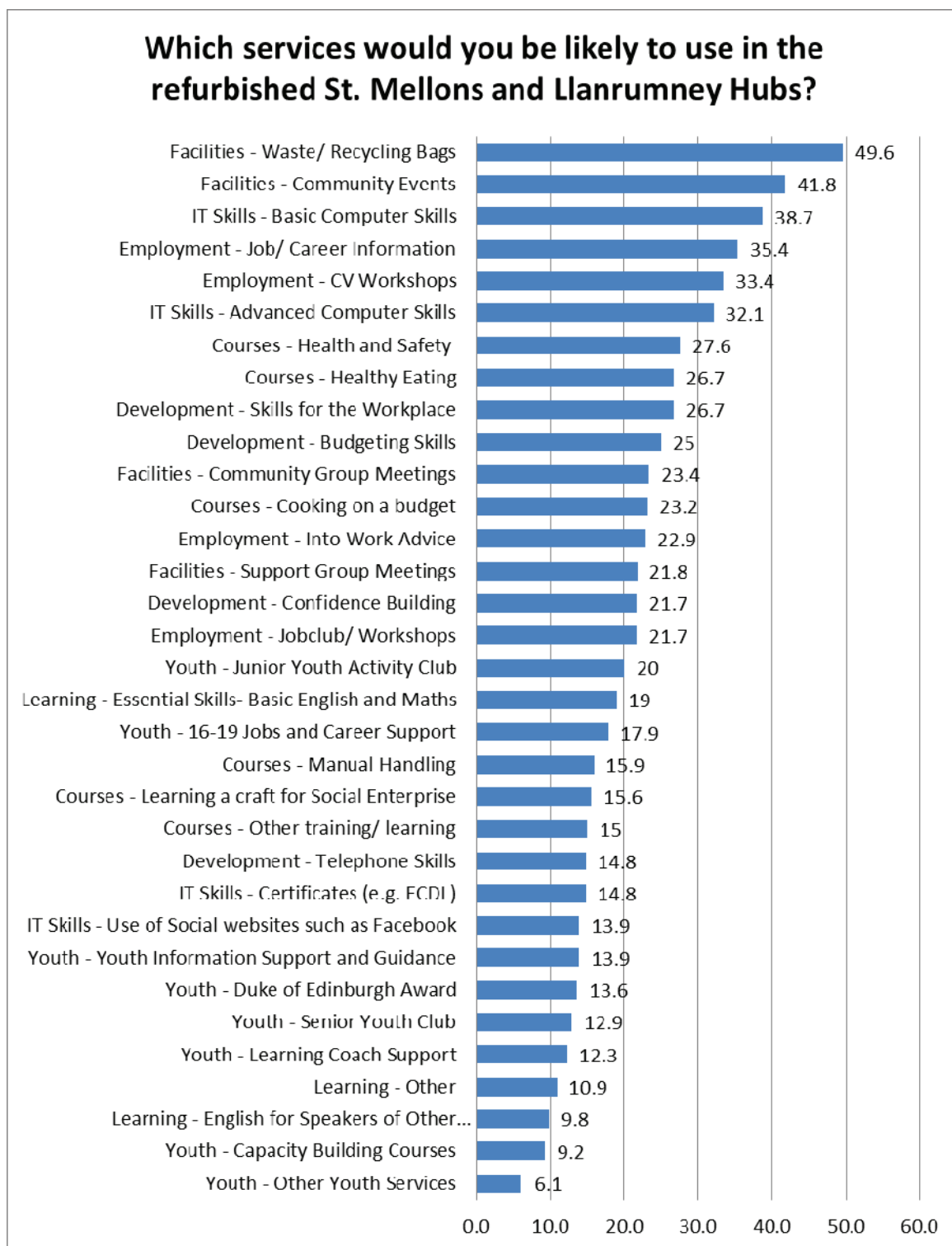
Respondents were presented with a list of services which may be available in the refurbished Hubs in St. Mellons and Llanrumney Hub, and asked to indicate which they would be likely to use. These came under the following headings, plus the opportunity to suggest any other services that may be of interest:

- Youth services
- Employment Support
- Learning
- Computer/IT skills
- Personal Development
- Other Courses
- Other Facilities/ events

The services respondents reported they would be most likely to use were:

- Waste & recycling bags (49.6%)
- Community events (41.8%)
- Basic computer skills (38.7%)

	Number	%
<b>Q6a) Youth Services</b>		
16-19 Jobs and Career Support	115	17.9
Capacity Building Courses	59	9.2
Learning Coach Support	79	12.3
Junior Youth Activity Club	128	20.0
Senior Youth Club	83	12.9
Duke of Edinburgh Award	87	13.6
Youth Information Support and Guidance	89	13.9
Other Youth Services	39	6.1
<b>Q6b) Employment Support</b>		
Job/ Career Information	227	35.4
CV Workshops	214	33.4
Job club/ Workshops	139	21.7
Into Work Advice including help with job searches, applications and interview skills.	147	22.9
<b>Q6c) Learning</b>		
English for Speakers of Other Languages	63	9.8
Essential Skills- Basic English and Maths	122	19.0
Other	70	10.9
<b>Q6d) Computer/ IT skills</b>		
Basic Computer Skills	248	38.7
Certificates like European Computer Driving Licence (ECDL)	95	14.8
Advanced Computer Skills	206	32.1
Use of Social websites such as Facebook	89	13.9
<b>Q6e) Personal Development</b>		
Budgeting Skills	160	25.0
Confidence Building	139	21.7
Telephone Skills	95	14.8
Skills for the Workplace	171	26.7
<b>Q6f) Other Courses</b>		
Health and Safety	177	27.6
Cooking on a budget	149	23.2
Healthy Eating	171	26.7
Learning a craft for Social Enterprise	100	15.6
Manual Handling	102	15.9
Other training/ learning	96	15.0
<b>Q6g) Other Facilities/ Events</b>		
Community Events	268	41.8
Support Group Meetings	140	21.8
Community Group Meetings	150	23.4
Waste/ Recycling Bags	318	49.6



Base = All respondents (641)



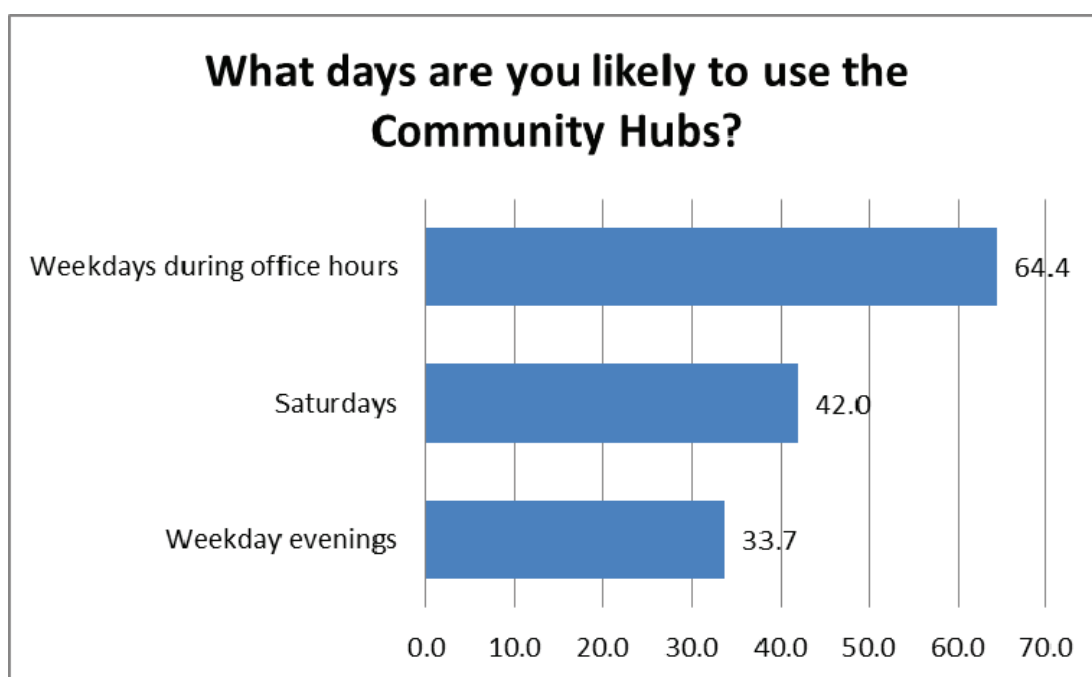
**Q7. What days are you likely to use the Community Hubs?**

**Q8. What times of the day are you likely to use the Community Hubs?**

576 respondents answered Q7, and 600 respondents answered Q8, giving response rates of 55.4% and 57.7% respectively.

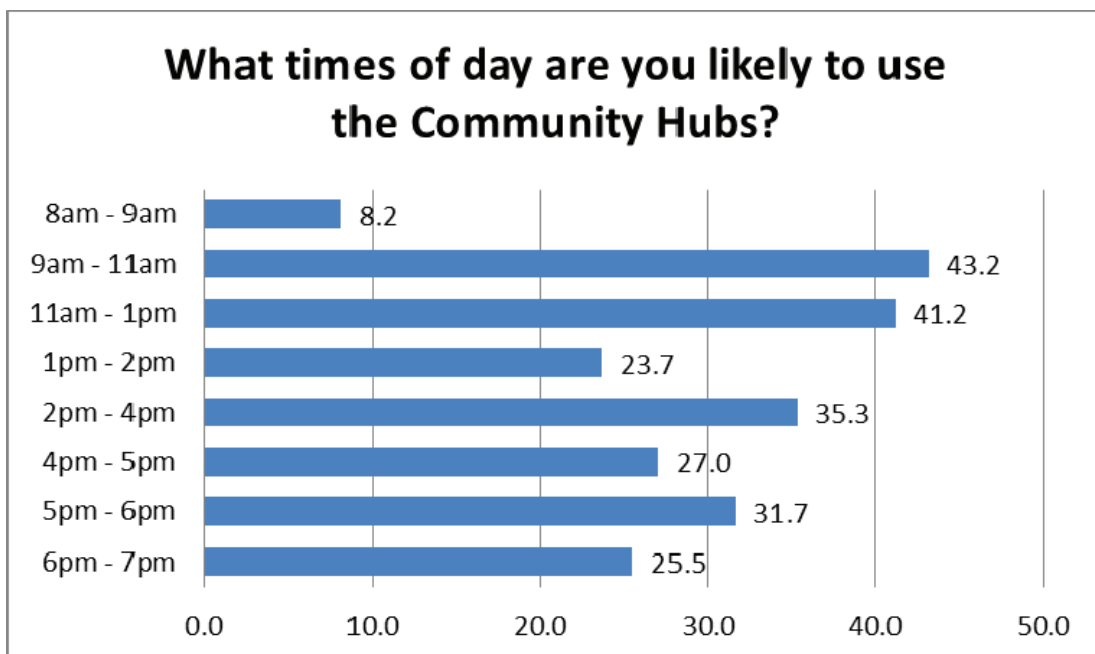
Respondents indicated they would most likely to use the Hubs ‘Weekdays during office hours’ (64.4%); when asked to state a timeslot the most frequent timeslot was 9am-11am (43.2%), with a similar percentage suggesting 11am-1pm (41.2%).

	Number	%
Weekdays during office hours	371	64.4
Weekday evenings	194	33.7
Saturdays	242	42.0



Base = All respondents (576)

	Number	%
8am-9am	49	8.2
9am-11am	259	43.2
11am-1pm	247	41.2
1pm-2pm	142	23.7
2pm-4pm	212	35.3
4pm-5pm	162	27.0
5pm-6pm	190	31.7
6pm-7pm	153	25.5



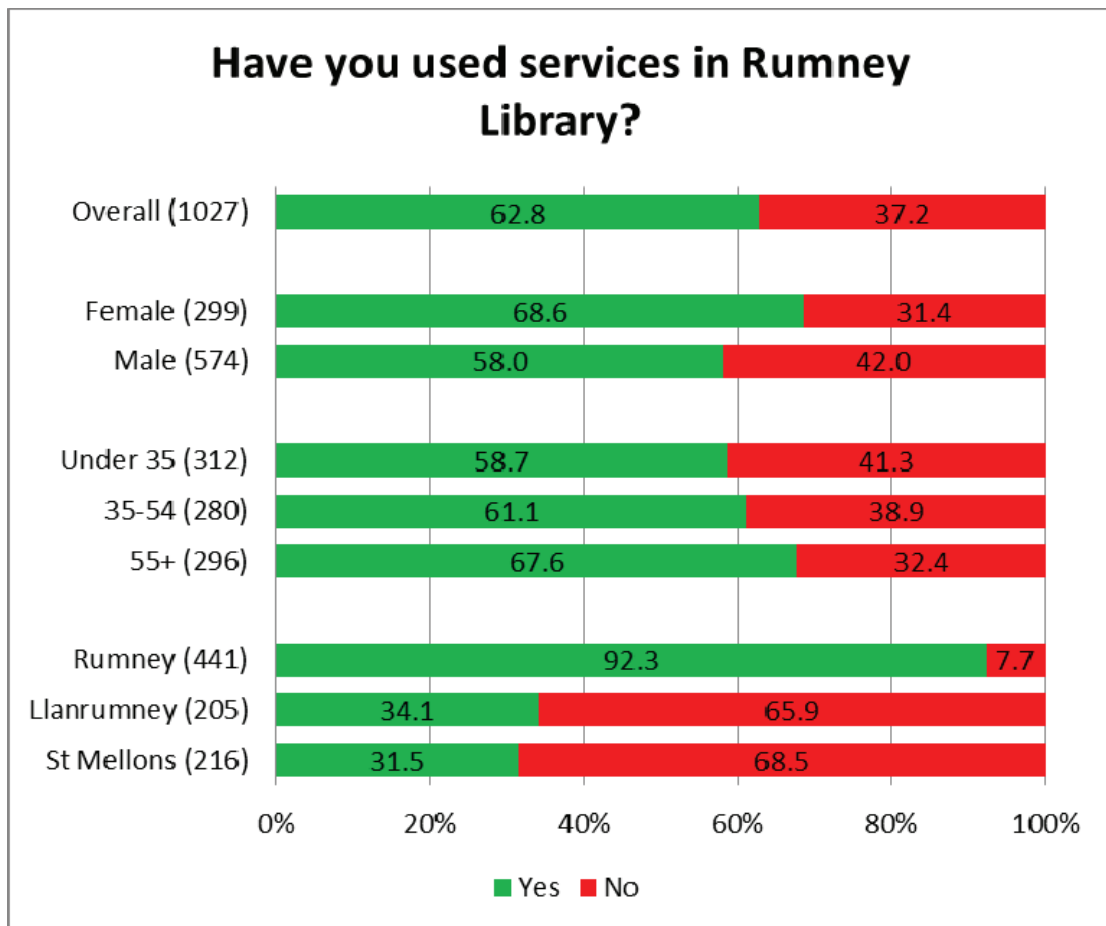
Base = All respondents (600)

**Q.9. Have you used Rumney Library?**

*1,027 respondents gave an answer to this question giving a total response rate of 98.8%.*

Overall, three in five respondents (62.8%) reported they use Rumney Library. Those living in Rumney were significantly more likely to use the venue than those living in other areas, with over nine in ten respondents from the area (92.3%) using the facility.

	Base	Yes		No	
		Number	%	Number	%
Overall	1,027	645	62.8	382	37.2
Female	299	205	68.6	94	31.4
Male	574	333	58.0	241	42.0
Under 35	312	183	58.7	129	41.3
35-54	280	171	61.1	109	38.9
55+	296	200	67.6	96	32.4
Llanrumney	205	70	34.1	135	65.9
Rumney	441	407	92.3	34	7.7
St Mellons	216	68	31.5	148	68.5



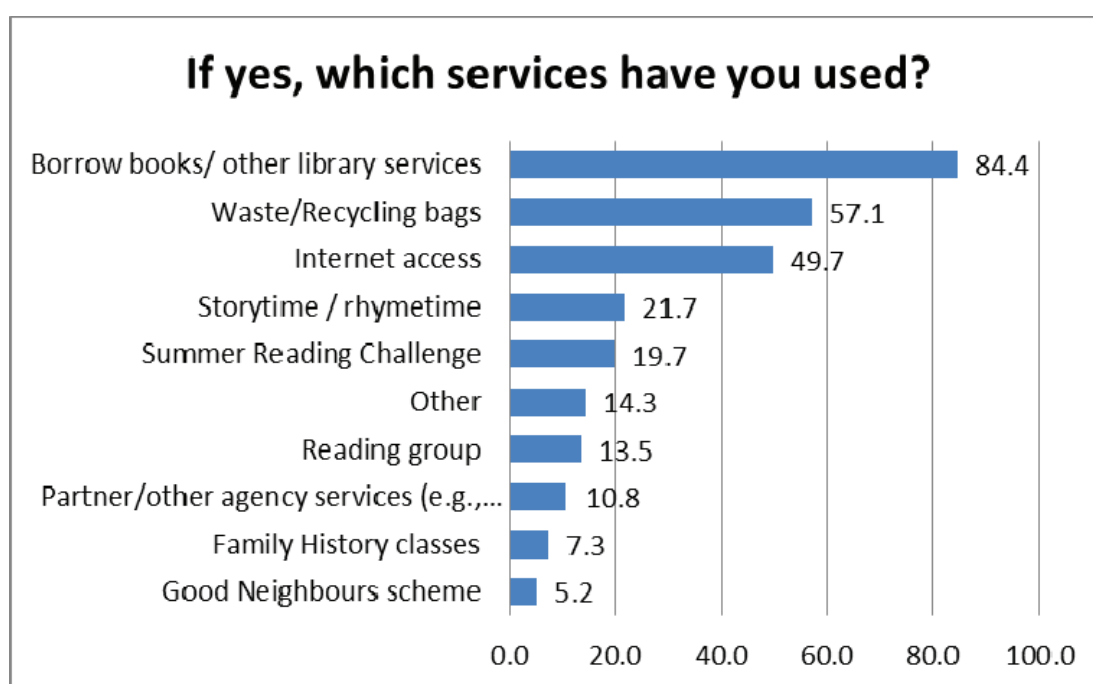
Base = All respondents (Base sizes shown in brackets)

**Q9a. If yes, which services have you used?**

*Those who reported using services in Rumney Library were asked to specify which services. Of the 645 eligible to do so, 630 respondents answered this question, giving a response rate of 97.7%*

The most commonly used service at Rumney library was borrowing books (84.4%), followed by Waste/Recycling bags (57.1%) and Internet access (49.7%)

	Number	%
Borrow books/ other library services	532	84.4
Waste/Recycling bags	360	57.1
Internet access	313	49.7
Storytime / Rhymetime	137	21.7
Summer Reading Challenge	124	19.7
Other	90	14.3
Reading group	85	13.5
Partner/other agency services (e.g., CAB, Police surgeries)	68	10.8
Family History classes	46	7.3
Good Neighbours scheme	33	5.2



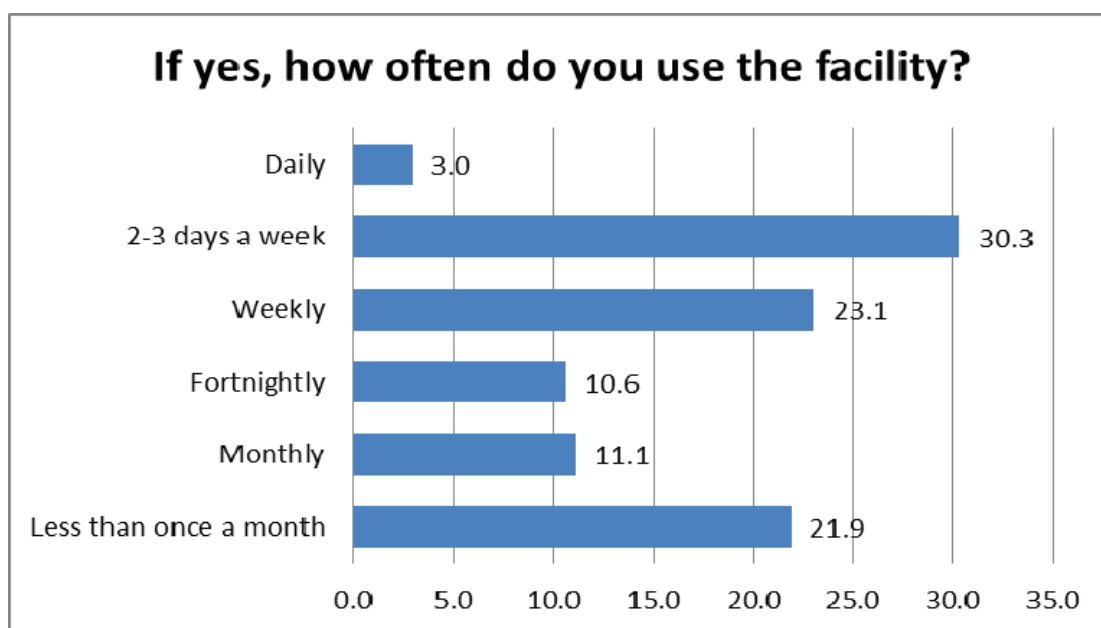
Base = All respondents (630)

**Q.9b) If yes, how often do you use the facility?**

*Those who reported using services in Rumney Library were asked to specify their frequency of use. Of the 645 eligible to do so, 603 respondents answered this question, giving a response rate of 93.5%*

Over half of those who used the facility did so at least once a week (56.4%). A fifth (21.9%) used Rumney library less than once a month.

	<b>Number</b>	<b>%</b>
Daily	18	3.0
2-3 days a week	183	30.3
Weekly	139	23.1
Fortnightly	64	10.6
Monthly	67	11.1
Less than once a month	132	21.9



Base = All respondents (603)

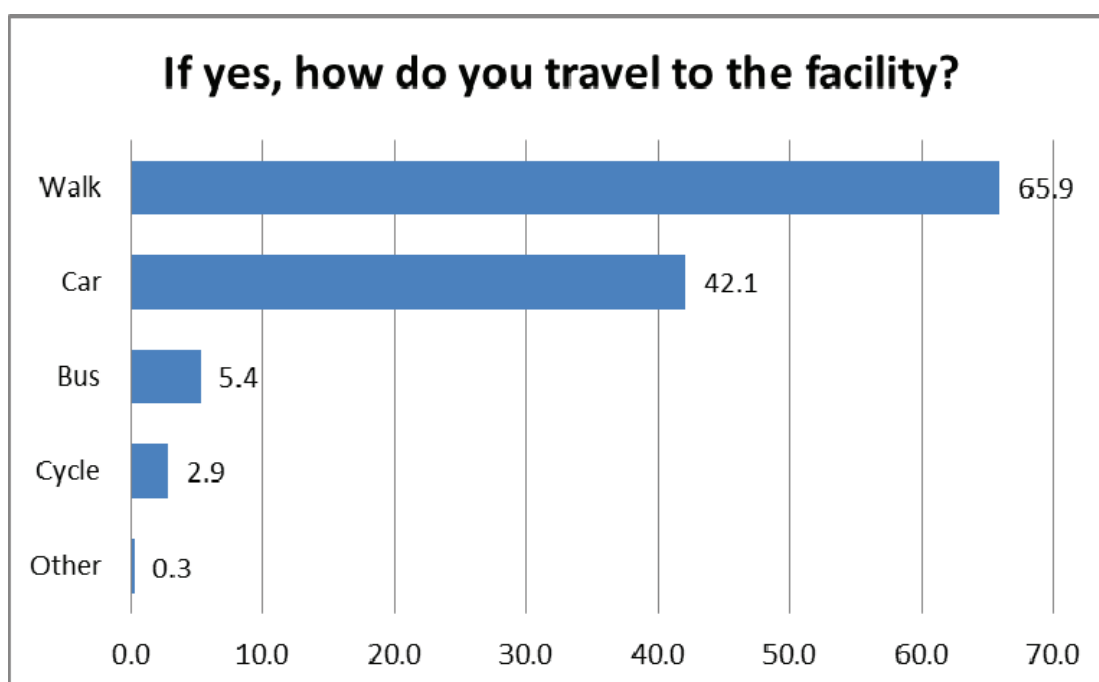


**Q9c) If yes, how do you travel to the facility?**

*Those who reported using services in Rumney Library were asked to specify how they travelled to the facility (respondents were able to give multiple answers to this question). Of the 645 eligible to do so, 596 respondents answered this question, giving a response rate of 92.4%*

Two thirds of those using the library walked to the venue (65.9%), with two in five (42.1%) using their car.

	Number	%
Walk	393	65.9
Car	251	42.1
Bus	32	5.4
Cycle	17	2.9
Other	2	0.3



Base = All respondents (596)

Due to financial pressures the Council can no longer afford to run all existing buildings. It is therefore proposed that the Rumney Library with its low footfall and poor condition is closed and the building offered for sale. The money from the sale of the library could be reinvested into the remodelling of Llanrumney Hub to extend and improve Hub Services. As part of the changes some services would still be provided in the Rumney area in other community buildings and some would transfer St. Mellons and Llanrumney Hubs.

**Q10. Do you agree with this proposal?**

*1,009 respondents gave an answer to this question, giving a total response rate of 97.1%.*

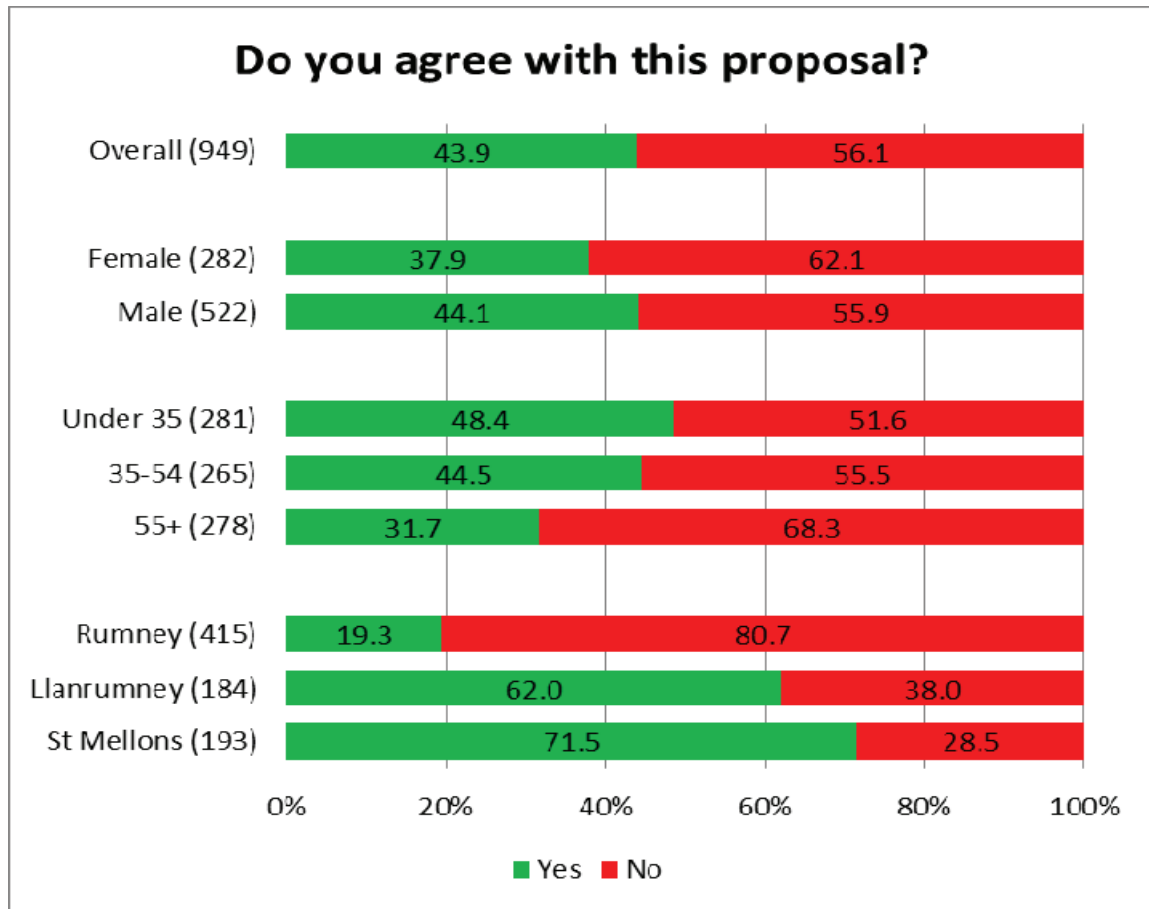
Overall, just over half (52.7%) of respondents stated that they did not agree with the proposal to close Rumney library. Those living in the Rumney area were significantly more likely to reject the proposal than those living elsewhere.

	Number	%
Yes	417	41.3
No	532	52.7
No opinion	60	5.9

Excluding the 'No opinion' responses, the percentage figures change to:

	Base	Yes		No	
		Number	%	Number	%
Overall	949	417	43.9	532	56.1
Male	522	230	44.1	292	55.9
Female	282	107	37.9	175	62.1
Under 35	281	136	48.4	145	51.6
35-54	265	118	44.5	147	55.5
55+	278	88	31.7	190	68.3
Llanrumney	184	114	62.0	70	38.0

Rumney	415	80	19.3	335	80.7
St Mellons	193	138	71.5	55	28.5



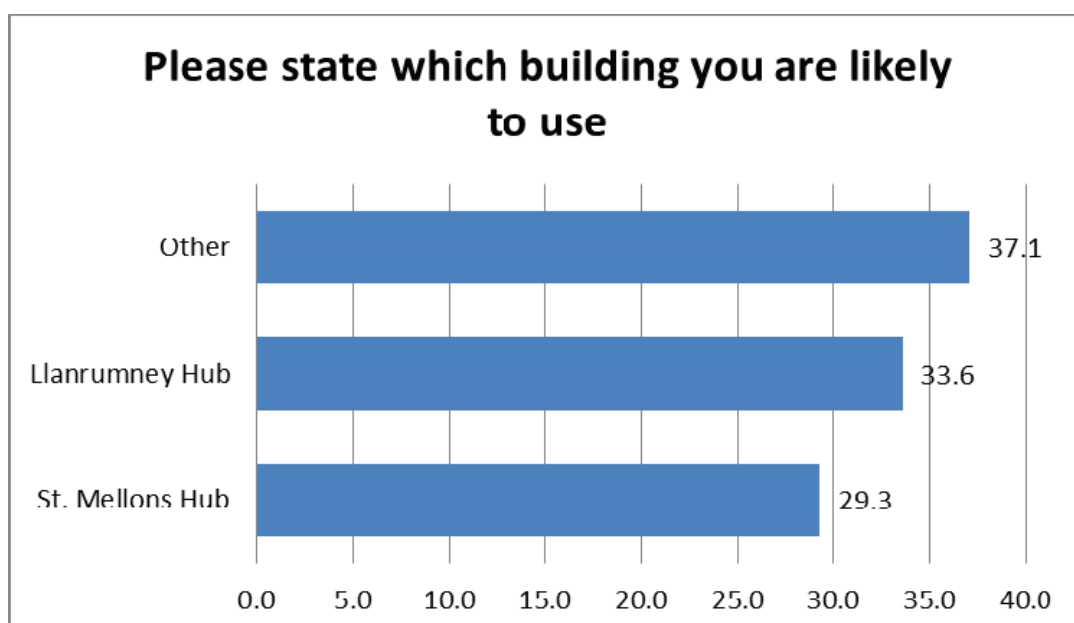
Base = All respondents (Base sizes shown in brackets)

**Q10a. Please state which building you are likely to use**

812 respondents gave an answer to this question, giving a total response rate of 78.2%.

A third of those giving an answer to this question reported they would use Llanrumney Hub as an alternative to Rumney library; slightly fewer (29.3%) would use the St. Mellons Hub.

	Number	%
St. Mellons Hub	238	29.3
Llanrumney Hub	273	33.6
Other	301	37.1



Base = All respondents (812)

'Other' buildings specified were

	<b>Number</b>	<b>%</b>
Rumney Library	114	42.4
Would not use another venue	91	33.8
Both St. Mellons & Llanrumney Hubs	27	10.0
Other venue	18	6.7

'Other' options suggested included, in alphabetical order:

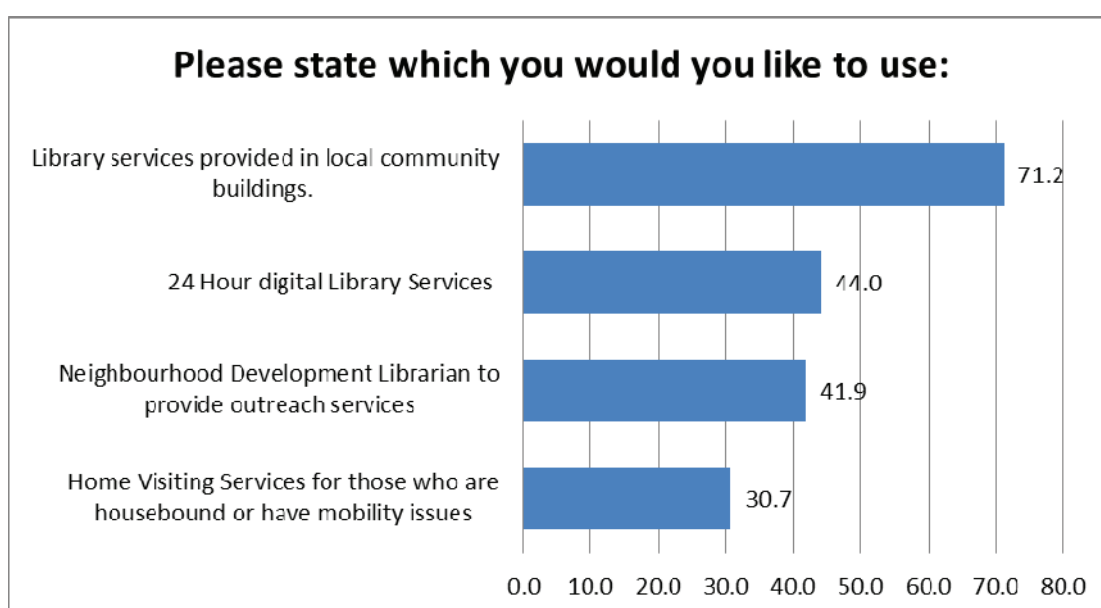
- a café with internet access
- Ely Library
- John Reynolds Centre
- Llanishen
- Llanrumney forum
- Memorial Hall
- Pen-y-Lan
- Rhydypennau
- Roath Library
- Trowbridge/Rumney Community Centre
- Youth Club on Llanstephan Road

**Q10b. There is potential for some library services to still be provided in the Rumney Area. Please state which you would you like to use:**

563 respondents gave an answer to this question, giving a total response rate of 54.2%.

Four alternative options for library provision for the Rumney area were suggested. Of these, the most popular was for library services to be provided in local community buildings (71.2%).

	Number	%
Home Visiting Services for those who are housebound or have mobility issues	173	30.7
Neighbourhood Development Librarian to provide outreach services such as Read Aloud sessions in Nursing Homes, Story/Rhyme time in Nurseries, information literacy sessions in Schools and family learning events in the Community.	236	41.9
Library services provided in local community buildings. Subject to the space available this could include a collection of books, a reservation service, IT sessions e.g. Family History and Get on Line, Reading groups, rhyme time and story time sessions and family learning events	401	71.2
24 Hour digital Library Services e.g. E-books, E-Zines, and online research resources such as newspapers, encyclopaedias and citizenship software.	248	44.0



Base = All respondents (563)



**If you have stated that you would use the library services in another community building, please suggest a potential building(s) in the area you would like to be considered**

36.7% of those eligible to respond (147) gave at least one suggestion for this. A third of those suggesting a specific option wanted the library service to remain in the Rumney Library (35.4%). The second most popular answer given concerned the Rumney youth/community centre located on Llanstephan road with 20.4%.

	Number	%
Rumney Library	52	35.4
Rumney Youth Centre	30	20.4
Rumney Memorial Hall	20	13.6
Eastern Leisure Centre	11	7.5
Church Hall - Examples given included: <ul style="list-style-type: none"> <li>• <i>Blessed Sacrament Church Hall</i></li> <li>• <i>Methodist Church Hall</i></li> <li>• <i>Church Hall – Whitehall Parade</i></li> </ul>	9	6.1
Rumney Health centre	8	5.4
Llanrumney Forum / Hub / Health Centre	7	4.8
Rumney Gospel Hall	5	3.4
St Mellons Hub	4	2.7
Other – Examples given included: <ul style="list-style-type: none"> <li>• <i>Food bags being made available in local shops</i></li> <li>• <i>Eastern high</i></li> <li>• <i>Rumney Primary School</i></li> <li>• <i>Royal British Legion</i></li> </ul>	15	10.2

**Q11. We would like to hear your thoughts about this proposal so let us know if there are any comments you would like to make.**

A total of 437 comments were made, which have been categorised as follows.

	<b>Number</b>	<b>%</b>
Keep Rumney Library open/Against the proposal	296	67.7
Alternative venues too far/no public transport/cost of travel prohibitive	82	18.7
Rumney has lost too many services already/invest in the area	57	13.0
Don't cut services	43	9.8
Biased information/consultation	36	8.2
Support the proposal	36	8.2
Would not go to another venue	30	6.8
Save money elsewhere/increase revenue	17	3.8
Money from the sale should stay within Rumney	13	2.9
Alternative venues in Rumney	7	1.6
Miscellaneous	95	21.7

**Q12. Would you be interested in taking part in a community group who will meet to discuss progress and help to inform the changes proposed to services in St. Mellons, Llanrumney and Rumney?**

**Q13. Would you like to volunteer to work with service users in St. Mellons, Llanrumney and Rumney?**

In total, 184 individuals expressed an interest in getting involved with services in the Cardiff East area: either through taking part in a community group to discuss progress and help inform the changes proposed to services in St. Mellons, Llanrumney and Rumney; or by volunteering to work with service users in these areas.

Of these, 158 people left their contact details; these have been passed to the Project Team.

## Respondents Demographics

### Gender

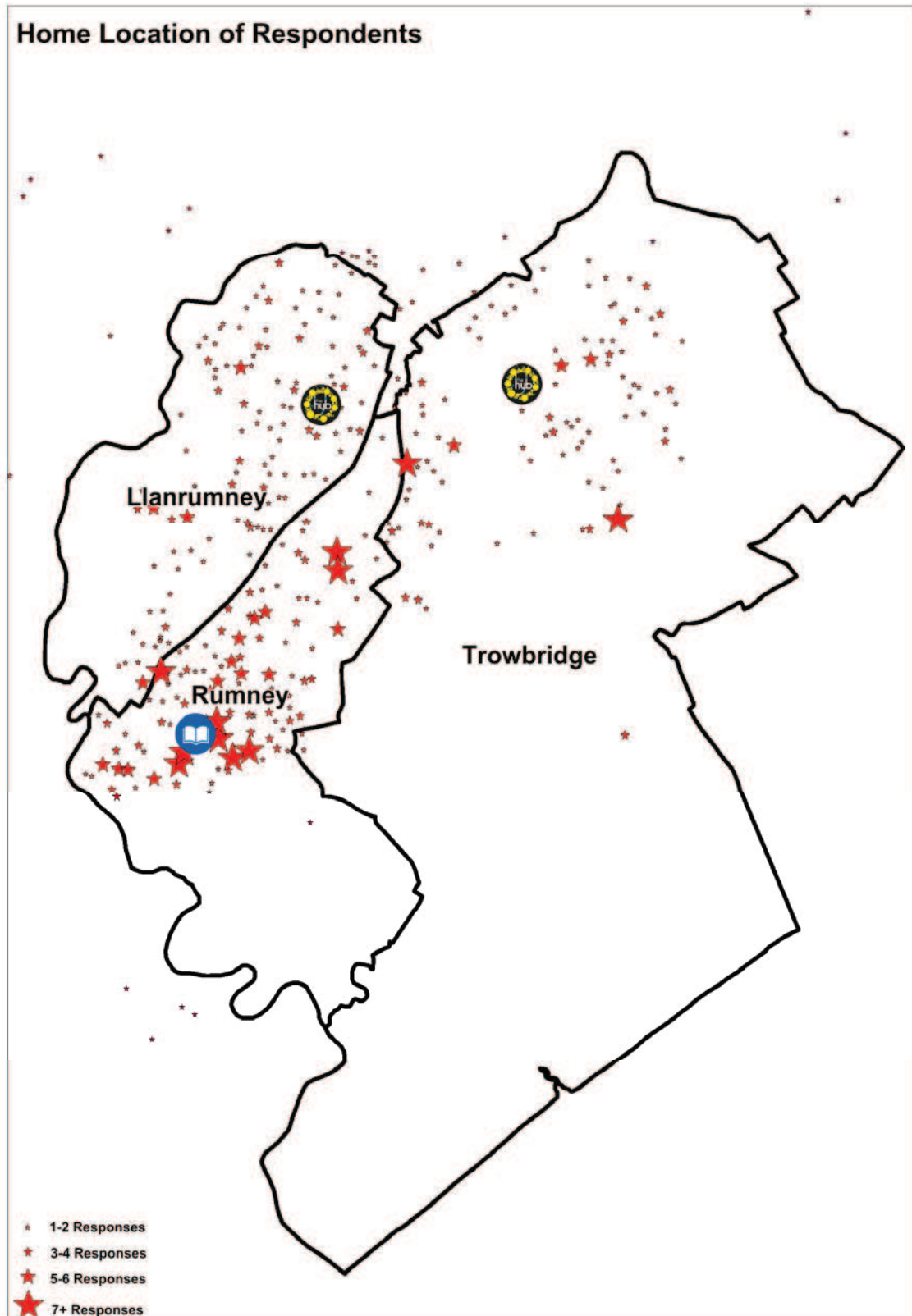
	<b>Number</b>	<b>%</b>
Male	578	65.7
Female	300	34.1
Transgender	2	0.2

### Age

	<b>Number</b>	<b>%</b>
Under 16	80	8.9
16-24	54	6.0
25-34	178	19.9
35-44	146	16.3
45-54	136	15.2
55-64	135	15.1
65-74	99	11.1
75+	66	7.4

Postcode

The home postcodes of respondents, where given, are shown below:



## Cardiff East Consultation

### Disability

	<b>Number</b>	<b>%</b>
Yes	130	13.9
No	730	78.2
Prefer not to say	73	7.8

Please tick any of the following that apply to you:

	<b>Number</b>	<b>%</b>
Deaf / Deafened / Hard of Hearing	58	27.8
Mental health difficulties	28	13.4
Visual impairment	15	7.2
Mobility impairment	56	26.8
Long-standing illness or health condition (e.g. cancer, HIV, diabetes, asthma)	104	49.8
Wheelchair user	8	3.8
Other	36	17.2

### Ethnicity

	<b>Number</b>	<b>%</b>
White - Welsh / English / Scottish / Northern Irish / British	782	86.4
White - Any other white background	39	4.3
Asian / British Asian	18	2.0
Black / African / Caribbean / Black British	24	2.7
Mixed / Multiple Ethnic Groups	14	1.5
Arab	3	0.3
Other	1	0.1
Prefer not to say	24	2.7



## Appendix 1 - Summary of activity undertaken for Cardiff East Consultation

<b>Surveys handed out</b>	<b>Rumney</b>	<ul style="list-style-type: none"> <li>• Eastern leisure centre</li> <li>• Rumney primary school</li> <li>• Greenway primary school</li> <li>• Rumney Memorial hall</li> <li>• Shops in Rumney area</li> <li>• Rumney library</li> <li>• Rumney Gospel Hall</li> </ul>
	<b>Llanrumney</b>	<ul style="list-style-type: none"> <li>• Llanrumney forum</li> <li>• Llanrumney health centre</li> <li>• Shops in Llanrumney area</li> <li>• Llanrumney hub</li> </ul>
	<b>St Mellons</b>	<ul style="list-style-type: none"> <li>• Brynderwen Surgery, St Mellons</li> <li>• Shops in St Mellons area</li> <li>• St Mellons community education centre</li> <li>• St Mellons hub</li> <li>• Willowbrook Primary School</li> </ul>
<b>Correspondence</b>	<b>Rumney</b>	<ul style="list-style-type: none"> <li>• Letters received opposing the proposal from Rumney residents = 44</li> <li>• Letters received from children of Rumney primary school = 24</li> <li>• Protest drawings sent from Rumney primary school children</li> <li>• Freedom of Information requests – Rumney Library:9</li> <li>• Static display material in place at Rumney Library throughout the duration of the public consultation</li> </ul>
	<b>Llanrumney</b>	<ul style="list-style-type: none"> <li>• Static display material in place at Llanrumney Hub throughout the duration of the public consultation</li> </ul>
	<b>St Mellons</b>	<ul style="list-style-type: none"> <li>• Static display material in place at St. Mellons Hub throughout the duration of the public consultation</li> </ul>
	<b>All</b>	<ul style="list-style-type: none"> <li>• Emails received regarding the consultation and proposal = 20+</li> <li>• Freedom of Information requests – Miscellaneous: 8</li> <li>• Publicised on Cardiff webpage</li> </ul>

		<ul style="list-style-type: none"> <li>Publicised on Twitter</li> <li>Councils press release</li> <li>Emails sent to Libraries and Leisure centre members</li> <li>Two leaflet drops in all three areas</li> <li>Consultation advertised via Community partnerships websites</li> </ul>
<b>Presence</b>	<b>Rumney</b>	<ul style="list-style-type: none"> <li>Rumney library – throughout the consultation</li> <li>Eastern Leisure centre – two sessions</li> <li>Throughout the consultation, the staff at Rumney Library were asked to help promote the consultation to the service users by informing them of the drop in sessions and handing out surveys, and also by referring customers to the officers based at each location to answer any questions/or help fill out the survey</li> </ul>
	<b>Llanrumney</b>	<ul style="list-style-type: none"> <li>Llanrumney hub – throughout the consultation</li> <li>Llanrumney health centre – two day presence</li> <li>Throughout the consultation, the staff at Llanrumney Hub were asked to help promote the consultation to the service users by informing them of the drop in sessions and handing out surveys, and also by referring customers to the officers based at each location to answer any questions/or help fill out the survey</li> </ul>
	<b>St. Mellons</b>	<ul style="list-style-type: none"> <li>St Mellons hub – throughout the consultation</li> <li>Brynderwen Surgery – St Mellons – one afternoon’s presence</li> <li>Throughout the consultation, the staff at St. Mellons Hub were asked to help promote the consultation to the service users by informing them of the drop in sessions and handing out surveys, and also by referring customers to the officers based at each location to answer any questions/or help fill out the survey</li> </ul>
	<b>All</b>	<ul style="list-style-type: none"> <li>The Council asked Voluntary</li> </ul>

		organisations and partner agencies to help promote the consultation
<b>Visits</b>	<b>Rumney</b>	<ul style="list-style-type: none"> <li>• Rumney primary school</li> <li>• Greenway Primary school</li> <li>• Rumney memorial hall</li> </ul>
	<b>Llanrumney</b>	<ul style="list-style-type: none"> <li>• Llanrumney forum at John Reynolds centre</li> </ul>
	<b>St. Mellons</b>	<ul style="list-style-type: none"> <li>• Knit and natter group at St Mellons hub</li> <li>• Book club at St Mellons hub</li> </ul>
	<b>All</b>	<ul style="list-style-type: none"> <li>• Stakeholder meeting</li> </ul>
<b>Drop-in sessions</b>	<b>Rumney</b>	<ul style="list-style-type: none"> <li>• Rumney library</li> </ul> -Mon 13 <sup>th</sup> Oct - 10am – 1pm - Wed 15 <sup>th</sup> Oct – 2-5pm Extra sessions: – Mon 3 <sup>rd</sup> Nov 5-7pm - Sat 8 <sup>th</sup> Nov - 9:30am – 1pm
	<b>Llanrumney</b>	<ul style="list-style-type: none"> <li>• Llanrumney hub</li> </ul> – Thu 16 <sup>th</sup> Oct - 2-4pm - Tues 21 <sup>st</sup> Oct - 10-1pm Extra sessions: – Fri 7 <sup>th</sup> Nov – 5-7pm - Sat 8 <sup>th</sup> Nov – 9:30-1pm
	<b>St. Mellons</b>	<ul style="list-style-type: none"> <li>• St Mellons hub</li> </ul> – Fri 17 <sup>th</sup> Oct - 10am-1pm - Mon 20 <sup>th</sup> Oct - 2-4pm Extra sessions: Thu 6 <sup>th</sup> Nov – 5-7pm - Sat 8 <sup>th</sup> Nov - 9:30-1pm



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Appendix 2

**Project / Service Title: Community Provision In Cardiff East**

**Who is responsible for developing and implementing the Policy / Strategy / Project / Procedure / Service / Function?**

Name: Jane Thomas	Job Title: Assistant Director, Housing and Communities
Service Team: HANR	Service Area: Communities, Housing and Customer Services
Assessment Date: August 2014 ( Revised January 2015)	

**1. What are the objectives of the Project?**

**The Hub Project**

In the 2013-17 Corporate Plan and contributing to the Cabinet’s key commitment to “*work smarter and better*” the Council signed up to the objective “*Develop a new approach to customer management that improves Council services, makes them more accessible, convenient and easier to engage.*” In supporting this objective the Cabinet has commissioned a project to improve and extend face to face services in Cardiff through the development of Community Hubs.

The 2014-17 Corporate Plan confirms this commitment and states that the “*Hub approach represents an effective and sustainable way of bringing together important Council and Partner services such as libraries and advice services that we know are valued by the community*”. It confirms the intention to “*provide more opportunities for people to use our services in a more cost-effective way by co-delivering services through hubs and reinvesting resources in new or retrofitted, fit for purpose buildings*”.

The Hub project proposes to achieve this by joining up services within Community Hubs - sharing resources and reducing costs. The aim is to provide services through a series of Hubs situated within the Neighbourhood Partnership areas. A core of generic Council services will be available at each Hub, with options for the delivery of specialist Council and partner services as dictated by local need. The key to future Hub provision is to improve the local service offer by integrating and decentralising those services that meet local need whilst reducing costs by disposing of buildings and sharing facilities.

The pilot Hubs in Llanrumney, St. Mellons and Butetown (Loudoun Square) have shown very high levels of customer satisfaction and an increase in footfall that has led to increased take-up of services. The Advice Hub in Marland House and the new Ely & Caerau Community Hub have also proven to be very successful and have shown the advantages that can be achieved by the co-

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location of services.

**Community Provision in Cardiff East**

The purpose of this project is to rationalise and improve services in Cardiff East. The aim is to meet the needs of the local community by improving access to council and partner services, offering high quality, community focussed, cost effective services for the future.

The project proposes to do this by:

- Relocating some library services from Rumney Library to Llanrumney Hub, St. Mellons Hub, and other community building(s) in the Rumney area. The closure of Rumney Library and the reinvestment of capital receipt from sale into Llanrumney Hub, whilst also reinvesting some funds from the sale directly in the Rumney area in alternative community buildings.
- Reviewing services delivered from Llanrumney Hub and improving with some upgrading of accommodation including improvement to Disability Access
- Extending the current footprint of St. Mellons Hub in order to accommodate additional services. An extension (126m<sup>2</sup>) to the rear of the building, providing two large community training rooms for the provision of ICT and Into Work related training; an interview room for the provision of confidential housing, benefit and other advice by the Council and partner organisations; and space for public toilets. The extension will be designed in such a way as to allow for further expansion of the building at a later date should opportunities for further rationalisation of facilities and funding be identified.
- The establishment of a Community Partnership Hub in Rumney Youth centre on Llanstephan Road

**2. Please provide background information on the Project and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]**

**Background**

The Cardiff East area is comprised of Llanrumney, Rumney and Trowbridge (St Mellons) Electoral Divisions. The area is home to 36,081 people which is just over a tenth of the city's total population.

Cardiff East is an area of significant deprivation having higher than average deprivation (according to the 2011 Wales Index of Multiple Deprivation (WIMD)) in the majority of indicators in the area of:

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- Income
- Health
- Employment
- Housing
- Benefit Claimants
- Education

The main residential communities of Cardiff East are located north of the main railway line. There is a mix of housing tenures, with over 30% of the dwelling stock in Llanrumney and Trowbridge Electoral Divisions being in the social rented sector. To the south of the main railway line are the employment and business areas of Wentloog, as well as the Shirenewton Traveller site.

The percentage of residents aged 16+ with no formal qualifications is much higher in Cardiff East (33.3%) than the Cardiff average (20.7%). From November 2012 to November 2013, around one in five working age (16 – 64) residents of Cardiff East were in receipt of out-of-work benefits; well above that of Cardiff as a whole.

**Demographic make up of the Cardiff East Area**

The 2011 Census reported 36,081 residents in Cardiff East, of whom 53.0% were female, and 47.0% were male. The area has a higher population of those from a White ethnicity than Cardiff as a whole, with a notably smaller Asian population.

There were fewer residents in their 20's in Cardiff East compared with the city overall

In Cardiff, 7.7% of households are comprised of lone parent families with at least one dependent child; in Cardiff East, this rises to 12.8%, and in the St. Mellons area, this increases further to 20.7%

**Notable demographic statistics (taken from Census 2011)**

Age profile: % of residents over 60

<b>Cardiff</b>	<b>18</b>
Rumney	24.7
Llanrumney	21.1
Trowbridge	13.8

Qualifications: % of residents with no academic or professional qualifications

<b>Cardiff</b>	<b>20.7</b>
Rumney	32.4
Llanrumney	37.4

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Trowbridge	30.1
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Health and long term limiting illness: % of residents with bad/very bad general health

<b>Cardiff</b>	<b>6.4</b>
Rumney	9.4
Llanrumney	9.9
Trowbridge	8.6

Adults not in employment with dependent children: % of households where no adults in household are in employment and have dependent children

<b>Cardiff</b>	<b>5.2</b>
Rumney	7.3
Llanrumney	8.6
Trowbridge	10.9

Housing tenure: % of households which are socially rented (Council and other)

<b>Cardiff</b>	<b>17.1</b>
Rumney	19.9
Llanrumney	31.1
Trowbridge	34.5

**Existing Services**

**Rumney Library**

Rumney Library is situated 1.5 miles from Llanrumney Hub and 2.25 miles from St. Mellons Hub. The building Equalities Act 10 regarding the removal of barriers to access, by way of example the property does not have a lift to the first floor and is cosmetically run down/in a poor state of repair. It is one of the least used full time branch libraries in Cardiff. In 2013/14 it ranked 15<sup>th</sup> (out of 16) compared to other full time branch libraries in terms of footfall. It also ranked 16<sup>th</sup> in terms of new members joined, 12<sup>th</sup> in terms of stock issues and 12<sup>th</sup> in terms of bookings per public PC. Rumney Library is on good public transport links to the city centre and Trowbridge/St. Mellons (Cardiff Bus routes 44 and 45). In general library usage terms, the main library user groups tend to be children, young adults, older people and the unemployed.

**Llanrumney Hub**

Hub provision is already well established in Llanrumney and St. Mellons as the concept was piloted in these areas. During 2011/12 customer feedback was regularly monitored and responses showed very high levels of satisfaction with both the staff and facilities at the Hubs. During 2013/14 the Hub received



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102,848 visitors, making it the 6<sup>th</sup> busiest library in Cardiff (out of 16 full time branch libraries). New library members joined totalled 731, stock issues totalled 38,044 and public PC bookings totalled 27,356, making it the 9<sup>th</sup>, 13<sup>th</sup> and 8<sup>th</sup> busiest library in these areas respectively. In terms of housing benefit and Council Tax services, the Hub received 4,740 enquiries in 2013/14, up from 3,588 the previous year. As part of the project, the housing and benefit service delivered from Llanrumney Housing Office was transferred to the Hub. In the initial 12 months of opening, the Hub saw a 42% increase in the number of housing and Council Tax benefit customers.

Further development to the Hub is now required. It is proposed that the services delivered from Llanrumney Hub are reviewed and improved with some upgrading of accommodation. The sale of Rumney Library and the transfer of services into the Hub and nearby community venues will allow re-investment in Llanrumney Hub. It is hoped that by offering more services from the Hub this will have a beneficial impact on take up of library services, increasing membership figures, stock issues and PC use.

**St. Mellons Hub**

St. Mellons Hub is extremely well used by the community. During 2013/14 the Hub received 123,078 visitors making it the 3<sup>rd</sup> busiest library in Cardiff after Penylan and Canton (out of 16 full time branch libraries). New library members joining totalled 896, stock issues totalled 65,562 and public PC bookings totalled 32,863, making it the 4<sup>th</sup>, 7<sup>th</sup> and 5<sup>th</sup> busiest library in these areas respectively. In terms of housing benefit and Council Tax services, the Hub received 4,748 enquiries in 2013/14, up from 3,592 the previous year. Prior to the opening of the Hub, there was no housing benefit service provision in the St. Mellons area.

There is potential to extend the current footprint of St. Mellons Hub in order to accommodate additional neighbourhood services and join up Council community provision. It is proposed that an extension to the current Hub could take place via a phased development schedule. First phase - an extension (126m<sup>2</sup>) to the rear of the building, providing two large community training rooms for the provision of ICT and Into Work related training; an interview room for the provision of confidential housing, benefit and other advice by the Council and partner organisations; and space for public toilets. The extension will be designed in such a way as to allow for further expansion of the building at a later date should opportunities for further rationalisation of facilities and funding be identified.

**Neighbourhood Librarian**

As part of the Community Hubs project, the post of Neighbourhood Development Librarian (NDL) was created for the Cardiff East area. The NDL undertakes outreach to develop links with local community groups, schools, partners and individuals to establish their reading, ICT and information needs.

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The NDL fulfils these needs through creative and imaginative delivery of reading, ICT and information sessions in the community, and actively promotes library services with the aim of increasing take up of these services in the Cardiff East area.

**Other EIAs - Hubs**

Equality Impact Assessments have been completed for previous Hub projects, including Ely & Caerau, Grangetown, and the Advice Hub.

**3 Assess Impact on the Protected Characteristics**

**3.1 Age**

Will this Project have a **differential impact [positive/negative/]** on younger/older people?

	Yes	No	N/A
Up to 18 years	✓		
18 - 65 years	✓		
Over 65 years	✓		

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

The closure of Rumney Library could potentially have a negative impact on younger and older people using the service, in particular those who experience difficulty travelling more than short distances to access services.

During the consultation there has been a great deal of continued concern regarding how the many elderly residents in the Rumney area, and also parents with young children and no car, will travel to the hubs. There are a high proportion of local residents who don't own a car and claim to have difficulty accessing the Llanrumney and St Mellons hubs via an increased walk and having to take either one or, in the case of Llanrumney, two buses to travel to the hubs.

Concerns were also raised during consultation that the removal of the Rumney library building would result in isolation and social exclusion for the elderly.

Financial implication for parents with young children having to travel by bus to access the hubs.

Claims made in consultation that if children cannot access books from the library it will effect their education. Young people use the library to complete homework and revision.

**What action(s) can you take to address the differential impact?**

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Some library services could be transferred to Llanrumney Hub and St. Mellons Hub both within close proximity to Rumney Library (1.5 miles and 2.25 miles respectively).

The consultation process asked local residents for their preferences for accessing library services via alternative models within other community buildings and mobile services. Residents were assured that there would still be some form of library provision within the immediate area of the existing library should the proposals proceed. Taking into account the strong feeling among the community that services should be provided in the local area it is proposed that a Partnership Hub should be established in the current Rumney Youth Centre building, the community's preferred alternative venue, which has the space to accommodate a range of activity. This will also militate against the concerns regarding the financial implications of parents with young children having to use public transport to access the hubs.

The remodelling of Llanrumney Hub, extension of St. Mellons Hub and establishment of a Partnership Hub in the Rumney Youth centre building will have a positive impact on people of all ages in Cardiff East, as more services will be delivered from the Hubs and will have space for more private/confidential interviews.

Library users from Rumney will benefit from the ability to access a far greater range of services from one place. Face to face service provision is still a preference with many people particularly the elderly who are less likely to be able to access on line services.

Llanrumney Hub and St. Mellons Hubs offer longer opening hours than Rumney Library (which is currently closed on Fridays and during lunch times); better, fit for purpose buildings; greater DDA / Equalities Act 2010 compliance; a greater number of public PCs including free WiFi; and additional Council and partner services such as:

- General advice about Council services
- Household waste and recycling information
- Arranging bulky waste collections
- Reporting street lighting problems
- Reporting anti social behaviour
- Internet access and online services
- Specialist housing, council tax and benefit advice
- Self service PCs
- Free phones with a direct links to housing repairs and DWP services
- Partner services and drop in sessions such as Digital Inclusion, Into Work training, Cuppa with a Copper, Citizen's Advice Bureau, Remploy, Money Advice Service, Victim Support, SWALEC energy advice, Credit Union, and Pupil Support

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The Rumney Youth centre building is an 8-9 minute walk from the current library, or an average 5 minute journey involving one bus (number 45). There is considerable space within the building which could allow for a range of service provision including a library book collection, an area for the Neighbourhood development librarian to provide outreach services such as Rhymetime and Storytime sessions. Public Access ICT could be provided in the building and it may be possible to offer Into Work advice, digital inclusion sessions and services from other partner organisations such as CAB. There would also be space for some Youth provision and for community meetings and events to take place out of working hours.

The current role of the NDL will be extended to provide library outreach services within the community in Rumney. School liaison and visits will be taken up by staff in the Hubs. The NDL will also visit residential and care homes. The option of a home visiting service will be explored for the elderly and housebound.

Older people in particular will benefit from the social inclusion groups delivered from the Hubs such as Knit and Natter groups, Cuppa with a Copper, and the digital inclusion sessions. Young people will benefit from the Storytime and Rhymetime sessions and visits from the Neighbourhood Librarian to encourage reading.

Llanrumney and St. Mellons Hubs are both modern, fit for purpose buildings. The remodelling/extension to these buildings will be made DDA compliant and will be planned with those with access and mobility issues in mind. Steps will be taken to make the facilities as accessible and welcoming as possible for people of all ages.

The Access Officer will be consulted during the development of the Hub extensions and of the proposed Rumney partnership hub and an access audit will be conducted by Council.

Awareness of the transfer of services will be raised as early as possible for people to make suitable arrangements for continued use of services. This will include information on how to access the Hubs in Llanrumney and St. Mellons.

Rumney Library currently provides office accommodation for the local Age Concern Good Neighbours scheme on the first floor. Discussions will take place with the group to establish a suitable location and assistance will be given. The provision of alternative accommodation for this service will be considered as part of the project.

Equality Awareness training will be provided for any new Hub staff, to ensure we treat everyone with respect and dignity, regardless of their age. Partner agencies will be advised to provide training for their own staff to ensure equality of opportunity.

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Where appropriate considerations as expressed by the convention of Rights of the child have been and will be addressed. Children will be able to access library and ICT services to supplement their education either via the NDL or in an alternative community building in Rumney should the distance or financial implications of travelling to the St Mellons and Llanrumney hubs prove restrictive. The Rumney Youth centre, the proposed site for a Rumney Community Partnership Hub, is next to Greenway Primary School allowing easy access to the local children

**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	✓		
Physical Impairment	✓		
Visual Impairment	✓		
Learning Disability	✓		
Long-Standing Illness or Health Condition	✓		
Mental Health	✓		
Substance Misuse	✓		
Other	✓		

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

The closure of Rumney Library could potentially have a negative impact on this characteristic, in particular those who experience difficulty travelling more than short distances to access services. However mitigation will be provided through some services being delivered in the Rumney area. .

The remodelling of St.Mellons and Llanrumney Hubs will have a positive impact on all groups in Cardiff East, as more services will be delivered from the Hubs, such as Into Work services and training. Space will also be provided for more private/confidential interviews.

Those who considered themselves to have a disability during consultation, which included long standing illness or health condition, mobility impairment, mental health difficulties, wheelchair users or other such as arthritis and back problems, could have their access to services affected.

**What action(s) can you take to address the differential impact?**

Positive and negative impacts have been identified.

Library services will be transferred to Llanrumney Hub and St. Mellons Hub both within close proximity to Rumney Library (1.5 miles and 2.25 miles respectively).

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Library services will also be offered from other local facilities subject to the results of the consultation process.

As discussed above, Llanrumney Hub and St. Mellons Hubs offer greater opening hours than Rumney Library (which is currently closed on Fridays and during lunch times); better, fit for purpose buildings; greater DDA compliance; a greater number of public PCs including free WiFi; and additional Council and partner services. The services which might be of particular benefit to disabled people include:

- General advice about Council services
- Household waste and recycling information
- Arranging bulky waste collections
- Reporting street lighting problems
- Reporting anti social behaviour
- Internet access and online services
- Specialist housing, council tax and benefit advice
- Free phones with a direct links to housing repairs and DWP services
- Partner services and drop in sessions such as Digital Inclusion, Into Work training, Cuppa with a Copper, Citizen's Advice Bureau, Remploy, Money Advice Service, Victim Support, SWALEC energy advice, Credit Union, and Pupil Support

Taking into account the strong feeling among the community that services should be provided in the local area it is proposed that a Partnership Hub should be established in the current Rumney Youth Centre building, the community's preferred alternative venue, which has the space to accommodate a range of activity.

The role of the Neighbourhood Development Librarian will be extended to provide library outreach services within the community in Rumney. The NDL currently visits nursing homes and disabled groups in the Llanrumney and St. Mellons areas, this service will be extended to provide outreach sessions to cover such locations in the Rumney area.

Awareness of the transfer of services will be raised as early as possible for people to make suitable arrangements for continued use of services. This will include information on how to access the Hubs in Llanrumney and St. Mellons.

Llanrumney and St Mellons Hubs are both modern, fit for purpose buildings. The extensions to these buildings will be made DDA compliant and will be planned with those with access issues in mind. Steps will be taken to make the facilities as accessible as possible, including appropriate tactile Braille signage, hearing induction loops, DDA compliant layout and furniture, and staff PEEPS (personal emergency evacuation plan) will be put in place.

The Rumney Youth centre building is an 8-9 minute walk from the current library, or an average 5 minute journey involving one bus (number 45). There is



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considerable space within the building which could allow for a range of service provision including a library book collection, an area for the Neighbourhood development librarian to provide outreach services such as Rhymetime and Storytime sessions. Public Access ICT could be provided in the building and it may be possible to offer Into Work advice, digital inclusion sessions and services from other partner organisations such as CAB. There would also be space for some Youth provision and for community meetings and events to take place out of working hours.

The Access Officer will be consulted during the development of the Partnership hub and the redevelopment of the existing Hubs. Consultation with disability groups will take place in relation to accessibility of all three buildings and services.

We would work in partnership with social workers or community groups to ensure service users can access facilities via outreach services. The partnership hub approach would extend the services available in the Rumney area. This type of partnership approach would not be possible in the Library building due to the limited space available.

Equality Awareness training will be provided for any new Hub staff, to ensure we treat everyone with respect and dignity, regardless of their ability/disability. Partner agencies will be advised to provide training for their own staff to ensure equality of opportunity.

Consideration has been given to accessibility concerns raised during the consultation process and the need to provide services in the local area. In the development of proposals for alternative services in the partnership hub consideration has been given to location and funding set aside to ensure accessibility.

**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
<b>Transgender People</b> (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)	✓		

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

As part of the Cardiff East consultation some respondents identified themselves



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as transgender. The travel and distance to alternative venues outside of the immediate area could present a negative differential impact to this demographic, potentially having to move out of an area where they feel comfortable and are familiar and safe with.

**What action(s) can you take to address the differential impact?**

Some Library services will be continued to be delivered within the Rumney Area in alternative community buildings, subject to the outcome of the Cabinet report. Taking into account the strong feeling among the community that services should be provided in the local area it is proposed that a Partnership Hub should be established in the current Rumney Youth Centre building, the community's preferred alternative venue.

The addition of a further confidential interview room in St. Mellons Hub will be beneficial to individuals who request privacy. A unisex public toilet will also be created in St. Mellons Hub.

Any new staff will be briefed to be mindful of customer gender when identified via customer details on system screens.

Equality Awareness training will be provided for any new Hub staff, to ensure we treat everyone with respect and dignity, regardless of their gender/identity. Partner agencies will be advised to provide training for their own staff to ensure equality of opportunity.

**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		✓	
Civil Partnership		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

No differential impact in relation to marriage and civil partnership has been identified.

**What action(s) can you take to address the differential impact?**

No differential impact in relation to marriage and civil partnership has been

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identified.

**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	✓		
Maternity	✓		

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

The 2011 census reported a high percentage of lone parent families with at least one dependent child; in Cardiff East with a further increase in the St. Mellons area to 20.7% compared to the whole of Cardiff (7.7%). The remodelling of Llanrumney Hub and extension of St. Mellons Hub will have a positive impact on all groups in Cardiff East as more services will be delivered from the Hubs, such as Into Work services and training. Space will also be provided for more private/confidential interviews.

The ability to access a number of services in one place will be helpful to pregnant women or new parents/guardians.

During consultation there has been a great deal of continued concern regarding how the many parents with young children and no car in the Rumney area will travel to the hubs. There is a high proportion of local residents who don't own a car and claim to have difficulty accessing the Llanrumney and St Mellons hubs via an increased walk and having to take either one or, in the case of Llanrumney, two buses to travel to the hubs.

**What action(s) can you take to address the differential impact?**

Library services will be transferred to Llanrumney Hub and St. Mellons Hub both within close proximity to Rumney Library (1.5 miles and 2.25 miles respectively). While neither Hub is within easy walking distance, St. Mellons hub is accessible by one bus, the 44 or 45 and the bus stop is a one minute walk from the existing library location.

It is anticipated that library services will also be offered from other local facilities subject to the results of the consultation process.

The consultation process asked local residents for their preferences for accessing library services via alternative models such as self service kiosks within other community buildings and mobile services. Residents were assured that there would be some form of library provision within the immediate area of

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the existing library should the proposals proceed.

Mitigation will be provided through the option of mobile services and book deliveries, and the proposal to establish a Partnership Hub in the current Rumney Youth Centre building, the community's preferred alternative venue, which has the space to accommodate a range of activity. Rumney Youth Centre was the most popular alternative location for library services. The building is situated on Llanstephan Road and is well placed within Rumney. The building is an 8-9 minute walk from the current library, or an average 5 minute journey involving one bus (number 45).

Llanrumney Hub and St. Mellons Hubs offer longer opening hours than Rumney Library (which is currently closed on Fridays and during lunch times); better, fit for purpose buildings; greater DDA compliance; a greater number of public PCs including free WiFi; and additional Council and partner services. The services which might be of particular benefit to pregnant women and new parents/guardians include:

- General advice about Council services
- Household waste and recycling information
- Arranging bulky waste collections
- Reporting street lighting problems
- Reporting anti social behaviour
- Internet access and online services
- Specialist housing, council tax and benefit advice
- Self service PCs
- Free phones with a direct links to housing repairs and DWP services
- Partner services and drop in sessions such as Digital Inclusion, Into Work training, Cuppa with a Copper, Citizen's Advice Bureau, Remploy, Money Advice Service, Victim Support, SWALEC energy advice, Credit Union, and Pupil Support

New and expectant parents/guardians will also benefit from Storytime and Rhymetime sessions delivered from the Hubs.

The role of the Neighbourhood Librarian will be extended to provide library outreach services within the community in Rumney. The Neighbourhood Librarian currently visits parent/guardian and baby/toddler groups in the Llanrumney and St. Mellons areas, this service will be extended to provide outreach sessions to cover such groups in the Rumney area.

There is considerable space within the Rumney Youth Centre building which could allow for a range of service provision including a library book collection, an area for the Neighbourhood development librarian to provide outreach services such as Rhymetime and Storytime sessions.

Awareness of the transfer of services will be raised as early as possible for

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people to make suitable arrangements for continued use of services. This will include information on how to access the Hubs in Llanrumney and St. Mellons.

Llanrumney and St. Mellons Hubs are both modern, fit for purpose buildings. The extensions to these buildings will be made easily accessible for pushchairs and prams and, where necessary, provision will be made for baby changing and feeding facilities. The Access Officer will be consulted during the development of the Hub extensions and of the proposed Rumney partnership hub and an access audit will be conducted.

Both Llanrumney and St Mellons hubs will have improved baby changing facilities above that which is currently available (i.e. no facilities available at present in either Rumney library or St Mellons hub – this will be factored in as part of the planned St Mellons extension).

**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		✓	
Mixed / Multiple Ethnic Groups		✓	
Asian / Asian British		✓	
Black / African / Caribbean / Black British		✓	
Other Ethnic Groups		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

No differential impact in relation to race has been identified.

**What action(s) can you take to address the differential impact?**

No differential impact in relation to race has been identified.

Equality Awareness training will be provided for any new Hub staff, to ensure we treat everyone with respect and dignity, regardless of their race or ethnicity. Partner agencies will be advised to provide training for their own staff to ensure equality of opportunity.

**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?

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	<b>Yes</b>	<b>No</b>	<b>N/A</b>
Buddhist		✓	
Christian		✓	
Hindu		✓	
Humanist		✓	
Jewish		✓	
Muslim		✓	
Sikh		✓	
Other		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

No differential impact in relation to religion, belief or non-belief has been identified.

**What action(s) can you take to address the differential impact?**

No differential impact in relation to religion, belief or non-belief has been identified.

Equality Awareness training will be provided for any new Hub staff, to ensure we treat everyone with respect and dignity, regardless of their religion, belief or non-belief. Partner agencies will be advised to provide training for their own staff to ensure equality of opportunity.

Use of a religious calendar will help avoid holding events on particular 'Holy Days' to ensure wider inclusion. As is current practice in the Hubs, late night opening will be held on Thursdays and exclude Fridays.

**3.8 Sex**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	<b>Yes</b>	<b>No</b>	<b>N/A</b>
Men		✓	
Women		✓	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

No differential impact in relation to sex has been identified.

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<b>What action(s) can you take to address the differential impact?</b>
<p>No differential impact in relation to sex has been identified.</p> <p>Equality Awareness training will be provided for any new Hub staff, to ensure we treat everyone with respect and dignity, regardless of their sex. Partner agencies will be advised to provide training for their own staff to ensure equality of opportunity.</p>

**3.9 Sexual Orientation**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	<b>Yes</b>	<b>No</b>	<b>N/A</b>
Bisexual		✓	
Gay Men		✓	
Gay Women/Lesbians		✓	
Heterosexual/Straight		✓	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<p>No differential impact in relation to sexual orientation has been identified.</p>
<b>What action(s) can you take to address the differential impact?</b>
<p>No differential impact in relation to sexual orientation has been identified.</p> <p>Equality Awareness training will be provided for any new Hub staff, to ensure we treat everyone with respect and dignity, regardless of their sexual orientation. Partner agencies will be advised to provide training for their own staff to ensure equality of opportunity.</p> <p>A unisex public toilet which will better address the needs of the broader community in respect of the Equalities Act 2010 will also be created in St. Mellons Hub as part of the building works.</p>

**3.10 Welsh Language**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	<b>Yes</b>	<b>No</b>	<b>N/A</b>
Welsh Language		✓	

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**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

No differential impact in relation to Welsh language has been identified.

**What action(s) can you take to address the differential impact?**

No differential impact in relation to Welsh language has been identified.

As is current practice in the Hubs, bilingual information will be consistently available in the Hubs.

Equality Awareness training will be provided for any new Hub staff, to ensure we treat everyone with respect and dignity, regardless of the language they speak. Beginners, Intermediate and Advanced Welsh language courses will continue to be offered to new and existing Hub staff.

Partner agencies will be advised to bilingual information were possible and to provide training for their own staff to ensure equality of opportunity.

**4. Consultation and Engagement**

What arrangements have been made to consult/engage with the various Equalities Groups?

Public consultation was carried out on these proposals as part of the project from 13<sup>th</sup> October 2014 to 10<sup>th</sup> November 2014 inclusive. 12 drop in sessions were held in various venues across the 3 areas of Rumney, Llanrumney and St. Mellons. A full report evaluating the findings has been produced and the feedback gathered used in the planning of services via an additional Cabinet report which will be submitted to Cabinet in March 2015.

This Equality Impact Assessment will be sent to Equality Networks for feedback.

Disability groups will be consulted about the proposals and invited to visit the extended Hubs. This has proved very helpful on other Hub projects.

**5. Summary of Actions [Listed in the Sections above]**

<b>Groups</b>	<b>Actions</b>
Age	<ul style="list-style-type: none"><li>Some Rumney Library services will be transferred to Llanrumney Hub and St. Mellons Hub. It is</li></ul>



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	<p>anticipated that library services will also be offered from other local facilities subject to the results of the consultation process. It is further proposed that a Partnership Hub be established in the current Rumney Youth Centre building, the community's preferred alternative venue.</p> <ul style="list-style-type: none"> <li>• The role of the Neighbourhood Librarian will be extended to provide library outreach services within the community in Rumney. The space within the Rumney Youth centre building could allow for an area for the Neighbourhood development librarian to provide outreach services such as Rhymetime and Storytime sessions.</li> <li>• School liaison and visits will be taken up by staff in the Hubs.</li> <li>• Hub remodelling and extension building works will be made DDA compliant and will be planned with those with access and mobility issues in mind.</li> <li>• The Access Officer will be consulted during the development of the Hub extensions and of the proposed Rumney partnership hub and an access audit will be conducted by Council.</li> <li>• Awareness of the transfer of services will be raised as early as possible for people to make suitable arrangements for continued use of services.</li> <li>• The local Age Concern Good Neighbours scheme will be accommodated elsewhere.</li> <li>• See below</li> </ul>
Disability	<ul style="list-style-type: none"> <li>• Rumney Library services will be transferred to Llanrumney Hub and St. Mellons Hub</li> <li>• It is anticipated that a library provision will also be offered from other local facilities. It is proposed that Rumney Youth Centre on Llanstephan Road is the best alternative site for service provision in the area. It is recommended that a Partnership Hub should be established in the current Youth Centre building.</li> <li>• The role of the Neighbourhood Librarian will be extended to provide library outreach services within the community in Rumney.</li> <li>• Hub remodelling and extension building works will be made DDA compliant and will be planned with those with access issues in mind.</li> <li>• An access audit will be conducted by the Council.</li> <li>• Awareness of the transfer of services will be raised as early as possible for people to make suitable arrangements for continued use of services.</li> </ul>

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	<ul style="list-style-type: none"> <li>• See below</li> </ul>
Gender Reassignment	<ul style="list-style-type: none"> <li>• The addition of an additional confidential interview room in St. Mellons Hub will be beneficial to individuals who request privacy.</li> <li>• Any new staff will be briefed to be mindful of customer gender when identified via customer details on system screens.</li> <li>• A unisex public toilet will also be created in St. Mellons Hub as part of the building works.</li> <li>• See below</li> </ul>
Marriage & Civil Partnership	N/a
Pregnancy & Maternity	<ul style="list-style-type: none"> <li>• Rumney Library services will be transferred to Llanrumney Hub and St. Mellons Hub</li> <li>• It is anticipated that a library provision will also be offered from other local facilities. . It is proposed that Rumney Youth Centre on Llanstephan Road is the best alternative site for service provision in the area. It is recommended that a Partnership Hub should be established in the current Youth Centre building. The role of the Neighbourhood Librarian will be extended to provide library outreach services within the community in Rumney.</li> <li>• Hub remodelling and extension building works will be made DDA compliant and will be planned with those with access issues in mind, such as those with pushchairs and prams.</li> <li>• The Access Officer will be consulted during the development of the Hub extensions and of the proposed Rumney Partnership hub and an access audit will be conducted by Council.</li> <li>• Awareness of the transfer of services will be raised as early as possible for people to make suitable arrangements for continued use of services.</li> <li>• See below</li> </ul>
Race	See below
Religion/Belief	<ul style="list-style-type: none"> <li>• Use of a religious calendar will help avoid holding events on particular 'Holy Days' to ensure wider inclusion.</li> <li>• As is current practice in the Hubs, late night opening will be held on Thursdays and exclude Fridays.</li> <li>• See below</li> </ul>
Sex	See below
Sexual Orientation	See below
Welsh Language	<ul style="list-style-type: none"> <li>• As is current practice in the Hubs, bilingual information will be consistently available.</li> </ul>

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	<ul style="list-style-type: none"><li>• Beginners, Intermediate and Advanced Welsh language courses will continue to be offered to new and existing Hub staff.</li><li>• See below</li></ul>
Generic Over-Arching [applicable to all the above groups]	<ul style="list-style-type: none"><li>• Equality Awareness training will be provided for any new Hub staff, to ensure we treat everyone with respect and dignity.</li><li>• Partner agencies will be advised to provide training for their own staff to ensure equality of opportunity.</li><li>• A unisex public toilet will be created in St. Mellons Hub.</li></ul>

**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.

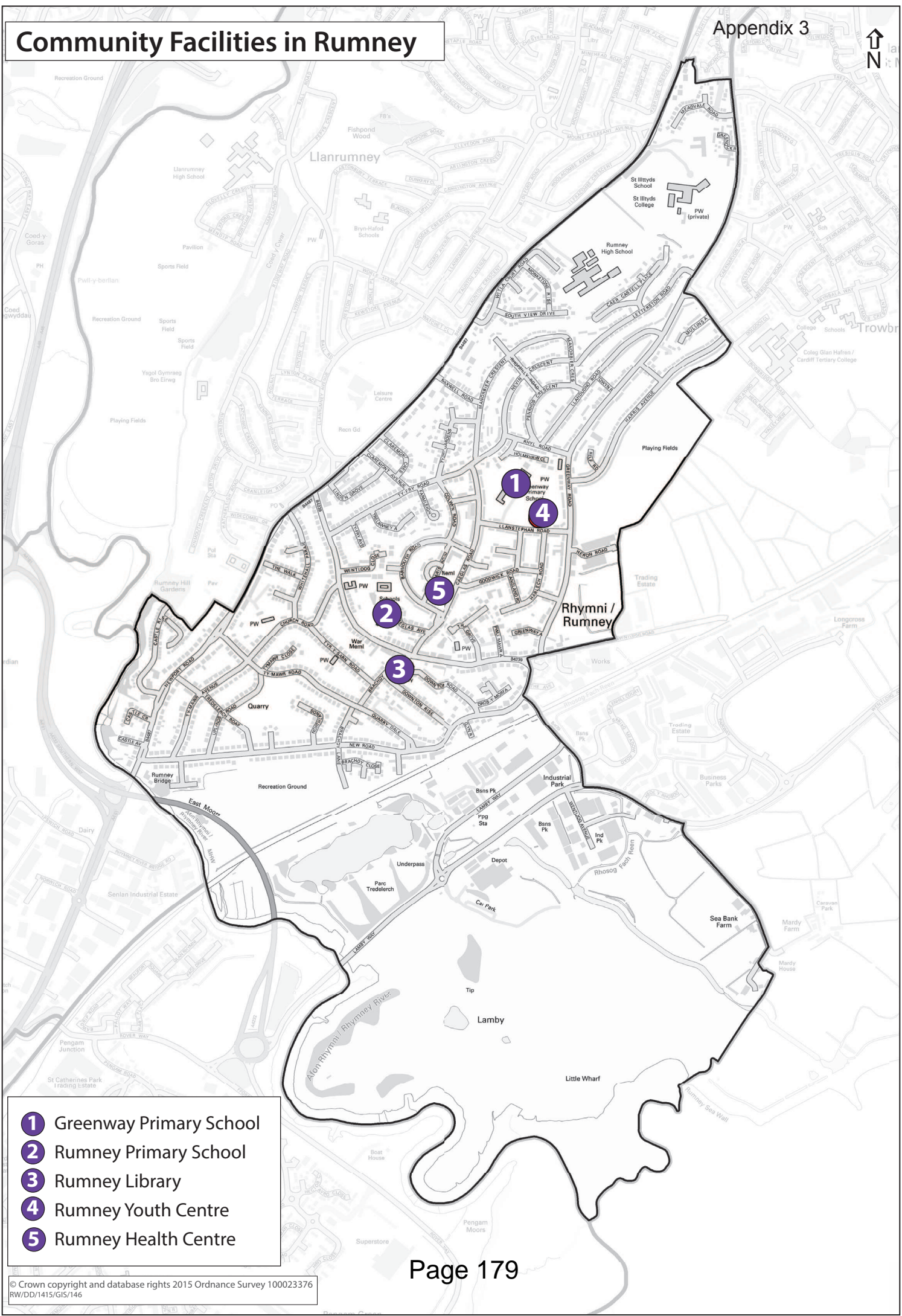
Completed By: Rashmi Wilson	Date:
Designation: Housing Services Integration Manager(Project Manager)	19 August 2014 30 January 2015
Approved By: Jane Thomas	
Designation: Assistant Director Housing and Communities	
Service Area: Communities, Housing and Customer Service	

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](mailto:citizenfocus@cardiff.gov.uk)



# Community Facilities in Rumney



- 1** Greenway Primary School
- 2** Rumney Primary School
- 3** Rumney Library
- 4** Rumney Youth Centre
- 5** Rumney Health Centre

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MARCH 2015**

**2014-15 QUARTER 3 PERFORMANCE REPORT**

**REPORT OF CHIEF EXECUTIVE**

**AGENDA ITEM: 6**

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

**Reason for this Report**

1. This report presents a summary of the Council's performance for Quarter 3 of the 2014-15 financial year, providing Cabinet with an opportunity to review performance, consider any emerging issues, and direct and remedial actions considered necessary.

**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 3 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.

5. Members' attention is drawn to the following key actions for Directors arising from the 'Star Chamber' held in January 2015:
- Enhance corporate budget review arrangements to ensure that Directorates maintain focus and challenge on the measures in place to restrict spend.
  - Review Attendance & Wellbeing Absence Policy, to include Occupational Health and management enforcement of the Policy. The review to be reported back to Cabinet in June 2015
  - Improve quality of Personal Performance Development Reviews (PPDR) to shift focus from compliance to impact
  - Accelerate the progress of the Children's Services Placement Strategy
  - Monitor the progress of the Communities, Housing & Customer Services aspect of the Outcome Agreement
  - Implement the actions agreed at the Accelerated Improvement Meeting for Health & Social Care in order address ongoing financial issues.
  - Address issues between Directorates and Central Transport Services ensuring that it resolves ongoing issues
  - Ensure that timeline commitments are included in the Cardiff Energy Prospectus
  - Undertake a review of the future targets within the Outcome Agreement for discussion with the Welsh Government as part of the end of year evaluation process

### **Quarter 3 Performance Report Structure**

6. Attached at **Appendix A** is the Quarter three 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.
7. 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). A more detailed breakdown has been provided in response to feedback arising from PRAP at Q2.
  - Customer Contact. This has been revised to take account of feedback as a result of Scrutiny of the Q2 report.
  - FOI requests compliance with statutory timescales



8. 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.
9. Performance reports for Q3 have been through 'Star Chamber' sessions where Cabinet members and Directors will 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**

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

### **Finance Overview**

11. The report states that the Month 9 monitoring shows a balanced position for the Council overall which is an improvement of £725,000 over the figure reported at Month 6.
12. Within this, directorate budgets are projecting an overspend of £8.8 million which is partially offset by the budgeted contingency of £4 million. This contingency was created as part of the 2014/15 budget to protect against the delays in achieving the budget savings and to recognise that the level of savings was the highest one year figure that the Council has had to manage.
13. That said, enhanced controls have been implemented in the final quarter of the year to stabilise and improve the position.
14. The figure of 8.8 million is made up of a shortfall of £7.2 million against the budgeted savings of £43.8 million and £1.6 million as a result of the net variances in operational expenditure and income.
15. A detailed exercise has been undertaken to understand how this shortfall may impact on the 2015/16 financial year. This has determined (paragraph 68 of Budget report) that of the £7.2 million shortfall anticipated in 2014/15, £5.3 million is due to delays and will be achieved, a further £1.8 million is expected to be achieved but will need ongoing inspection and the balance of £217,000 will not be achieved and has been written back into the budget for 2015/16.
16. To be clear, the Council is on target to bring in a balanced budget. Although the directorate position is a concern for the current year, the position is being addressed by enhanced controls and is not expected to impact detrimentally on the 2015/16 year as shown by the figures just mentioned.

## Sickness Absence

17. The year end projection based on Quarter 3 performance indicates that the annual target of 9 days sickness absence per FTE is unlikely to be met, with a projected performance of 10.03 days.
18. As at Q3 FTE days lost stands at 7.43 and this has remained stable when compared with previous year's figures.
19. In relation to return to work interviews, data between April 2014 and December 2014 shows a compliance rate of 90%. However, as at December 2014 there were 919 return to work interviews pending, the majority of which were in Schools. Typically non-school services are securing a compliance of 95% or more.
20. This issue was discussed at the Star Chamber sessions and progress judged to be insufficient. Officers were tasked with bringing forward a review of the Attendance & Well-being Policy in June 2015, this will commence after the Council has reported its end of year final position on sickness absence. Officers were also tasked with addressing issues raised regarding Occupational Health advice and actioning issues raised at Works Council, such as fast tracking scans etc. to facilitate earlier returns to work.
21. Comparisons in relation to sickness absence have been made to the Core Cities. In general, Cardiff's performance is broadly in line with most of the Core Cities. Birmingham City Council and Leeds City Council are the closest comparable match with the City of Cardiff Council in terms of FTE numbers. Data for 2013/14 shows that the City of Cardiff Council out-performed both of these core cities with a result of 10.18 FTE days lost compared with Birmingham who lost 10.70 FTE days and Leeds who lost 10.34 FTE days.

## Freedom of Information Requests

22. At Q1 PRAP challenged officers to improve performance of "multi-service" FOI requests, which was showing a low level of compliance (41%). The management of such requests has now been changed to ensure earlier follow-up with service areas, and escalation of concerns regarding non response. Q3 shows improved performance for "multi-service" FOI requests with compliance at 52%, compared with 24% in Q2.

## Outcome Agreement

23. **Housing** - At Q2, concern was raised about the lack of performance in relation to roof replacements. Q3 data shows that the replacement programme has begun and the target re-profiled over the life of the outcome agreement.
24. **Education** - within the Outcome Agreement basket, results available at Q3 show that 1 measure has not met its set target for the academic year

2013/14. This measure relates to the % of pupils that achieved the level 2 threshold including a GCSE grade A\*-C in English or Welsh language and Mathematics.

25. **Health & Social Care** – 1 out of 11 H&SC indicators is showing as unlikely to meet its set target., though improvements against this indicator have been evidenced in Q3 with 161 carer's assessments completed compared with 107 in the previous relevant period. As at Q3 a total of 369 carer's assessments had been completed against an annual target of 550. The number of Carers Assessments being offered and completed is increasing month on month and a Carer Assessment project was established in October 2014 where a number of actions are being implemented to secure improvement.

#### **Across all Directorates**

26. 65.2% of Corporate Plan commitments are Green, 30% are Amber and 4.7% are Red.
27. 54% of Performance Indicators are Green, 30.3% are Amber and 15.7% are Red.

#### **Summary of Key Issues – Directorates**

##### **Children's Services**

28. The month nine financial monitoring position for Children's Services shows a projected overspend of £1.6 million, an increase of £950,000 compared to the position reported at month six. The increase is mainly due to further pressures in respect of looked after children with an increase in the number of placements and the cost for both external residential and external fostering placements. A total of £2.493 million is currently anticipated to be achieved against the £2.655 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £162,000 in the current financial year.
29. Positive progress is being made in a number of areas including the social worker vacancy position which has improved slightly during Q3. There has been a reduction in social worker caseloads in Children's Services teams from 24.5 in June to 18.4 in December. In February 2014 there were 16 social workers with caseloads in excess of 30, and 32 social workers with caseloads of 25-29 compared with 5 and 11 respectively in December 2014. There has been continued improvement in the timeliness of initial and core assessments. Q3 results show that the % of initial assessments carried out within 7 working days has improved from 46.5% in Q2 to 66.5% in Q3; however, this is against an annual target of 80%. Similarly, the % of core assessments carried out within 35 working days has increased from 54.5% in Q2 to 69.9% in Q3; again this is against an annual target of 80%.
30. Now that the service has benefited from a period of greater stability and steady improvements in key performance areas, the Directorate is

focusing on finalising a Preventative Strategy. This has a twin focus: firstly on maximising the impact of wider early help services on supporting children in their own homes and preventing admissions into the care system; the draft strategy has already secured strong buy-in from key partners. And secondly the strategy will focus on remodelling the delivery of statutory children's services – social work support in effect - to develop services and practices that target children on the 'edge of care' more effectively.

31. At its January meeting, the Challenge Forum noted concern over senior capacity within the service to sustain progress, and recommended that the service recruit an interim senior manager to address the current Assistant Director vacancy. The Forum also noted that nationally it is recognised that the recruitment to senior appointments in Children's services is increasingly difficult.
32. The Forum also observed that there is a need to review capacity and capability within the service and a workforce strategy to complement the Corporate strategy is required. Work has commenced within the service to address this.

### **Communities, Housing & Customer Services**

33. C2C call queues have reduced slightly in Q3 to 107 seconds compared with 177 seconds in Q2. However, this result is still well above the target of 40 seconds. The inability to spread calls over a longer working day / weekend continues to limit C2C's ability to reach target.
34. The average number of calendar days taken to let lettable units of permanent accommodation has shown some improvement in Q3 due to actions taken, with a result of 105 days compared with 125 days in Q2. However, this result is significantly over the target of 70 calendar days, but the introduction of a new allocations policy is anticipated to improve performance further.
35. Welfare reform has resulted in an increase in current tenant rent arrears. It is currently at 1.54% of the total rent collected. The impact of these changes, including under-occupation, has not had the increase that the authority was prudently planning for. This has been achieved through the proactive way that tenants have been supported, including priority on the downsizing waiting list, flexible use of discretionary housing payments to help with moving costs and additional assistance to go back to work. A revised rent arrears policy has also been implemented and has had a positive impact on the performance.

### **Corporate Resources**

36. Achieving a balanced budget for the council in 2014-15 remains a key challenge for the service, which is actively supporting directorates with both in year financial management and delivery of savings targets. The financial performance of Central Transport Services remains a challenge

which impacts across the Council particularly in respect of the cost of vehicle damage and additional hires.

37. This was discussed at Star Chamber and officers tasked with resolving ongoing issues to include budget transparency, damage arising from driver error and additional hires.

### **Democratic Services**

38. Members have been briefed on the new Modern.Gov system to be launched in March. As of Q3, print spend has reduced by 50.06% (£15,877) when compared with the same period in 2013/14.
39. Meetings have been held with Glamorgan Archives Office and Gwent Records Office regarding governance arrangements in relation to future delivery models.

### **Economic Development**

40. The Corporate Property Strategy has been agreed by Cabinet and a Corporate Asset Management Board has been set up to introduce a more structured approach to the management of property and the Office Accommodation Rationalisation Programme. A rolling programme of 'Fitness for Purpose' reviews of all Council properties has been established. Given the importance of the asset disposals to the Council's budget plans for 2015/16 a key emphasis will be in ensuring the effective delivery of the strategy.

### **Education & Lifelong Learning**

41. This summer's GCSE results, which are confirmed by the first WG statistical release (25.09/14), show the greatest improvements for Cardiff in the past 10 years. Other indicators are improving at a faster rate than the average rate of improvement in Wales, so the performance gap is closing. Foundation Phase performance is within 1.5% of the Welsh average and Key Stage 2 within 1% of the Welsh average. Key Stage 3 is above the Welsh average by 0.5%. Cardiff is also closing the attainment gap between children entitled to free school meals and those who are not at a faster rate than the rest of the Central South Consortium.
42. Primary attendance figures for 2013/14 show further improvement to 94.9% which ranks Cardiff 7<sup>th</sup> out of all Welsh Local Authorities. Secondary attendance for 2013/14 has also improved to 93.8% and is above the Wales average, with Cardiff's rank remaining at 10<sup>th</sup>.
43. Priority areas for further improvement are:
  - The extent of the variation in outcomes between schools with similar contextual factors.
  - Level 2 threshold outcomes and the Core Subject Indicator, which are not improving at a similar rate to Level 2 + at age 16.

- Teaching and learning in mathematics and in science at secondary schools, which remains the weakest of the core subjects. The numeracy test results place Cardiff 14 out of 22 local authorities in Wales for all years 2-9.
  - The number of individual schools which have been judged in Estyn monitoring visits or inspection to be making insufficient improvement.
44. Proposed changes to a number of education grants have recently been announced by Welsh government and work is ongoing to secure clarity on the likely impact of these on future budget monitoring positions.
45. Estyn Inspectors will be onsite doing a follow-up inspection March 16<sup>th</sup> – 20<sup>th</sup>. They will be focusing specifically on Recommendation's 3, 5 and 6.
- Recommendation 3 – Make sure that the arrangements for delivering School improvement services, challenge and support all schools effectively in order to improve standards for learners in all Key Stages.
  - Recommendation 5 – Improve Performance Management processes to ensure a consistent approach in delivering objectives.
  - Recommendation 6 – Improve the scrutiny of Local Authority Education Services and Partnership working.
46. The Challenge Forum noted that whilst standards had improved in 2014 at increased rate, many indicators remain below the Welsh average. The Forum highlighted areas for priority action including: reducing variation between schools, improving pupil level data especially in relation to vulnerable groups and further strengthening school governance.

## **Environment**

47. As at Q2 performance against the statutory recycling target of 52% had declined from 51.85% in Q1 to 49.47%. Q3 data for performance data against recycling is not available until later in the year; however as in previous years Q3 is anticipated to be a lower outcome than the previous quarters due to annual trends. However, this has been anticipated and measures are in place to address the overall annual performance for the year within Q4 which is expected to outturn at >60%.
48. WG has written to the Council indicating potential fines of c. £800k in relation to recycling performance in 2013-14 which reflected a -2% failure— a letter providing evidence and mitigation for 2014/15 and 2015/16 and future years has been sent to the Minister for his consideration, and will seek approval in March for the new Waste Strategy in line with current budget decisions and future implementation work is ongoing to manage this risk step changes to reduce this risk re-occurring.
49. The number of missed waste collections reported via C2C decreased to 3173 in Quarter 3 from 4226 in Quarter 2. This improvement is largely



attributed to a move away from the 1 hour reduction of the working week implemented on a Wednesday in August 2014, to a more manageable 12 minutes a day as of November 2014. The arrival of the new fleet vehicles during quarter 3 has also improved reliability of the fleet and reduced down time.

50. Some delay has occurred in the Delivery of a new Energy Prospectus due to a request made by the Welsh Government that a similar prospectus for all Wales be produced, which Cardiff are participating in. The Cardiff Energy Prospectus continues to be developed and by August 2015 will have a route to market, which will recommend the investment vehicle and delivery opportunities to generate clean, locally generated energy for the City and potentially the region.

## **Health & Social Care**

51. The budget situation is critical with a projected £5.595m overspend; H&SC continues to face extreme budget pressures because of demand. Actions currently being taken to achieve savings and reduce expenditure include operational manager oversight of approvals for expenditure on care packages and residential and nursing care, together with senior management approval for any additional staffing expenditure in direct services. Weekly monitoring is in place to improve the ability to achieve planned savings and weekly 'Tracking' of service area budgets within the Directorate. Meetings have been held with all H&SC staff to ensure they are aware of the critical situation in respect of the budget and that all expenditure needs approval by senior managers.
52. Performance in terms of both Direct Payments (DP) and Carer Assessments are improving, but not sufficiently to meet the stretch targets set. A practitioner workshop on Direct Payments was held in October to inform a new specification currently being developed with the DP support provider. During Q3 DP's increased to 550 from 524 in Q2, however, this is against an annual target of 800.
53. The current number of Carer Assessments being offered and completed is increasing month on month (369 year to date) though still needs significant improvement. Actions being taken to address this include making changes to the database recording process for staff as we believe we may be under-reporting carer assessments offered, and also undertaking data cleansing in relation to the number of Carers recorded on the system. This measure is included within the Outcome Agreement and is currently assessed as unlikely to meet its annual target of 550.
54. The situation resulting from winter pressures at UHW remains critical. H&SC are working with the UHB on admission avoidance and facilitating quicker discharge through the Intermediate Care Fund project. The total number of Delayed Transfers of Care at Q3 was 139 against an annual target of 150. This shows improvement when compared with the same relevant period in 2013/14 where the total number of Delayed Transfers was 157, and 2012/13 where the total number was 200.



55. Performance against completed reviews has remained static in Q3, with the Q2 result 68.5% and the Q3 result 68.47. H&SC is using a targeted approach towards high cost care packages as opposed to scheduled reviews which has limited improved performance in Q3.

### **Sport, Leisure & Culture**

56. The Directorate is achieving £5.8 million of the £6.5 million savings target. The pressures have been within the Culture, Venues and Events area regarding the necessary reliance on income generation and the need to compete commercially to meet challenging income targets. There have been significant underlying financial challenges, including delays to the progression of the redevelopment of Eastern Leisure Centre and some community asset transfers, the restructuring of play services following the budget decision in February 2014 and the significant income targets against Mansion House and catering. The Directorate has been undergoing fundamental transformation and many of the underlying pressures will not be evident in 2015/16 and beyond. The Directorate has achieved record income generation from leisure centres and the Castle.
57. In partnership with stakeholder organisations the Directorate has filled 26 placements for apprenticeships, trainee schemes, work experience and volunteering.

### **Strategic Planning, Highways & Traffic and Transportation**

58. The Directorate is continuing to press 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, though development issues with main house builders remain. In relation to city regional planning arrangements, considerable discussion with key partners has taken place, however, considerable volatility remains in effectively programming this partnership based objective.
59. Key stages have been delivered (such as the Planning Protocol) in developing among the most 'open for business' planning and development services in the UK by Dec 2015 – a commitment made in the 2014/15 Corporate Plan. However, despite having the comparative benchmarking information with other UK Core Cities, the plan is not yet in place to complete this project. This project is currently being prioritised by the new Major Applications Manager

### **Challenge Forum**

#### **Performance Management Review**

60. With regard to the Performance Management Review, the Challenge Forum received feedback from one of the peer advisors on a review of the Council's performance management arrangements. The Forum heard that the quarterly performance reports were broadly comparable with

those of other Councils and, subject to some minor adjustments, did not need to be the focus of further change. In terms of process the forum were advised that the peer assessor recognised that the Council had a rounded approach to performance management encompassing both quarterly reports and also other performance information that was routinely reported to Scrutiny. However, the Forum was advised that more needed to be done to secure culture change around challenge, and to inject more challenge into performance discussions in various settings within the Council.

61. The accelerated improvement approach that has been used in Children's Services, Education and Health & Social Care, which involves the Chief Executive chairing monthly performance meetings, was recognised as a good approach and the Council was recommended to roll this approach out to other services. It was noted that the accelerated improvement approach involved the use of well informed external peers to support the challenge and it was suggested that the Council explore whether use of external participants in other services could be secured. It was noted that such peers could also support Scrutiny committees in shaping their work programmes.
62. As part of the review, a number of Scrutiny committees were reviewed during the Q2 performance cycle and the feedback to the forum from this was that the Council needed to consider the quantity of information being provided to Members and the quality of analysis that accompanied it. Further training and development of Scrutiny Members to support their role in reviewing and delivering the Corporate agenda was also recommended.
63. Following this review and feedback:
  - a. The accelerated improvement approach is being rolled out to other Service Areas on a risk basis, with each Service Area having at least one Chief Executive lead accelerated improvement meeting each year. Depending on the issues identified at those meetings, further services may be drawn into the intensive monthly programme;
  - b. Each Scrutiny Committee is being provided with feedback and advice from the peer advisor on scrutiny of performance information and advice is being provided to officers on the nature of reports coming to Scrutiny.

### **Corporate Plan**

64. The Challenge Forum was provided with an early draft of the Corporate Plan for 2015-17 for review. They endorsed the style and structure and commended the clarity of vision and the clear lines of accountability that the plan made. They also endorsed the balance between City ambition and the delivery of services for which the Council is accountable, although it was suggested that some additional information on the role of partners be provided within each priority to set context. The Forum appreciated that the Plan was aimed at a primarily internal audience, and

was therefore in part quite technical, and they supported the intention to prepare a “shorter, community facing “version.

65. The Forum was made aware of the intention for Cabinet Members to hold a specific challenge session on target setting which had been perceived to be a weakness in previous years and endorsed this approach both in terms of the plan and as a signal of introducing more challenge into performance discussions.

### **Next Steps**

66. The Challenge Forum is proving to be a useful addition to the Council’s Improvement Toolkit. Throughout February, Challenge Forum members agreed to work with Barry Quirk to review progress to date and identify the key issues for the organisation that remain to be addressed. It was agreed that this review would be used to set Challenge Forum Work Programmes for the next 12 months.

### **Reason for Recommendations**

67. 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

### **Financial Implications**

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

### **Legal Implications**

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

### **HR Implications**

70. 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 3.

### **PAUL ORDERS**

Chief Executive  
13 March 2015

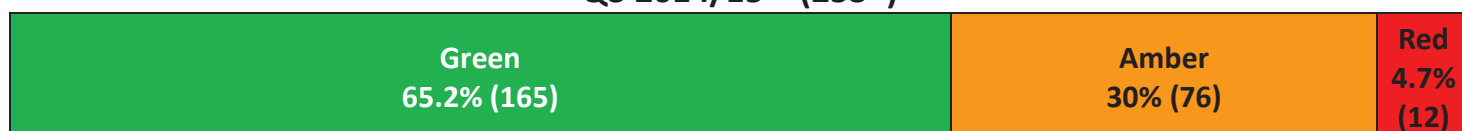
*The following appendix is attached:*

Appendix 1 - Quarter 3 Delivery & Performance Report 2014/15

# Q3 Delivery and Performance Report 2014/15

## Progress against actions in the Corporate Plan 2014/15

Q3 2014/15 – (253\*)



\*Excluding N/A

## Progress against relevant Performance Indicators

Q3 2014/15 – (198\*)



\*Excluding Annual indicators and those with no results

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# Q3 Customer Contact

**Twitter followers**  
**32,909 followers in English**  
**1,468 followers in Welsh**



481 complaints were recorded during Q3 which represents our best result this financial year. There is a sizeable decrease from Quarters 2 & 1 where 658 & 652 complaints were recorded respectively. Over 50 fewer complaints were recorded than this time last year (1791 complaints compared to 1854 at the end of December 2014.) Environment saw the largest decrease in complaints with a decrease of 124 complaints when compared to Quarter 2.

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

## Members Enquiries

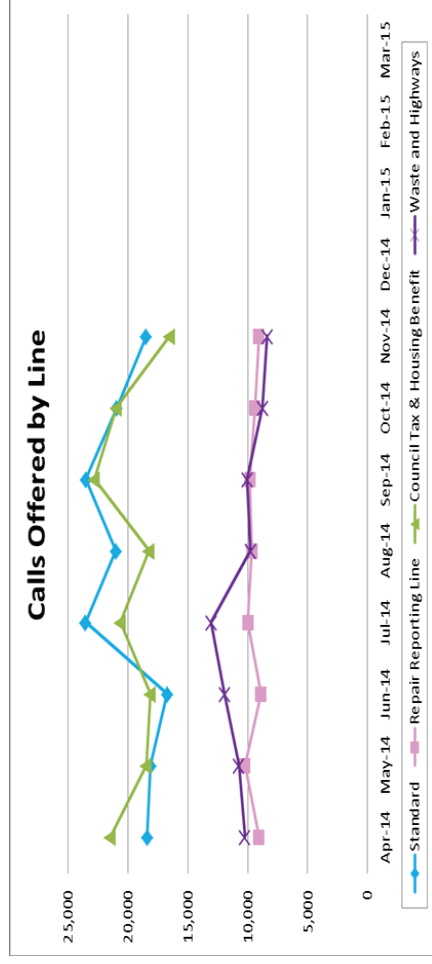
Directorate	Received			Responded on time	
	Q1	Q2	Q3	Q3	Q3 %
Childrens	1	1	2	0	0%
Communities	178	171	117	84	71.79%
Corporate	9	9	11	6	54.55%
Democratic	10	12	4	3	75%
Economic	6	8	4	4	100%
Education	9	12	3	1	33.33%
Environment	526	284	188	141	75%
Health & SC	4	3	3	3	100%
SPHT&T	316	229	193	136	70.47%
Sport L&C	84	100	40	21	52.50%
<b>Total</b>	<b>1143</b>	<b>829</b>	<b>558</b>	<b>396</b>	<b>70.97%</b>

The Members Central team have been working closely with Members Services to reinforce the Member Enquiry system should be used. The team have also offered to provide Members with additional training. It has also been highlighted what enquiries are appropriate to use the system for which accounts for a slight reduction in use by Members.



## Customer Contact

### Calls offered to C2C



**Update:** There has been a decrease in calls received in Quarter 3, compared with some very high call volumes in July & September during Quarter 2.

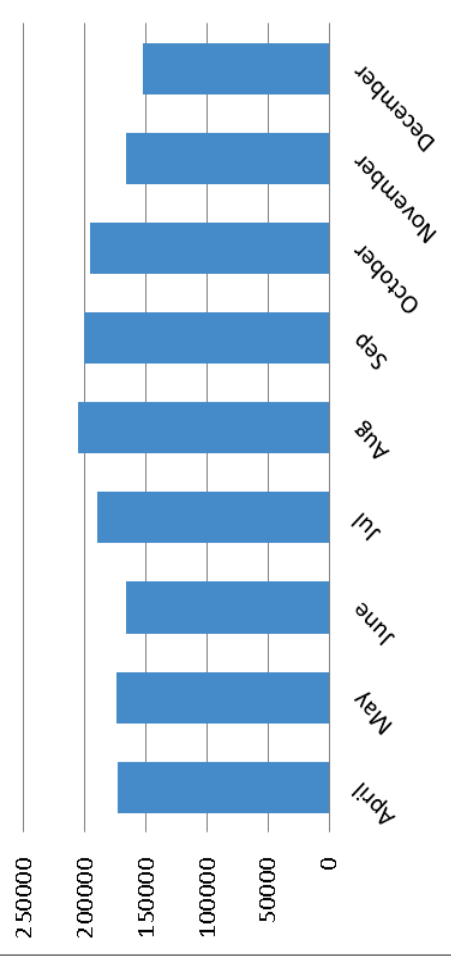
**Update:** There has been a slight decrease in footfall during Quarter 3; this is due to the emergency closure of Roath Library in early November and the temporary closure of the 5<sup>th</sup> floor of Central Library.

### Website Areas with the highest % increase in visits in Q3 since Q2

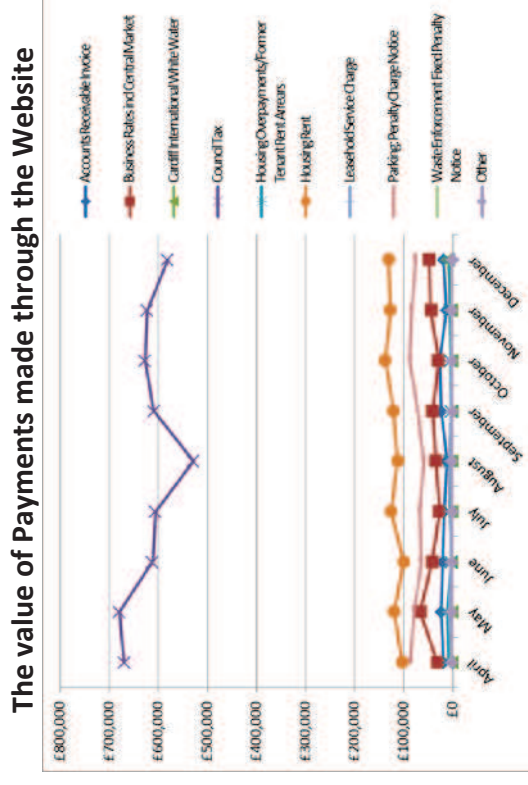
Top 10 Trending Sections in Quarter 3	%	#
Council Finances	1496%	80,571
Neighbourhood Regeneration	52%	1,784
Parking, Roads & Travel	33%	152,947
Jobs	24%	53,532
Data Protection & FOI	21%	2,014
Animal Health & Welfare	21%	11,970
Information for Landlords	20%	864
Leisure, Parks & Culture	17%	130,717
Council Management	15%	2,197
Support & Finance for Business	11%	1,339

**Update:** Due to the budget consultation that took place in Q3, compared to Q2 there has been a dramatic increase in those visiting the Council Finances section of the Website, with 80,571 visits in the Quarter.

## City Wide Hub & Library Footfall



### Total Footfall in both Libraries & Hubs across the City.



**Total Staff Costs at Q3**                      **£145,200,127**

**Total Agency Costs at Q3**                      **£11,725,502**

**Total Overtime Costs at Q3**                      **£3,560,860**

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

Staff Costs to End Q3	% of Annual Budget		% Spend Agency	Spend Overtime
£12,230,314	70.62%	<b>Children's</b>	21.70%	0.52%
£17,056,378	74.14%	<b>Communities</b>	4.50%	1.77%
£1,641,900	97.96%	<b>County Clerk &amp; Monitoring Officer</b>	3.94%	0.54%
£1,213,822	74.79%	<b>Corporate Mgmt</b>	2.50%	0.18%
£24,763,633	67.98%	<b>Corp Resources</b>	3.94%	1.29%
£3,467,758	73.61%	<b>Economic</b>	6.03%	2.70%
£21,296,146	78.72%	<b>Education</b>	3.57%	0.94%
£16,605,242	72.10%	<b>Environment</b>	15.81%	3.74%
£17,756,672	78.17%	<b>Health &amp; SC</b>	5.67%	3.47%
£19,321,506	78.99%	<b>Sport L&amp;C</b>	12.26%	5.25%
£9,846,756	75.10%	<b>SPHT&amp;T</b>	2.66%	3.24%

**Agency**  
**8.08%**

**Overtime**  
**2.45%**

### Staff Costs at Quarter 3

Directorate	Staff Budget £	Total Staff Costs to month 9 £	% Annual Budget spent	Overtime Budget £	Total Overtime spend £	Overtime Spend YTD %	Total Agency Budget £	Total Agency Spend £	Agency Spend YTD %	% Costs spend on overtime	% Costs spent on agencies
Children's Services	17,318,190	12,230,314	70.62%	0	63,261	0.52%	63,261	2,653,644	21.70%	0.37%	15.32%
Communities, Housing & Customer	23,006,852	17,056,378	74.14%	235,620	301,794	1.77%	537,414	768,042	4.50%	1.31%	3.34%
County Clerk & Monitoring Officer	1,676,050	1,641,900	97.96%	0	8,943	0.54%	8,943	64,699	3.94%	0.53%	3.86%
Corporate Management	1,622,930	1,213,822	74.79%	0	2,192	0.18%	2,192	30,307	2.50%	0.14%	1.87%
Corporate Resources	36,429,031	24,763,633	67.98%	563,400	319,722	1.29%	883,122	976,162	3.94%	0.88%	2.68%
Economic Development	4,710,880	3,467,758	73.61%	80,970	93,775	2.70%	174,745	209,066	6.03%	1.99%	4.44%
Education	27,052,650	21,296,146	78.72%	0	201,214	0.94%	201,214	760,702	3.57%	0.74%	2.81%
Environment	23,030,430	16,605,242	72.10%	1,168,420	620,206	3.74%	1,788,626	2,626,008	15.81%	2.69%	11.40%
Health & Social Care	22,716,790	17,756,672	78.17%	138,700	616,867	3.47%	755,567	1,006,393	5.67%	2.72%	4.43%
Sport, Leisure & Culture	24,461,970	19,321,506	78.99%	828,220	1,013,732	5.25%	1,841,952	2,369,000	12.26%	4.14%	9.68%
Strat Planning, Highways & Transp	13,110,950	9,846,756	75.10%	410,150	319,154	3.24%	729,304	261,477	2.66%	2.43%	1.99%
<b>Total</b>	<b>195,136,723</b>	<b>145,200,127</b>	<b>74.41%</b>	<b>3,425,480</b>	<b>3,560,860</b>	<b>2.45%</b>	<b>6,986,340</b>	<b>11,725,502</b>	<b>8.08%</b>	<b>1.82%</b>	<b>6.01%</b>

## Month 9 Financial Monitoring - Revenue 2014/15

Service Area	Revenue 2014/15	Net Budget £000's	Projected Expenditure £000's	Projected Variance £000's
Childrens Services		46,047	47,647	1,600
Communities, Housing & Customer Services		43,048	42,436	-612
Corporate Management		22,713	22,713	0
County Clerk & Monitoring Officer		4,124	4,095	-29
Economic Development		521	618	97
Education & Lifelong Learning		229,622	231,032	1410
Environment		26,978	27,328	350
Health & Social Care		95,308	100,903	5595
Resources		20,253	20,169	-326
Sports, Leisure & Culture		14,958	15,670	712
Strategic Planning, Highways and Traffic & Transport		30,018	30,018	0
<b>Total - Directorates</b>		<b>533,590</b>	<b>542,629</b>	<b>9039</b>

**Month 9 Financial Monitoring - Directorate Savings Summary 2014/15**

<b>Directorate</b>	<b>Total Savings Accepted £'000</b>	<b>Total Savings Already Achieved £'000</b>	<b>Total Projected Savings £'000</b>	<b>Total Savings Unachieved £'000</b>
Children's Services	2,655	2,493	2,493	162
Communities, Housing & Customer Services	2,886	2,178	2,405	481
Corporate Management	2,129	2,053	2,053	76
County Clerk & Monitoring Officer	494	388	446	48
Economic Development	1,509	879	1,316	193
Education	6,512	5,367	5,610	902
Environment	3,300	2,866	2,936	364
Health & Social Care	6,213	2,806	3,483	2,730
Resources	5,593	4,672	5,078	515
Sport, Leisure & Culture	5,289	3,528	4,132	1,157
Strategic Planning, Highways & Traffic & Transportation	7,253	5,181	6,706	547
<b>Total</b>	<b>43,833</b>	<b>32,411</b>	<b>36,676</b>	<b>7,157</b>

# Sickness Absence Q3

FTE days

forecast 14/15

# 10.03

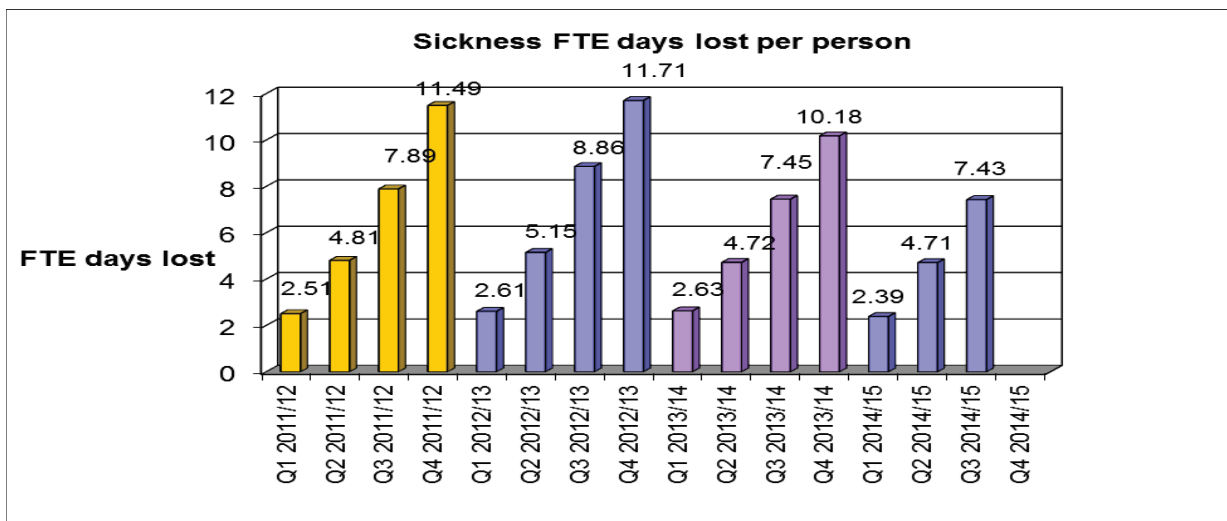
	Av FTE Num- bers	FTE Target	Q3 Days lost	Forecast for 2014 / 15
Childrens	369	15.3	9.67	13.06
Communities	1019	9.0	7.95	10.73
Corporate	833	7.3	7.29	9.84
Democracy	86	6.0	3.36	4.54
Economic	118	6.0	3.39	4.57
Education	6527	7.3	6.31	8.52
Environment	632	18.2	11.85	16.00
Health & SC	691	13.1	12.48	16.85
Sport L&C	728	12.1	10.33	13.95
SPHT&T	375	7.2	7.54	10.18
<b>Total</b>	<b>11382</b>	<b>9.0</b>	<b>7.43</b>	<b>10.03</b>

The Council wide target for 2014/15 is **9.00 FTE** days lost per person. This is a reduction of 11.6% on last years outturn figure of 10.18 days.

The data for Q1 showed a decrease over the same period last year, and was the lowest Q1 figure for the last 5 years. However, Q2 and Q3 results have remained stable based on last year's figures.

The current forecast figures based on 9 months data will be in the region of 10 FTE days lost per person. However, sickness information can fluctuate due to changes to staff FTE numbers and other seasonal factors.

The Attendance & Wellbeing policy which was implemented from 1<sup>st</sup> July 2013 is currently being reviewed after its 12 months of operation and is scheduled to be considered by Cabinet in March 2015.



**Sickness – Return to Work**  
**April 2014 to December 2014**

Organisation	Return To Work Done (A)	Return To Work Pending (B)	Total (A+B)	Percentage Completed (%)
CHILDREN SERVICES	259	9	268	96.6
COMMUNITIES HOUSING & CUSTOMER SERVICES	681	4	685	99.4
DEMOCRATIC SERVICES	38	0	38	100.0
ECONOMIC DEVELOPMENT	44	5	49	89.8
EDUCATION - SCHOOLS	3,911	840	4,751	82.3
EDUCATION & LIFELONG LEARNING	1,056	11	1,067	99.0
ENVIRONMENT	382	4	386	99.0
HEALTH & SOCIAL CARE	666	6	672	99.1
RESOURCES	520	7	527	98.7
SPORT LEISURE & CULTURE	574	25	599	95.8
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	180	8	188	95.7
<b>TOTAL</b>	<b>8,311</b>	<b>919</b>	<b>9,230</b>	<b>90.0</b>



## Personal Performance and Development Review Compliance as at 12.01.2015

Organisation Name	Total (Head Count)	Half Year Review Compliance	
		Completed	Percentage completed (%)
CHILDRENS SERVICES	316	258	81.6
COMMUNITIES HOUSING & CUSTOMER SERVICES	989	924	93.4
CORPORATE RESOURCES	866	765	88.3
DEMOCRATIC SERVICES	73	65	89.0
ECONOMIC DEVELOPMENT	113	110	97.3
EDUCATION & LIFELONG LEARNING (exc schools and central teachers)	1419	1214	85.6
ENVIRONMENT	561	447	79.7
HEALTH & SOCIAL CARE	762	606	79.5
SPORT LEISURE & CULTURE	726	587	80.9
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	343	315	91.8
<b>TOTAL</b>	<b>6168</b>	<b>5291</b>	<b>85.8</b>

# Freedom of Information Requests Received 2014/15

Area	Q1		Q2		Q3		Trend
	No. of Requests Received	Responses on time (%)	No. of Requests Received	Responses on time (%)	No. of Requests Received	Responses on Time (%)	
Childrens Services	9	79%	16	31%	17	56%	Improving
Consumer Affairs	35	85%	24	76%	18	85%	Improving
Crematoria & Cemeteries	1	100%	2	100%	4	100%	Static
CTS	6	60%	1	100%	0	N/A	N/A
Customer Services	2	100%	3	50%	22	95%	Improving
Democracy & Comms	14	85%	17	8%	13	84%	Improving
Econ & Major Projects	2	0%	1	100%	8	100%	Static
Education	26	96%	18	73%	16	88%	Improving
Environment	9	70%	13	86%	14	75%	Declining
Facilities Management	3	100%	5	75%	2	100%	Improving
Finance & Procurement	71	83%	60	83%	73	91%	
Health & Safety	1	100%	0	N/A	2	100%	N/A
Health & Social Care	10	71%	10	50%	15	38%	Declining
Highways & Transport	46	93%	41	55%	41	90%	Improving
Housing	24	74%	20	75%	11	93%	Improving
HRPS	24	74%	21	91%	25	89%	Declining
ICT	15	88%	10	56%	11	67%	Improving
Improvement & Info	6	100%	8	71%	10	100%	Improving
Infrastructure	0	N/A	3	67%	3	100%	Improving
Legal Services	8	100%	5	75%	2	100%	Improving
Multi Function	12	31%	33	24%	27	52%	Improving
Sport L&C	16	95%	8	82%	11	100%	Improving
Planning	8	100%	19	57%	11	64%	Improving
Policy & Partnership	0	N/A	0	N/A	0	N/A	N/A
Reg & Support Serv	0	N/A	2	50%	6	100%	Improving
Registration & Coroners	2	100%	2	100%	0	100%	Static
Traffic Network Man	5	50%	10	55%	9	56%	Improving
Waste Management	5	86%	13	56%	6	42%	Declining
<b>Total</b>	<b>360</b>	<b>83%</b>	<b>365</b>	<b>52%</b>	<b>377</b>	<b>80%</b>	<b>Improving</b>

Requestor	Q2 2014/15		Q3 2014/15	
	Rec'	% of Total Requests	Rec'	% of Total Requests
AM/MP	25	7%	9	2%
Business/Company	65	18%	81	21%
Campaign	13	4%	13	3%
Elected Member	4	1%	2	1%
Employee	1	0%	2	1%
Local Authority	1	0%	1	0%
Not known	23	6%	60	16%
Police	1	0%	0	0%
Press/Media	31	9%	39	10%
Public	165	45%	140	37%
Student	6	2%	7	2%
WDTK*	29	8%	23	6%
<b>Total</b>	<b>364</b>		<b>377</b>	

\*whatdotheyknow.com

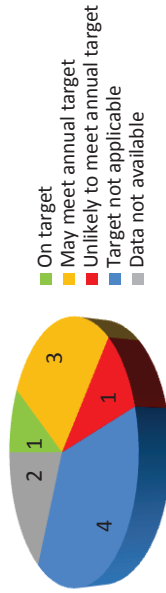
The volume and complexity of FOI Requests received by the Council continues to be of a high level. The information in the table above demonstrates that the main users of the provisions of the Freedom of Information Act are members of the public for who the Act was introduced to benefit. There are also a number of commercial businesses using the Act seeking information to support their business activities.

Further streamlining and delivery improvement options for the FOI function, including within Children Services and Health & Social Care is currently ongoing. This will enable future improvements with request compliance within these directorates. Subject Access Requests are not included in the table. Q1&2 figures have been updated due to figures being reviewed & validated.

# Outcome Agreement Measures for 2014/15

## Health & Social Care

### Q3 Progress on Health & Social Care Performance Measures



Carer's assessments are unlikely to meet annual target though improvements have been evidenced through Q3.

Delayed Transfers of Care may meet annual target but the situation from winter pressures at UHB remains critical. H&SC are working closely with UHB.

Installation of aids and equipment has been affected by staff sickness which has been resolved and it is anticipated that improvement will be reflected in Q4.

Service users 65+ supported with home care has missed target by 0.45%

## Education

Academic Year	13/14	Annual Target
Primary Attendance	94.9%	94.4%
Secondary Attendance	93.78%	93.6%
% of pupils achieving core subject indicator at Key Stage 2	84.5%	84.5%
The percentage of pupils aged 15 at the preceding 31 August, who achieved the Level 2 threshold	53.9%	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)	85.2%	83.7%
The number of local authority maintained schools who are placed in a formal category	4	1

## Education, Employment & Training

	Q1 & 2 14/15	Q3 14/15	Annual Target
% of 16-18 year olds Tier 1-3 (monthly) – as a % of Cardiff's overall 1-5	15%	10.5%	Not set
% of year 11 (VAP) all attained a Lead worker	100%	100%	60%
% of 16-18 year olds in Tier 1-3 with assigned Lead workers	100%	100%	95%
Number of work experience placements	531	166	1000

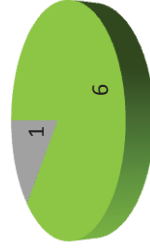
### Q3 Progress on the Into Work Service Performance Measures



\*1 measure may meet annual target subject to a second jobs fair event being held in Q4.

## Economic Development

### Q3 Progress on the Economic Development Performance Measures



Grade A office space – Contracts let and construction has commenced at Central Square and Tyndall Street for 180,000 sqft against an annual target of 100,000 sqft.

There has been a significant increase in the amount of grant aid and private sector finance attracted by companies assisted by the Council due to the inclusion of the Super Connected Peering Grant and companies that have gone on to secure financial assistance either from the Council or from other organisations.

## Housing

Completed	Q1,2,3	Target (Annual)
Boiler upgrades	929	900
Roof replacements*	4	40
Cladding of flats	67	60

\*The roof replacement programme is underway and current projections show that the target will be met by the end of Q4.

### Solar Panels

Completed	Target
0	100

The contract has been signed and the installations are due in February / March

# Directorate: Children's Services

Director: Tony Young

Councillor: Sue Lent

## Q3 2014/15

Number of Employees (FTE)	386
Sickness Absence YTD (Days Per Person)	9.67
PPDR Compliance (half year review)	81.6%

Budget	Projected Outturn	Variance	Variance (%)
£46.047m	£47.647m	+£1.6m	+3.4%

Target Savings 2014/15	Projected Savings	Variance	Variance (%)
£2.655m	£2.493m	£162,000	6.4%

### Q3 Progress against Directorate Plan / Corporate Plan actions 2014/15 (24)

Green 75% (18)	Amber 25% (6)
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### Q3 Progress against Performance Indicators (7)

Green 43% (3)	Amber 43% (3)	Red 14% (1)
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### Progress on Challenges Identified Q2 (previous quarter)

#### Resolving the long term strategy for sustaining lower caseloads and developing an exit strategy for the procured Generic Team:

An Exit Strategy for the Managed Team has been agreed on the basis of the additional team withdrawing in mid April. A proposal for weekly Legal Surgeries has been agreed between relevant Directors and Legal Surgeries will commence in January. A draft outline Prevention Strategy has been developed and subject to initial consultation with key stakeholders. Further work to finalise the strategy is now underway, and a Lean review has commenced.

### Q3 Service Delivery

#### Budget Position

The month nine monitoring position for Children's Services shows a projected overspend of £1.6 million, an increase of £950,000 compared to the position reported at month six. The increase is mainly due to further pressures in respect of looked after children with an increase in the number of placements and the cost mix for both external residential and external fostering placements. There has also been an increase of £250,000 in the costs of the Managed Social Work Service in the current financial year. These have been partly offset by additional savings on staff agency costs and by a further reduction in commissioning costs within Child Health and Disability. 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 is a one-off additional resource designed to reduce backlogs and enable effective alignment of social work resources. The initial cost was estimated at £600,000 however an extension to April 2015 has increased the cost by £250,000 in 2014/15 with a further £50,000 to be funded in 2015/16.

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 projected overspend. These pressures have been alleviated to a certain extent by mitigating actions taken in respect of guardianship allowances which provide a significant offsetting saving in the current financial year. A total of £2.493 million is currently anticipated to be achieved against the £2.655 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £162,000 in the current financial year.

#### Directorate Delivery Plan

Good progress has been made against the actions in the Directorate Delivery Plan. Key areas of progress include:

- Newly integrated Safeguarding Unit became operational on a co-located basis, including teams from Children's Services, Health & Social Care and Education, with effect from 07.11.14.
- Continued reduction in caseloads evident - social worker caseloads in Children's Services teams reduced from 24.5 at 30.06.14 to 18.4 at 31.12.14. In February 2014 there were 16 social workers with caseloads in excess of 30, and 32 social workers with caseloads of 25-29 compared with 5 and 11 respectively in December 2014.
- Continued increase in timeliness of initial and core assessments.
- Legal Tracker introduced to ensure that timescales and directions from Court are adhered to.
- Residential Services integrated into LAC Service – early indications are that this is having a positive impact on planning for children moving in and out of residential care, including returning children placed out of area.

- Personal Education Plan process streamlined and agreed at Joint Children’s Services and Education Management Meeting.
- Payment by Results tender completed – contract to be awarded early in Quarter 4.
- IT system to support a new model for managing referrals (MASH or similar arrangement) purchased.

There has been some slippage in progress against some milestones including the model for managing referrals and progression of the Placement Strategy. Agreement has been reached with the Chief Superintendent for a new model for managing referrals and a programme of meetings has been arranged with the Director of Children’s Services and the Chief Superintendent to actively progress the development of a new model. The report of externally commissioned research to analyse LAC pressures will be presented to the Corporate Parenting Advisory Committee in February to initiate and accelerate the preparation of a Placement Strategy. Relevant milestones will be reviewed and reflected in the Directorate Plan for 2015-16.

**Management**

86% compliance with finalisation of objective sheets and 81.6% compliance with 6 monthly reviews 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. Work to initiate and review the remaining PPDRs continues.

# Directorate: Children's Services

## Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
% of referrals with decision made within 1 working day	80.3	77.6	87.1	83.7		100	R
<p>The improvement that was evident in Quarter 2 has dropped back slightly in Quarter 3 in the context of an 8% increase in the number of referrals received. 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.</p>							
% of referrals that are re-referrals within a year of previous referral	25.6	24.7	25.6	25.6		25	G
% of initial assessments carried out within 7 working days	40.1	34.6	46.5	66.5		80	A
% of core assessments carried out within 35 working days	71.1	49.8	54.5	69.9		80	A
% of child protection reviews carried out within statutory timescales	98.5	99.2	100	100		100	G
% of social work vacancies in all teams	20.8	30.1	28.6	25.3		17	R
<p>The vacancy position has improved 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.</p> <p>The impact of the Managed Team being allocated 220 cases to date has enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,504 at 31.12.14, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 18.4 at 31.12.14.</p>							

### Q3 Challenges Identified

Finalise Prevention 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.

Exit strategy for the Managed Team.

### Q3 Actions being taken

Prepare a business case for key elements of the Prevention Strategy and engage key stakeholders in further consultation.

Review of in-year spend to identify areas where spend can be reduced in the current financial year.

Implement exit strategy.

## Directorate: Children's Services

Councillor: Sue Lent Director: Tony Young

<b>Corporate Risk</b>				
<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Mitigating actions</b>	<b>Risk Owner</b>
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.	<b>Red</b>	<b>Red</b>	This risk has been mitigated by the deployment of the Managed Team - the impact of the Managed Team being allocated 220 cases to date has enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,504 at 31.12.14, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 18.4 at 31.12.14. An Exit Strategy for the Managed Team has been agreed on the basis of the additional team withdrawing in mid April. A draft outline Prevention Strategy has been developed and subject to initial consultation with key stakeholders.	Tony Young
The implementation of the Social Services and Wellbeing (Wales) Act will place new duties and responsibilities upon already pressured services.	<b>Red</b>	<b>Red</b>	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
<b>Emerging Risks Identified this Quarter</b>				
<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Mitigating actions</b>	<b>Risk Owner</b>
N/A				

### Q3 Risk Update

<b>Update on Previous Quarters Emerging Risks</b>			
<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>	<b>Progress</b>
N/A			



# Directorate: Communities, Housing And Customer Services

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

**Director:** Sarah McGill

## Q3 2014/15

Number of Employees (FTE)	987
Sickness Absence FTE Forecast	10.73
PPDR Compliance (half year review)	93%

Budget	Projected Outturn	Variance	Variance (%)
£43.048m	£42.436m	(£612,000)	(1.4%)

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£2.886m	£2.405m	£481,000	16.67%

### Q3 Progress against Directorate Plan Corporate Plan actions 2014/15 (38)

**Green 84% (32)**

**Amber 16% (6)**

### Q3 Progress against Performance Indicators (Total No: 63)

**Green 59% (37)**

**Amber 27% (17)**

**Red 14% (9)**

### Progress on Challenges Identified Q2

- **Increased demand on the Contact Centre through increased calls, e-mails and web forms. This coupled with reduction of FTE and the implementation of the workforce agreement.**

Whilst demand across all areas of C2C remained high and the impact of reduced operational hours and the workforce agreement are still being felt, a reduction of call volume over the seasonal period combined with an all vacancies being filled resulted in a 7.45% increase of answered calls over this period.

- **The turnaround times of void properties back into use.**

Action plan is now in place and has had a significant improvement on time taken to carry out the repairs with each property over target being case managed by senior management (11 properties currently over 10 week turnaround target which is down from 90 in April). This improvement has increased the pressure on the letting of property and series of piloted changes to the process are taking place, which should result in further improvement in Q4.

### Q3 Service Delivery

#### Budget Position

The directorate is currently projecting a saving of £612,000, an increase of £101,000 compared to the position reported at month six. The increase is mainly due to a further saving against the budget provision for the Council Tax Reduction Scheme partly offset by an increase in the projected overspend in the Library Service. A total of £2.405 million is currently anticipated to be achieved against the £2.886 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £481,000 in the current financial year. The projected shortfall is mainly in relation to the Central Library and the Community Buildings review. However, this is more than offset by the savings against the budget provision for the Council Tax Reduction Scheme and by other savings within the directorate.

#### Directorate Delivery Plan

- **Customer Relationship Management System** – The Tender process has been completed and the intention to award notification has been passed to the supplier, preparation and detailed design to start w/c 19<sup>th</sup> January with a target for live deployment Sept 2015.
- **Libraries** – Consultation on the Libraries Strategy proposals has taken place, Individual proposals for each Library are being developed to inform the budget setting underway. The first Neighbourhood Development Librarian in the Pilot has been recruited and is embarking on a robust training and induction programme.
- **Alarm Receiving Centre** – Work is underway to develop the ARC and final plans have been approved. Contractors have been appointed and works are underway. Consultation with staff and residents is taking place early in the New Year.
- **Cardiff Debate** – 7 public engagement events have been held across the city along with events at specific Forums to access as many citizens as possible. The report on the phase 2 findings has been published and considered at Scrutiny.
- **Beechley Drive** – Phase 1 of this scheme has been completed, including the opening of a new convenience store.
- **Solar Panels** – A contract has been awarded following a successful procurement run by Fusion 21, initial surveying work is underway and tenant engagement is ongoing.
- **Grangetown Hub** – Grant funding has been secured from Welsh Government under the Vibrant & Viable Places programme. Construction is to start in February, with opening late summer.
- **Domestic Abuse Services** – a strategic working group has been established and a number of task and finish groups are being implemented.

#### Management

- **PPDR Status** – 93% of employees identified as having a 6 month PPDR carried out, non-compliance includes those on long term sick, maternity or have recently been employed. (Council average 86%)
- **Health & Safety** – Action Plan continues to be monitored and actioned. Regular meetings continue to be held with external contractors in order to monitor their H & S performance. New Corporate H & S Codes of Guidance and associated literature is circulated within the Directorate as and when appropriate.
- **Sickness** – Sickness in the directorate is closely monitored, with 98% of return to works completed. As at 14.01.14 the directorate has 17 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.

## Directorate: Directorate: Communities, Housing and Customer Services

### Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	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		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	A
Staff turnover has affected performance of new claims. An action plan and increased performance monitoring is in place to ensure improved performance in Q4.							
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		190	G
HHA/008 : The percentage of homeless presentations : decided within 33 working days	81%	78%	78%	71%		75%	A
As suggested in the last quarter, the clearance of the backlog of cases requiring a decision has impacted adversely on this performance indicator in this last quarter. Having cleared the backlog, the annual figure remains above the target of 75%.							
HANR 01: Vacant Local Authority stock as percentage of overall stock	2.49	2.41	2.38	2.20		2	A
Action plan is now in place and has had a significant improvement on time taken to carry out the repairs with each property over target being case managed by senior management. Number vacant as at the end of Q3 stands at 277 (of which 69 are planned for demolition/or significant refurbishment, if these were discounted current vacant stock would be 1.5%).							
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	102	115	125	105		Q1-100 Q2-80 Q3-70 Q4-60	R
We have continued to let some of the more difficult properties that have been vacant for a long period of time. The introduction of the new allocations policy is anticipated to improve this performance as those in housing need are further prioritised it is anticipated that lower numbers will reject property offers.							
HHA/017 (b) : The average number of days that all homeless households spent in Other forms of temporary accommodation	206	230	192	188		200	G
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%		2%	G
STR001 : Combined number of new affordable rented housing units and new assisted home ownership units completed during the year	204	87	105	6		195	G
Despite fewer completions in Quarter 3, the annual target of 195 has now been met. The majority of completions 14/15 took place in Quarters 1 & 2. A further 10 - 20 unit are anticipated to complete in Quarter 4.							
HLS/010 (a): The average number of calendar days taken to complete Emergency repairs	0.79	0.75	0.43	0.28		1	G
CORKPI8 : Average time a call queues (seconds)	43	51	177	107		40	R
The inability to spread calls across over a longer working day/the weekend continues to see calls presenting in 'clusters' and therefore hampers C2C's ability to reach target in this area. However, wait times have decreased compared to Q2.							
LCL/004: The number of library materials issued, during the year, per 1,000 population	5,163	1,186	2,498	3624		Q3 - 3879	A
This Qtr 3 result represents a decrease in issues of 64k when compared to last year's performance. This can be attributed to the closure of the Central Library one day a week, the ongoing impact of the closure of Central fifth floor and the emergency closure of Roath in November.							

### Q3 Challenges Identified

Implementation of the new Allocations Policy
Increased demand on the Contact Centre through increased calls, e-mails and web forms

### Q3 Actions being taken

<ul style="list-style-type: none"> <li>- Full testing to take place of the new system</li> <li>- Brief and training for partners is being offered</li> <li>- Housing interviews now being conducted before application is accepted</li> </ul>
<ul style="list-style-type: none"> <li>- Demand management and the timely filling of vacancies.</li> </ul>

## Directorate: Directorate: Communities, Housing and Customer Services

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

### Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Welfare Reform</b> - That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform Bill 2011,	Red	Red	<ul style="list-style-type: none"> <li>- Welfare Reform Group is working well in coordinating multi-agency activity</li> <li>- Discretionary Housing payments are being used to top up the benefit claims of those most affected</li> <li>- Tenants adversely affected are being supported to exchange properties , given tenant greater choice on new properties and reducing void rent loss</li> </ul>	Sarah McGill

### Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Branch Libraries</b> –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

### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
- <b>Rover Way Gypsy &amp; Traveller Site</b> – limited life and the current site is no longer suitable for use, uncertainty on the proposed new site	Red	Amber	<ul style="list-style-type: none"> <li>- Work is ongoing to procure an alternative site, with option identified in the LDP.</li> <li>- Site surveys to monitor any changes.</li> </ul>	Jane Thomas
Reduction in funding for <b>Supporting People</b> (due to distribution formula as well as annual reduction)	Red	Amber	Consultation is complete, proposal agreed in principle with Regional Collaboration Committee and formal report to be presented to Cabinet in January for approval.	Jane Thomas
<b>Housing Wales Bill</b> – major changes to the homeless legislation	Red	Amber	Meeting has taken place with private landlords with private landlords on there 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

## Directorate: Corporate Resources

Director: Christine Salter

Councillor: Graham Hinchey

### Q3 2014/15

Number of Employees (FTE)	833
Sickness Absence YTD (Days Per Person)	7.29
PPDR Compliance (half year review)	88.3%

Budget	Projected Outturn	Variance	Variance (%)
£20.253m	£20.169m	(£326,000)	(1.6%)
Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£5.593m	£5.078m	£515,000	10.1%

### Q3 Progress against Directorate Plan (23)/Corporate Plan (13) actions 2014/15

Green 56% (4 Corporate Plan & 15 Directorate Plan)	Amber 38% (9 Corporate Plan & 4 Directorate Plan)	Red 6% (2 Directorate Plan)
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### Q3 Progress against Performance Indicators (8) (not including 5 annual PI's) (13)

Green 38.5% (5)	Amber 15% (2)	Red 8% (1)
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### Progress on Challenges Identified Q2 (previous quarter)

1. Commissioning & Procurement continue to engage with the National Procurement Services (NPS) on tenders/contracts and working to ensure that they are in the best interest of the Council and meet our business requirements. Meetings have taken place between NPS, WLGA and the Council over Council requests for opt outs.
2. Resources (Project Managers) remain limited affecting the delivery of projects; there is still a risk that Enterprise Architects will be required to carry out Project Manager work therefore not delivering Enterprise Architect work. The OD Programme is being rationalised and further recruitment taking place; however, until projects are closed down there are not enough resources to cover the projects/workload.
3. Business Rates collection has improved compared to Quarter 2 but remains 1.21% down compared to the same period as last year, this is due to several companies having significant debts. These are being carefully monitored and managed to recover the money.

### Q3 Service Delivery

#### Budget Position

The directorate is currently reporting a projected saving of £326,000 as compared to the balanced position reported at month six. This reflects a number of changes across the directorate, the most significant being a reduction in costs within Fleet Management. Additional savings have also been identified in areas such as Legal Services, Finance and Organisational Development. These are partly offset by increased costs in Facilities Management. A total of £5.078 million is currently anticipated to be achieved against the £5.593 million savings targets set as part of the 2014/15 budget, leaving a projected shortfall of £515,000 in the current financial year.

#### Directorate Delivery Plan

1. The Transport Manager of CTS is leaving the Authority, this along with feedback from Trade Unions on the CTS restructure, will have a significant impact on service delivery, strategic direction and management of fleet transport services.
2. As part of the budget proposals for 2015/16 it has been proposed that Revenues will take over the Bailiff Recovery function from SPHTT in respect of traffic offences and more recovery will be undertaken by internal Bailiff. To facilitate this a pilot scheme will be undertaken in January with approximately 50 cases, a second pilot will be undertaken in March and potentially a third in May. This will enable Revenues to assess what additional resources and capacity will be required.
3. Work is being undertaken with the HRPS Organisational Development team to attend VSA (Value Stream Analysis) events to identify the optimum approach to integrate workforce planning into business planning, understand Directorate needs and prioritise areas.
4. Approx. 1000 PCs and Thin Client devices remain to be upgraded to Windows 7 and Office 2010; there have been issues with compatibility of many service applications with Windows 7 which is delaying progress. Work is being undertaken with Directorates and suppliers to resolve.

#### Management

#### Health & Safety:

The Directorate Health & Safety policy is being updated to reflect changes to directorate. The Health & Safety committee was held in Quarter 3 and updates given on progress. In view of the nature of the work carried out by CTS & FM, they have their own policy and reporting procedure.

# Directorate: Corporate Resources

## Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	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%		96.30%	G
The amount of non-domestic rates received during the year, net of refunds	96.43%	32.63%	57.01%	82.06%		96.75%	A
Business Rates collection has improved compared to Quarter 2 but remains 1.21% down compared to the same period as last year, this is due to several companies having significant debts							
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		9	R
Q2 & Q3 results have remained stable based on last year's figures, however, the annual figure is currently forecasting at 10.82 days lost per FTE							
Percentage of staff that have completed a personal performance & development review (excl school staff)	69.01%	78%	94%	85.8%			G
Data correct as of 8 <sup>th</sup> January 2015.							
Reliability of top 10 ICT applications	99.97%	100%	100%	99.99%		99.9%	G
Internal Customer Satisfaction of ICT services	88.44%	89.87%	89.62%	89.08%		90%	A
Compliance of Freedom of Information & Environmental Information Regulation Requests (Council Wide)	85%	83%	52%	85.94%		85%	G
Compliance remains below the target due to unplanned reduced resources, despite this the compliance has seen a 28% increase from Q2 to Q3. Measures have been put in place to continue to improve compliance.							
Compliance of Subject Access Requests (Council Wide)	N/A	83%	80%	92.13%		75%	G



### Q3 Challenges Identified

1. The Transport Manager of CTS is leaving the Authority; this, along with the CTS restructure on hold (whilst the back office function is reviewed for restructure) introduces a risk for service delivery, strategic direction and management of fleet transport services.
2. In Quarter 1 Directorates were asked to carry out skills & requirements analysis for workforce planning; to date there has not been a full response from Directorates. To fully understand a directorate's needs and drive workforce planning forward this needs to be completed.
3. Loss of Subject Matter Experts within Business Areas (e.g. Property Management and Care First) is having an impact on ICT as Service Areas have lost their end to end expertise and are requesting business support from ICT on business as usual matters.
4. The withdrawal of the Improvement Grant from Welsh Government to the WLGA and Local Government Data Unit will mean that comparison of performance indicators from all Welsh Local Authorities will not be produced centrally which will leave an element of benchmarking not done. The Local Government Measure (Wales) 2009 requires the Council to publish comparative data in its Improvement Report.
5. 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 12<sup>th</sup> January.

### Q3 Actions being taken

1. The Transport Operations Manager post has been will be recruited to as a matter of urgency. The back office function is being reviewed and options are being explored with HR to progress voluntary severances.
2. HRPS are using the VSA (value stream analysis) route to understand directorate's needs relating to workforce planning, prioritising Vulnerable Adults and Vulnerable Children.
3. ICT is working with Directorates to work with suppliers for support/solutions and succession planning to mitigate loss of knowledge and expertise. , Directors have been provided with a copy of the workforce planning dashboard, a version of which will be incorporated into the Delivery Plans
4. Review of the Council's Benchmarking Strategy to take account of the lack of available information. Discussions ongoing with WLGA and Local Government Data Unit regarding any interim arrangements Discussion between South Wales Local Authorities about how to share key data sets.
5. 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.

### Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Information Governance	Red	Red	A review of the Council's Information Governance arrangements took place in March 2014. Progress against the ICO recommendations undertaken and evaluated by ICO. Work to continue in delivering the agreed action plan. Internal Annual Review due end March 2015	Christine Salter
Performance Management	Red	Red	The independent review of Performance Management was reported to Challenge Forum in January. An action plan is in place to address issues identified.	Martin Hamilton
Organisation Development	Red	Red	The new Organisation Development structure is in place; a self assessment of progress against the WAO findings being developed together with assessment by Challenge Forum.	Martin Hamilton
Business Continuity	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	Amber	Regular briefing notes; reports for Audit Committee; (Nov 2014 – emailed CEO and all Directors highlighting need for vigilance and marinating control environment through period of change and greater highlight of this in Senior Management Assurance Statements review) continual assessment of training needs (developing E-learning modules for Risk Management & Fraud); Fraud,	Christine Salter

## Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
	<b>Red</b>	<b>Amber</b>	Corruption & Bribery Policy updated; training programme for Senior Management; review of induction material.	
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
The use of PROACTIS will not be fully adopted by directorates	<b>Red</b>	<b>Amber</b>	Deliver class room based training and support directorates with the use of technology through shadowing techniques and work instructions.	Steve Robinson
Lack of advertising to local/regional suppliers for low value opportunities	<b>Red</b>	<b>Amber</b>	Work closely with pilot groups from Sport, Leisure & Culture to identify standard templates which can be used to enable greater use of advertising.	Steve Robinson
Information Governance (Schools)	<b>Red</b>	<b>Amber</b>	Discussions regarding providing training to Head Teachers and School Governors underway with a view to setting up training events from April 2015	Christine Salter

## Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
Non compliance with statutory cyclical maintenance inspections	<b>Red</b>	<b>Amber</b>	The framework contractor has been monitored and weekly contract meetings have been held. As a result of the monitoring, non compliance has been identified in certain areas. The necessary remedial actions and time scales have been agreed. The monitoring will continue until March 2015, where a full year report will be run to establish the years performance across all areas
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.	<b>Amber</b>	<b>Green</b>	Directives will not be implemented in UK law until after December 2014. Training for the relevant staff in respect of the changes in the procurement rules (and to the procedures which will result from the changes in the rules) is programmed to be delivered alongside the Procurement team after the end of the financial year.



## Directorate: Democratic Services

Director: Marie Rosenthal

### Q3 20014/15

Number of Employees (FTE)	86
Sickness Absence YTD (Days Per FTE)	3.36
PPDR Compliance (half year review)	89%

Councillor: Daniel De'Ath

Budget	Projected Outturn	Variance	Variance (%)
£4.124m	£4.095m	(£29,000)	0.71%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£494,000	£446,000	£48,000	9.72%

### Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (47)

Green 55% (24)	Amber 32% (14)	Red 14% (6)
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### Q3 Progress against Performance Indicators (8)

Green 63% (5)	Amber 25% (2)	Red 13% (1)
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### Progress on Challenges Identified Q2 (previous quarter)

- Implement improved public engagement and more efficient decision making projects.** Prepared new Petition Scheme and Individual Cabinet Member Decision Making report and submitted to Constitution Committee, awaiting Council decision in January.
- Encourage committees to review their work plans for 2014/15 to focus on impact and outcomes.** All committee work plans in place for 2014/15.
- Achieve the WLGA Charter for Member development.** We will not pursue the WLGA Charter for Member development as this is being disbanded. However a Member Task Group has been set up to look at new competencies for Members and we will continue to work to the Charter Standards.
- Implement the Modern.Gov project.** Members briefed on the look and feel of the new Modern.Gov system to be launched in March. As of Q3, print spend has reduced by 50.06% (£15,877) compared to the same period in 2013/14. This efficiency has been achieved by investments in technology.
- Community Boundary Review proposals** - Finalising the Community Boundary proposals and a report will go to Council in January.
- Resources to address PRAP Committee recommendations following review of Communications Strategy.** The newly appointed Head of Communications & External Relations will review the Communications Strategy in the New Year.

### Q3 Service Delivery

#### Budget Position

The directorate is currently reporting a projected saving of £29,000 an increase of £13,000 compared to the position reported at month six. The overall position reflects savings in Protocol Services, Bilingual Cardiff, Democratic Services and Electoral Services. These are partly offset by a projected overspend in Member Services. Scrutiny Services are reporting a balanced position with income shortfalls offset by a contribution from reserves. A total of £446,000 is currently anticipated to be achieved against the £494,000 savings targets set as part of the 2014/15 budget leaving a projected shortfall of £48,000 in the current financial year. This is due to one of the two scrutiny research income generating projects for Welsh Government not progressing.

#### Directorate Delivery Plan

- Capital Times** – new bi monthly on line publishing schedule implemented but we have experienced a fall in advertising income and are unlikely to achieve the annual target of £265,260. The new Head of Communications & External Relations will review the production and publication of published and digital communications in the New Year.
- School Visits and Open Days** – We have established youth engagement in local democracy via the Youth Council but due to a lack of resources we will not be developing a programme of school visits and open days to see council meetings in action this year.
- Increase Voter Registration** – Cardiff has experienced an 8.37% (22,101) reduction in the number of eligible electors registering since the introduction of individual registration. A similar fall in registration numbers is being experienced by all local authorities. Figures have been reported to the ONS and we have set up a task group with third party organisations.
- University Engagement Programme** – limited resources to take this forward.
- Restructures/Alternative Delivery Models** – Meetings held with Glamorgan Archives Office and Gwent Records Office regarding governance arrangements. Exploring funding options as increased rates causing financial issues.

Bilingual Cardiff is in discussions with the Vale of Glamorgan regarding an offer of translation and proofreading services. Review of Scrutiny function to commence in the New Year.

#### **Management**

1. **Health & Safety** – Management team have had a briefing on Stress Management. Monitored progress of the H&S action plan.
2. **PPDR** – 89% of staff have had their half year review.
3. **Sickness Absence** – based on the figures to date we are projecting an end of year result of 4.54 FTE days against the annual target of 6 FTE days.

## **Directorate: Democratic Services**

### **Key Performance Indicator Data – Q3 2014/15**

<b>Performance Indicator</b>	<b>Result 13/14</b>	<b>Position Q1</b>	<b>Position Q2</b>	<b>Position Q3</b>	<b>Position Q4</b>	<b>Target 14/15</b>	<b>R.A.G.</b>
Printing and Publishing of Council and Committee papers total expenditure	£43,517	£6,723	£12,155	£15,916		10% less £39,166	<b>G</b>
Number of Social Media Followers	26,866	27,982	31,659	34,377		10% increase 29,552	<b>G</b>
Advertising and other income generated	£180,855	£5,200	£46,000	£12,700		£265,260	<b>R</b>
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		10% increase 12	<b>A</b>
Modern.Gov content side will give better public information on how to ask Public Questions							
Number of Petitions at Council	50	15	10	10		10% increase 55	<b>A</b>
Petition Scheme report going to Constitution Committee early January.							
Percentage growth in take-up of volunteering opportunities (hours)	4,643	1,917	3,989	5,725		20% increase 5,571	<b>G</b>
Achieve target for conservation income generation	£10,000	£4,400	£5,943	£10,159		£10k	<b>G</b>
Maintain 95% achievement of targets for remote enquiries	95%	100%	98%	97%		95%	<b>G</b>

### Q3 Challenges Identified

1. **Increase Voter Registration** - 8.37% (22,101) reduction in the numbers of eligible electors registering following introduction of IER reported to the ONS and set up a task group with third party organisations.
2. **Scrutiny Review** – Consultation undertaken with the Leader, Scrutiny Chairs, Monitoring Officer and Chief Officer Change and Improvement to review existing collaborative scrutiny arrangements options for effective improvement. The Improving Scrutiny project launched as part of the wider organisational development programme.
3. **Reduced Resources for Member Support** – agree and establish new model for Member support to meet a reduced budget and resources.
4. **Future Management of Corporate Communications** – Work with newly appointed Head of Communications & External Relations to review management model and the new Communications Strategy and focus on income generation.

### Q3 Actions being taken

1. Task Group to review national trend and work with third party organisations to address the reduction in registered eligible electors.
2. Commissioned the Centre for Public Scrutiny to review the Scrutiny function. Review key findings and agree key priorities and way forward to be commended to Cabinet in May.
3. Launch Modern.Gov to enable increased levels of self service for the public.
4. Review the Communications Strategy to agree the most effective internal and external communication models including accelerated income generation and the future of the Capital Times by March.

## Directorate: Democratic Services

Councillor: Daniel De'Ath

Director: Marie Rosenthal

### Q3 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
Reduction in the numbers of eligible electors registering following introduction of IER reported	<b>Red</b>	<b>Amber</b>	Agree new communication and engagement strategy with universities to target students. Establish IER Project Group to address issue.	Marie Rosenthal

Update on Previous Quarters Emerging Risks			
Risk Description	Inherent Risk	Residual Risk	Progress
Failure to achieve potential service efficiencies and savings following the procurement of new technology due to staff vacancies.	<b>Red</b>	<b>Amber</b>	Appointed new Head of Corporate Communications and External Affairs. Appointed new Electoral Services Manager.
Insufficient advertising income to meet budget savings target	<b>Red</b>	<b>Amber</b>	Other ways of generating income are being explored including advertising partnership options.
Insufficient Scrutiny income to take forward projects	<b>Amber</b>	<b>Green</b>	Public Engagement Research Project not funded by Welsh Government, therefore not pursued.
Delay completing the Community Boundary Review	<b>Red</b>	<b>Amber</b>	Finalising the Community Boundary proposals and a report will go to Council in January. New timeline agreed with the Local Government Boundary Commission for Wales.

# Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

## Q3 20014/15

Number of Employees (FTE)	118
Sickness Absence (Days Per FTE)	3.39
% PPDR compliant 14-15	97%

Budget	Projected Outturn	Variance	Variance (%)
£521,000	£618,000	£97,000	18.62%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£1.509m	£1.316m	£193,000	12.79%

### Q3 Progress against Directorate Plan / Corporate Plan actions 2014/15 (49)

Green 61% (30) Amber 39% (19)

### Q3 Progress against Performance Indicators (11)

Green 91% (10) Amber 9% (1)

### Progress on Challenges Identified Q2 (previous quarter)

**Property Strategy** – The Corporate Property Strategy presented to Cabinet in November.

**City Centre Management** – Funding secured internally to progress a BID. The Council will procure advisors to scope and take a proposed BID to ballot in the New Year. 4 sites identified as suitable for large format advertising. Awaiting planning decision on first site in February.

**Central Square** – The application for BBC HQ has now been submitted. Developer is progressing arrangements for delivery of building 2. The preferred development site for a transport hub is north of the station on the existing NCP car park. The Council has reached an in principle agreement with bus operators on the way forward.

**Dumballs Road Regeneration Scheme** – The scheme is now being delivered through a private sector approach. The Council will continue to facilitate and support delivery of the development.

**Multi Purpose Arena** – Work is on-going. A report will be presented to Cabinet in the spring outlining the preferred way forward.

**Super Connected City Programme** – DCMS has extended the Voucher Scheme fund to March 2016. Installation of bus WIFI has been delayed pending agreement of legal contract and will progress in Q4.

### Q3 Service Delivery

#### Budget Position

The directorate is currently reporting a projected overspend of £97,000 a reduction of £10,000 compared to the position reported at month six. The overall position includes projected overspends in relation to the naming rights associated with the Doctor Who Experience, Property Services and the Film Unit. These are partly offset by savings in other areas including additional income arising from the bus shelter contract. A total of £1.316 million is currently anticipated to be achieved against the £1.509 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £193,000 in the current financial year.

#### Directorate Delivery Plan

**ISV** – Construction of the Ice Arena has commenced. The developer is redesigning and reviewing parts of the Phase 1 residential scheme to reflect market demand.

**Tourism & Heritage Strategy** – Draft strategy has been prepared and will be presented to scrutiny in January.

**Cardiff Business Council** – A partnership agreement has been secured with WG and Aviva to establish the City of Cardiff Marketing Suite at 3 Assembly Square. Private sector investment (cash and in-kind support) of circa £250,000 secured. Membership push will take place in Q4 once marketing suite is opened.

**Coal Exchange** – Work continues with potential private sector interests. Council to progress Conservation Management Plan in Q4.

#### Management

**Health and Safety** – No accidents or incidents reported in the quarter. No issues for concern raised by Trade Unions during H&S Committee meeting in Q3.

**PPDRs** – 97% of half yearly reviews completed.

**Sickness Absence** – The directorate is reporting at total of 3.39 FTE days lost in 2014/15 with a projected end of year outturn of 4.57 FTE days against a target of 6 FTE days.

## Directorate: Economic Development

### Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Target 14/15	R.A.G.
<b>Operational Indicators</b>						
City Centre Footfall	41.5m	9.8m	10.3m	11.7m	40m	A
Currently experiencing a shortfall of 1.2 million against the Q3 target of 33.1 million.						
The percentage of Council workshops let	85.1%	92.8%	91.4%	92.1%	90%	G
Percentage time booked to non-chargeable activities for fee earners i.e., QA, holidays, sickness, other overheads. Target – less than 30%	30.50%	31.90%	30.44%	35%	30%	G
The quarter 3 result is 5% above the target but overall operational delivery has not been adversely affected						
Percentage of Schemes over £0.5m with lowest tender received within 10% variance (+/-) of estimate to tender returns	50%	0%	100%	100%	80%	G
Investment Portfolio Income (excluding SDH & MH)	£5.4m	£1.289m	£1.803m	£3.067m	£4.2m	G
<b>Outcome Indicators</b>						
The number of businesses supported by the Council	239	90	122 (212 to date)	58 (270 to date)	50	G
Error in Excel formula meant figures reported in Q2 had double counted 60 companies. Q2 figures amended retrospectively.						
Number of new and safeguarded jobs in businesses supported financially by the Council	870		301	153 (454 to date)	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)	1,000	G
The amount of 'Grade A' office space committed to in Cardiff (annual)	278,182 sqft				100,000 sqft	G
Contracts let and construction commenced at Central Square and Tyndall Street for 180,000 sqft. Application for BBC HQ now submitted to Planning.						
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%	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)	£2m	G
Significant increase is due to inclusion of Super Connected Peering Grant and companies supported by the Council that have gone on to secure financial assistance either from the Council or from other organisations.						
The total number of people employed in Cardiff (Jul 2013-Jun 2014. Compares to 229,600 from Jul 2012-Jun 2013)	211,700		241,200	238,000	+2,000	G

### Q3 Challenges Identified

1. Prepare a proposal with partners for a bid for a Cardiff City Deal.
2. Manage the delivery of the Central Square development including proposals for the relocation of Cardiff bus station.
3. Finalise preparation of a business plan and strategy for the delivery of a Multi-purpose Arena.
4. Take forward the BID proposal.
  
5. Secure 100 members to Cardiff Business Council.
  
6. Roll-out the Corporate Property Strategy and in particular deliver a Corporate Asset Management Plan, Service Area Asset Plans, and begin work on new Neighbourhood Area Asset Plans.
7. Develop a policy for the future management of the Investment Portfolio.
  
8. Improve take-up of the Cardiff Super Connected Voucher Scheme.

### Q3 Actions being taken

1. Undertake a series of workshops internally and externally to develop an initial proposal in Q4.
2. Progress the procurement of an architect for the delivery of the bus station scheme on the Marland House site. Undertake consultation with Members.
3. Prepare a detailed financial appraisal as the basis for a report to Cabinet in Spring.
4. Secure advisors and establish governance arrangements to support the BID ballot. Undertake initial background research on the scope of the BID.
5. Utilise the new City Marketing Suite to secure members to meet the target of 1000 members by the end of the Q4.
6. Establish the Corporate Asset Management Board and engage with service areas and Neighbourhood Partnership groups.
  
7. Finalise external advice and engage with Members to develop a policy to be presented to Cabinet in the Spring.
8. Implement a marketing strategy to raise the profile of the Voucher Scheme.



## Directorate: Economic Development

Councillor: Phil Bale, Peter Bradbury & Graham Hinchey

Director: Neil Hanratty

### Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Asset Management</b> - Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	Red	Red/ Amber	<ul style="list-style-type: none"> <li>• Cabinet formally approved a new Property Strategy in November 2014.</li> <li>• 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.</li> <li>• Established rolling programme of 'Fitness for Purpose' reviews of all council properties providing high level assessment of the current performance and value of buildings.</li> </ul>	Neil Hanratty
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Transport Interchange</b> - Bus operators do not agree options	Red/ Amber	Amber /Green	Council and transport operators have reached an in principle agreement on the way forward.	John Worrall
<b>BID(Q4)</b> - 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.	Ken Poole
<b>Cardiff Business Council (Q4)</b> - Delay in generating income through the Cardiff Business Council.	Red/ Amber	Amber /Green	Secured partnership agreement with WG and Aviva to establish the City of Cardiff Marketing Suite at 3 Assembly Square.	Louise Prynne
<b>Transport Interchange (Q4)</b> - 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.	John Worrall
<b>Economic Vision (Q4)</b> - Possible reputational damage caused by delay to the launch of a new economic vision for Cardiff.	Red/ Amber	Green	Convention held on 30th October as the basis for the development of a new vision.	Ken Poole
<b>Advertising Strategy (Q4)</b> - 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 the next financial year.	Ken Poole

# Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Councillor: Julia Magill

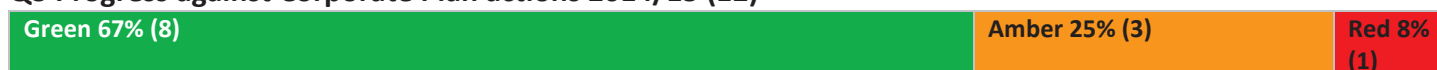
## Q3 2014/15

Number of Employees (FTE)	975
Sickness Absence YTD (Days Per Person)	8.52
PPDR Compliance (Half Yearly Review)	85.50%

Budget	Projected Outturn	Variance	Variance (%)
£29.808m	£31.218m	+£1.410m	+4.73%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£6.512 m	£5.610m	£902,000	13.86%

### Q3 Progress against Corporate Plan actions 2014/15 (12)



### Q3 Progress against Performance Indicators (16)



### Progress on Challenges Identified Q2 (previous quarter)

- The LA is working with the Consortium to mitigate the impact of the in-year grant reductions identified by Welsh Government ( WG)
- The 21<sup>st</sup> Century School Plan has been realigned and will be submitted to the March meeting of the Cabinet for approval.
- The process for identifying and intervening in Schools Causing Concern has been rationalised to ensure that there is a consistency in the clarity of intelligence, data and required action by Consortium challenge advisers plus the operational arrangements effectively link Challenge Advisers who are employed by the Consortium with Cardiff LA colleagues so that there is integrated intelligence about the performance of Cardiff schools.

### Q3 Service Delivery

#### Budget Position

After excluding the Schools Delegated Budget of £199m, the Department manages a net budget of £29.808m. At the end of Quarter 3 the budget was projected to be overspent by £1.410m a variance of 4.73%. This projected variance can be attributed to the following;

- A projected shortfall of £902,000 against the 2014/2015 savings target (£5.610m achieved against a target of £6.512m). The main areas of shortfall are in SEN Out of County Placements and staffing.
- A Welsh Government in year reduction to the Minority Ethnic Achievement Grant of £640,000 (savings against this have been found to reduce the impact to £495,000)
- The Welsh European Funding Office reduction in the NOVUS (Childcare project) grant of £115,000
- A positive projected outturn position for the School Cleaning DSU of £102,000

#### School Standards

- Data for summer 2014 now available shows a reduction in the difference in the performance of pupils eligible for free school meals and those not eligible at every key stage. At all key stages the differences in Cardiff are smaller than across the Central South Consortium overall, with a reduction of 3.1% in Level 2+ at age 16 to 33.1percentage points.
- Primary attendance figures for 2013/14 have been confirmed and show further improvement to 94.9% which ranks Cardiff 7<sup>th</sup> out all Welsh Local Authorities. In 2013/14, secondary attendance improved to 93.8%. This exceeded the target of 93.6% and is above the Wales average of 93.6%. This was an improvement of 0.9% on 2012-13 secondary attendance (92.9%). Cardiff's LA ranking remained at 10th which was the same position as last year compared with 18<sup>th</sup> in the previous year. Cardiff's performance is ahead of similar authorities e.g. Swansea ranked 16<sup>th</sup> and Newport ranked 21<sup>st</sup>. The implementation of Fixed Penalty Notices has commenced and the EWS has already issued a number of FPN's following referrals from schools.
- Internal data indicates that the proportion of young people not engaging in education, training or employment following transition at year 11 continues to fall from a figure of 4.9% in 2012/2013 to a provisional figure of 4.2% in 2013/2014.
- School Categorisation – WG published Primary Schools and Secondary School categorisation in February. In the primary sector, the proportion of Cardiff schools in the categories requiring least support (green and

yellow) is in line with both the Consortium and Wales figures with around a third of schools in these two support categories. Cardiff has a greater proportion in the green category which means that we should have a greater proportion of schools with the capacity to support other schools and have a significant part to play in the developing school to school work. However Cardiff also has a higher proportion of schools in the most intensive support category (red). These schools are visited regularly by the challenge adviser and the progress that these schools are making is evaluated on a half termly basis. Four of these schools received a letter of concern from the local authority in the Autumn term.

- In the secondary sector, the proportion of schools in the categories requiring least support (green and yellow), is significantly below both the Consortium and Wales figures with only a third of Cardiff schools in these two support categories. Cardiff also has only two schools in the green category. Cardiff also has a significantly higher proportion of secondary schools in the most intensive support category (red). Regular reviews of progress are held with these schools. Five of these schools received a warning notice from the local authority in the autumn term. In the previous system of banding for 13 – 14 no secondary schools were in band 1 (0%), 3 schools were in band 2 (16.7%), 7 schools were in band 3 (38.9%), 5 schools were in band 4 (27.8%) and 3 schools (16.7%) were in band 5.
- School Inspections - eight schools have been inspected and three reports published. From the reports that have been published, one school is good overall, one school requires LA monitoring and one requires ESTYN monitoring. Four schools have been revisited by ESTYN, two schools have been removed from ESTYN monitoring and one school from significant improvement. One school has been moved into significant improvement from ESTYN monitoring.
- The first secondary school reports of expected outcomes for Summer 2015 is currently showing a potential increase of plus 5% for the L2+ (5 GCSE's – A\*-C including English, Welsh and Maths) compared to Summer 2014 figures of 53.9%

### **Management**

Permanent appointments have been made to the posts of the Head of School Organisation and Planning and the Performance Manager and a temporary part time appointment has been made to the post of Senior Achievement Leader for School Standards. This will mean that all posts in the Senior Education Management Team have been appointed to following the restructure in 13/14.

### **School Organisation Planning**

Proposals for the development of new and expanded provision, in both Welsh and English medium schools, were considered by Cabinet in January. Modifications to the Councils 21<sup>st</sup> Century Strategy are being developed through dialogue with Welsh Government to respond to demographic changes and to bring a stronger focus on raising educational standards. The revised strategy will be presented to Cabinet in March.

The Strategy will also need to be approved by WG and the intention is that this should be in place by April 2015.

# Directorate: Education & Lifelong Learning

## Key Performance Indicator Data - Q3 2014/15 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	E 84	E 92	A
	W 93	W89	W 90	
	N 84	N84	N 95	
Percentage point gap between FSM and non-FSM pupils achievement of CSI at KS2 (Corporate Plan Outcome E&LL C)	19.5	17.4	17.8	G
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	E 46	E 45	A
	W 43.5	W 47.6	W 45	
	M 51.6	M 56.6	M 50	
	S 46.0	S 53.8	S 45	
Percentage of pupils achieving Level 1 threshold at KS4 (Corporate Plan Outcome E&LL E)	91.74	93	94.5	R
Percentage of pupils achieving Level 2 threshold at KS4 (Corporate Plan Outcome E&LL E)	73.0	75	75.6	A
Percentage of pupils achieving Level 2+ threshold at KS4 (Corporate Plan Outcome E&LL F)	49.9	54	60	A
Percentage Y11 leavers not in education, employment or training (NEET)	4.5	4.2 provisional	2.5	A
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	33.1	33	A
Percentage of pupil attendance in Primary Schools (Corporate Plan Outcome E&LL H)	94.0	94.9	95.0	G
Percentage of pupil attendance in Secondary Schools (Corporate Plan Outcome E&LL I)	92.9	93.8	94.10	G

### Q3 Challenges Identified

- 2014/2015 revenue budget overspend increased from month 6 monitoring position
- In year adjustment to Education grants particularly £700k cut in MEAG.

### Q3 Actions being taken

- All VS applications being assessed for early release in 2014/2015
- Working with Welsh Government to identify possible flexibility in other grants both within and outside Education.

## 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	Amber	<ul style="list-style-type: none"> <li>Ensure the delivery of the Education Development Plan underpins the necessary systems and processes for both the Education Department and Central South Consortium.</li> <li>Ensure the agreed commissioning arrangements are delivered and make a positive impact on the performance of schools</li> </ul>	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	Amber	<ul style="list-style-type: none"> <li>Established consistent monitoring and reporting of all risks to Schools Programme Board</li> <li>Refresh 21<sup>st</sup> Century School Plan completed and presented to Cabinet Feb 15.</li> </ul>	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	Amber	<ul style="list-style-type: none"> <li>Review the match of pupil numbers to school places as part of the 21Century plan refresh</li> <li>Protocol for responding to schools in deficit has been revised, including exercising statutory powers of intervention</li> <li>Finance Officers now link with Challenge Advisers to discuss schools</li> <li>Each school in deficit now has a monitoring officer (additional to the LFM) to provide independent challenge</li> </ul>	Neil Hardee

### Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Weaknesses in mathematics in a number of secondary schools	Red	Red	Active recruitment for staffing vacancies. Training for non- specialists in maths teaching. Targeted interventions for identified pupils. Easter revision programmes.	Angela Kent

### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
Welsh Government have identified an in-year reductions to a number of specific education grants.	Red	Amber	LA working with Central South Education Consortium to identify implications for LA and schools

# Directorate: Environment

Director: Jane Forshaw

Councillor: Bob Derbyshire

## Q3 2014/15

Number of Employees (FTE)	576
Sickness Absence YTD (Days Per Person)	16.00
PPDR Compliance (Half year review)	87%

Budget	Projected Outturn	Variance	Variance (%)
£26.978m	£27.328m	+£350,000	1.29%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£3.300m	£2.936m	£364,000	11.04%

### Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (Total 7)

Green 57% (4)

Amber 43% (3)

### Q3 Progress against Performance Indicators (Total 36)

Green 25% (9)

Amber 14% (5)

Red 11% (4)

25% 9 are annual and 28% 10 have no results as yet.

### Progress on Challenges Identified Q3 (previous quarter)

1. WG has written to the Council indicating potential fines of c.£800k in relation to recycling performance in 2013-14 - a letter providing evidence and mitigation has been sent to the Minister, and work is ongoing to manage this risk within 2014/15 and onwards.
2. The implementation of the 36hr week, driver shortages and vehicle issues is placing pressure on operations that resulted in a significant increase in missed collections in Q1-2 – this has now been resolved with the one hour being taken across the week rather than on a Wednesday, new vehicles have arrived.
3. Results from LEAMs (Street Cleanliness Surveys) – performance improved from 83% in Q2 to 85% in Q3, target 90%.
4. Extensive change programmes including Alternative Delivery Models, Energy Programme delivery Scheme, are placing pressure on corporate resources required to support scale and pace of change - the Director is working closely with Finance, legal & procurement to ensure that projects are progressed appropriately.

### Q3 Service Delivery

#### Budget Position

The overall position indicates a projected overspend of £350,000 a reduction of £644,000 compared to the position reported at month six. The improvement reflects a number of changes, the most significant of which is a reduction in the cost of Viridor processing reflecting reduced tonnages as a result of diversion activities and the extended life of the Lamby Way site also accommodating additional income for inert materials. Additional cost reductions and savings have also been identified in relation to the Material Recycling Facility (MRF) and Household Waste Collection. These are partly offset by increased costs in other areas including Landfill Operations, Post Sort and processing of other HWRC recycling. Significant additional income has been achieved from the Commercial Recycling and Waste services which are now projecting to meet the higher income target set for 2014/15

The overall position reflects the allocation of the £350,000 contingency budget to meet shortfalls in income at the MRF 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 18<sup>th</sup> September. A total of £2.936 million is currently anticipated to be achieved against the £3.300 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £364,000 in the current financial year. A number of initiatives have already been taken to mitigate this and the other pressures within the directorate.

#### Directorate Delivery Plan Core Objectives

**ENV01 - Deliver a new Energy Prospectus (amber status)** - Route to market advice work funded by Welsh Government but with a request that wider work on a similar prospectus for all Wales be produced. This is welcomed but has caused some delay in delivery. Initial "Market Testing" discussions, however, have been scheduled for early 2015. Environmental Scrutiny also received a report on the prospectus a final position with recommendations will be available late summer 2015.

**ENV02 - Deliver new Waste Strategy (green status)** – Cabinet report was approved last quarter and now detailed modelling is underway on the preferred collection options, a revised strategy in considering the consultation outcome will be presented in q4.

**ENV03 – Deliver a national collective energy switch (green status)** – Switch 3 dates arranged: registration opens 2nd January 2015 and offers and switching between 2nd – 16th March 2015

**ENV04 - Deliver a more attractive environment for the city (amber status)** – Workforce teams have attended



workshops and a proposal of roles and structures can now be developed for staff and union consultation. Some 'quick wins' have also been identified through the project, scale of change will be needed citywide to assure both performance improvements and delivery of savings for 2015/16

**ENV05 – Deliver phase 1 of the Radyr Weir project (amber status)** – Procurement plan well underway and planned delivery in 2015 remains on target. An issue has arisen with land access with Welsh Government, an access Licence is the preferred option, the matter is being negotiated with Welsh Government

**ENV06 – Housing Retrofit (green status)** – Good progress made across funding & wall insulation, minor issues with loft and cavity insulation in procuring contractor, boiler upgrades progressing well.

**ENV07 - Redesign the street cleaning team to match user needs (green status)** – Good progress made with night shift working arrangements, shop front overtime rounds are currently being reviewed to identify more efficient ways of working, management of leaf-fall has been a significant improvement on the previous year with significantly less complaints. Plans are well developed to deliver a one Council Neighbourhood Services approach in 2015/16.

**C3 - Exploring alternative delivery models to drive down cost, increase productivity and improve service delivery (red status)** - Resources requested for undertaking the Outline Business Case (to be drafted in Quarter 4) have been.

**Regulatory collaboration** – A report was submitted to Cabinet on 9th October 2014 and consequently progressed to full Council on 23rd October 2014. A decision was made to provide a Regional Shared Regulatory Services through a collaborative partnership with Bridgend the Vale of Glamorgan Councils.

#### Achievements

- Significantly improved financial position compared to start of year
- Fly tipping removal times and statistics are improving
- Complaints down, missed collections down, leaf-fall operations improved
- Positive Regulatory outcomes from out of hours noise nuisance review at CASCC and customer satisfaction results
- Shallow Geothermal research bid successful (£130k), Portable Renewables bid successful (£1m), Heritage Retrofit pilots about to start
- Neighbourhood Services lean management exercises completed ready for South West Pilot Area implementation in Q4
- Further reduction in Sickness absence for the Directorate

#### Management

**PP&DRs** – Half year reviews have not met target of 90% and are at 87%, it is anticipated that this outcome will increase as technical problems are being encountered with operational staff recorded within DigiGov.

**Sickness Absence** – Year end forecast at Q3 is 16.00 FTE days lost per person against target of 18.2. FTE days lost have reduced from 18.1 in April to 11.85 at end of Q3.

**Health & Safety** – Accident reporting shows some improvements compared to Q1, 2 & 3 last year with days lost reducing from 280 to 134. 171 accidents have been recorded up to November (December's stats awaited) of which 107 were near miss incidents (no injury), close monitoring continues. Risk assessments are continuing to be reviewed with low expiry rates 18 of 279 requiring review, officers have been reminded of this position.

### Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Q1	Q2	Q3	Q4	Target 2014/15	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%	36.2%	51%		100%	A
Target not met for Q3, however resources are allocated and likely to achieve 100% by year end							
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%		100%	R
Target not met for Q3, however additional resources recruited resources now allocated and likely to achieve 70% by year end focusing on new business' as the higher risk premises							
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%		90%	A
Result just under target and incrementally improving throughout year							
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	87%	88.8%	90.20%	92.50%		88.22%	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%	85.33%		90%	R
Target not met but incremental improvement on Q2							
STS/006 - The percentage of reported fly tipping incidents cleared within 5 working days	92.6%	80.9%	63%	87.8%		90%	A
The performance continues to improve following the amendment of processes through Neighbourhood Services quick wins, full effects will be known in Q4.							
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%	51.85%	49.47%	TBC		52%	A
Tonnages are being closely monitored; additional processing steps are in place for Q4 and the new regional street sweepings contract in place and processing all stored materials in Q4. Q4 outturn is expected to be >60% to address the under performance of the previous quarters.							
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		7.47mW	R
The Cabinet decision to proceed with the Lamby Way Solar Farm as a third party land lease means that the timetable for delivery now rests with the preferred operator. This has the potential to delay implementation as they apply for planning consents and other permissions etc. A Government policy change has also imposed an upper limit of 5MW on all new solar farms. Q4 will see Lamby Way Buildings Solar completed and commence generation.							
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)		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)		£246,000 890 properties	G
Outcome measure ENV F - 1250 surveys for Energy Performance Certificates Undertaken (cumulative)	New	361	557	707		1250 EPC's	A
The team processes certificates once works conducted through other service areas are completed or when a property becomes vacant. There are also issues around gaining occupier permission to access properties to conduct surveys. Working with the Tenancy Management team to make better use of tenancy agreements to require access.							

### Q3 Challenges Identified

- Meeting the 52% recycling target, but plans in place.
- CTS charges

### Q3 Actions being taken

- Tonnages are being closely monitoring. Additional processing steps are being delivered in Q4 and the new regional street sweepings contract is awarded and material will be processed in Q4.
- The CTS charges continue to create a significant financial pressure for the directorate. Considerable work is ongoing to reduce fleet costs by reducing the number of vehicles, improving maintenance and driver behaviour. However, there is agreement

wherever that budget sits. Accordingly a pressure bid has been submitted by Environment Directorate to address the ongoing discrepancies and rebase the budget for 2015/16, alongside the operation of a meaningful fleet management information system and accountancy system.

- 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

- Plasnewydd Additional Licensing Scheme

- RENTSMART

- Regional Regulatory Services Collaboration drift

- Consideration of reviewing local targets, however statutory targets apply for a number of front-line operations specifically STS/005 (b) - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness. In House improvement of Neighbourhood services is commencing however the target remains at risk due to the expansion timeframes to deliver services in a more lean and effective manner.

- The Plasnewydd scheme has been declared and we have undertaken a recruitment exercise to ensure resources are in place to deliver the scheme and the team is equipped to take forward the re-designation of the Cathays Licensing Scheme when it finishes in 2015 should a decision be taken to do so.

- A Cabinet report is being taken in q4 to identify the resources required should Cardiff be designated to act as the Licensing Authority for all Welsh Local Authorities in respect of the new legislation introduced by the Housing Act for mandatory licensing of landlords.

The project team under the direction of the joint senior management board are now concluding:

- A joint working agreement (JWA) setting out the particulars for operating the collaborative service.
- A three year business plan and a core service document to support the JWA illustrating the scope and milestones for the service.
- To appoint a delegated officer as the Head of Service for the new regional function to lead the new service.
- The staff TUPE transfers to the Vale of Glamorgan Host local authority.

Once the joint working Agreement is concluded, the joint committee of elected members can begin to oversee the development of the new service.

- Difficulties with procurement in relation to energy projects

- Continue to work positively with procurement and legal to streamline processes and anticipate complexities at project planning stage. Positive outcomes in Q3 with all major renewable energy projects now in active procurement, though risks around reaching an agreed contractual position against timescales still exist.

- Cyd Cymru

- Good progress generating interest across Welsh Local Authorities to boost uptake. Arrangements for the next switch in place for Q4.

- Radyr Weir

- Working proactively to try to generate a good market response to the procurement exercise through open dialogue with bidders and examination of critical deadlines. Seeking to resolve the land issue with WG.

### Q3 Risk Update

Corporate Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Waste Management</b> - Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and	Red	Red/Amber	<b>Q3 Update:</b> The performance for recycling in Q3 in previous years has been low and will be known late in Q4, the final outcome.	Jane Forshaw

WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment.			In anticipation, mitigation steps have been put in place: Sweepings contract has been awarded and alternative secondary recycling is being delivered for Q4 to assure meeting of the targets. The biodegradable (LAS) targets risks are greatly reduced now Project Gywrdd is treating non recyclable residual waste for the remainder of the year.	
<b>Climate Change and energy security -</b> 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.	Red	Red	<b>Q3 Update:</b> 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 qu3 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.	Jane Forshaw
<b>Food Safety Management -</b> Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business outlets, events & venues.	Red	Red / Amber	<b>Q3 Update:</b> Corporate working Group meeting held during the quarter and on-line training testing completed by Leisure Services.	Jane Forshaw

Update on Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Energy income and savings:</b> the team works across the Council's estate to meet performance and savings targets, but issues have emerged in reclaiming these from budgets that are protected (e.g. Schools, Harbour Authority etc.) This may result in an apparent underachievement in the team's budget, despite savings/income having been secured.	Red	Green	<b>Q3 Update:</b> Confirm a mechanism for accounting for savings and income consistently across all budgets. The transfer of the savings budget to FM has resolved the accountancy issue, through the Energy team are still working to generate savings and efficiencies.	Jane Forshaw / Gareth Harcombe
<b>Procurement processes:</b> complexity of energy schemes has made procurement and legal processes difficult to deliver within anticipated timescales.	Amber / Green	Green	<b>Q3 Update:</b> Continue to work positively with procurement and legal to streamline processes and anticipate complexities at project planning stage. Positive outcomes in Q3 with all major renewable energy projects now in active procurement.	Gareth Harcombe

New Waste Strategy - external WG provided support failing to deliver of required timelines. Legislation guidance is still emerging.	Red	Red / Amber	<b>Q3 Update:</b> The statutory guidance was received 22nd December and is now being reviewed. Programme governance will be established in Q4 for a jointly supported project between Cardiff Council and Welsh Government. The programme will focus on working towards the new guidance and WG preferred recycling collection methods. In Q4/ Q1 2015/16 Cabinet will consider the Waste Strategy and the public consultation outcomes.	Jane Cherrington
Deliver a more attractive environment for the city - lack of expertise to progress leaning process	Amber	Amber	<b>Q3 Update:</b> Workforce teams have attended workshops and a proposal of roles and structures can now be developed for staff and union consultation. Some 'quick wins' have also been identified through the project, risk remains with scale of change being delivered citywide to assure both performance improvements and delivery of savings for 2015/16.	Tara King
Realignment of collection services in line with directorate savings proposals for 2014/15 - Other waste streams are not operating as efficiently as required, partly due to vehicle issues and partly due to the need to rebalance rounds.	Amber	Amber	<b>Q3 Update:</b> Rebalancing has taken place, and further work is ongoing to ensure completion of collections as scheduled. Missed collections have reduced this quarter.	Claire Cutforth
Potential conflict between process to identify and implement an ADM versus the need for the ADM to deliver savings in 15/16	Red	Amber	<b>Q3 Update:</b> Issues set out in September Cabinet Report approved by Cabinet on 20 November. Proposals in relation to the Neighbourhood Services ADM work have been identified for 15/16; there remains a timescale risk for full delivery of those savings. Savings proposals submitted for the 'larger' ADM project identifies savings for 16/17 and 17/18. Timescale to implement those savings will be of the evaluation criteria developed in options appraisal as part of the OBC for Infrastructure \services due in the summer of 2015/16	Tara King/David Lowe
Failure to achieve budget mitigation	Red	Red / Amber	<b>Q3 Update:</b> Forecast at Month 09 (Q3) is a budget deficit of £350,000, a significant improvement of £644,000 compared to the position reported at Q2 (month 6).	Jane Forshaw
Health & Safety in relation to high risk incidents and days lost through injury	Red	Red / Amber	<b>Q3 Update:</b> Accident reporting shows some improvements compared to Q1, 2 & 3 last year with days lost reducing from 280 to 134. 171 accidents have been recorded up to November (December's stats awaited) of which 107 were near miss incidents (no injury), close monitoring continues	Jane Forshaw

# Directorate: Health & Social Care

Director: Siân Walker

Councillor: Susan Elsmore

## Q3 2014/15

Number of Employees (FTE)	639
Sickness Absence YTD (Days Per Person)	12.48
PPDR Compliance (half year review)	79.5%

Budget	Projected	Variance	Variance (%)
£95.308m	£100.903	+£5.595m	+5.87%

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£6.213m	£3.483m	£2.730m	43.95%

### Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (10)

Green 80% (8)

Red 20% (2)

### Q3 Progress against Performance Indicators (8)

Green 25% (2)

Amber 37.5% (3)

Red 37.5% (3)

### Progress on Challenges Identified Q2 (previous quarter)

#### Budget

Budget situation is critical as H&SC continues to face extreme budget pressures because of demand. Actions currently being taken to achieve savings and reduce expenditure include weekly monitoring by H&SC SMT and to improve ability to achieve planned savings and weekly 'Tracking' of service area budgets within the Directorate. OM oversight and approvals for care package and care home expenditure is now the norm and critical interventions in partnership with Health colleagues to ensure complete oversight where health actions may result in the increase in social care expenditure e.g. at discharge from hospital and where the UHB have purchased social care beds for discharge.

#### Improve take up of Direct Payments (DPs)

A practitioner workshop on Direct Payments was held in October to inform a new specification currently being developed with DP support provider. During Q3 DP's overall have increased from 524 in Q2 to 550 in Q3. For all Social Care Assessments since mid-November 2014 the directorate now tracks and reports on DP's offered for all customers. Since mid-November 572 assessments have been completed. Of those:

- 265 people (46.33%) were eligible for a Direct Payment (DP) and were offered a DP and they declined
- 138 people (24.13%) were not eligible for DP because other services arranged e.g. care home placements, respite and meals on wheels
- 50 people (8.74%) were eligible for a DP, offered a DP and have not received one yet – this is being investigated further
- 54 people (9.44%) were eligible for a DP offered a DP and received a DP.
- 65 people (11.36%) were eligible for a DP and not offered one – this figure is currently being investigated with individual staff members and in future quarterly explanations for this will be reported for the previous quarter

**Improve the number of Carer Assessment offers and completed Carer Assessments** - The current number of Carer Assessments being offered and completed is increasing month on month though still needs significant improvement. The number of completed assessments has improved in Q3 to 161. The total for the year to date is 369 and the percentage of carers known to social services who were offered an assessment or review of their needs is 51.11%. In October 2014 a Carer Assessment project was established, led by Senior & team Managers. The Project aims were:

- To establish staff perceptions or views on why there is a low offer and low completion of Carer Assessments
- To establish the problems faced by the Performance Management Team when running reports
- To Identify areas in the CareFirst recording process that can be streamlined e.g. there are currently 8 places on the database where carer Assessment offer and completion can be recorded

The final outcome of the project showed a number of actions including minimising and reducing the forms on the database with mandatory requirement to complete fields in relation to Carer Assessment before completion of assessment together with process simplification. This can only be completed when the database is improved and the supplier has now been commissioned to deliver the improvements for completion in April 2015.

#### Reviews

The number of completed reviews during the Q3 was 1,551 (including 210 Community Resource Team reviews). The result for indicator SCAL24 (%age of reviews that were due within the quarter that were reviewed or reassessed



within the quarter) remains static in comparison with Q2 (Q2 result 68.5%, Q3 result 68.47%). The reason for this is because the directorate is currently targeting reviews at high cost care packages as opposed to scheduled reviews. Outstanding reviews are being prioritised over the next few months.

### **Delayed Transfers of Care**

The situation resulting from winter pressures at UHW remains critical. H&SC is working with the UHB on admission avoidance and facilitating quicker discharge through the Intermediate Care Fund project. Final result for DToC (social care reasons) for December is not yet published and is due at the end of January, though for October the total was 18 and for November the total was 21. The increase by 3 delays in November was caused by early start to winter pressures.

### **Sickness**

H&SC target for 14/15 13.10 FTE is days lost. Q3 cumulative result is 12.48 days. Recent actions taken

- Directorate has reviewed all staff on long term sickness
- Team Managers have been asked to improve the quality of information for Occupational Health referrals, so the assessment and outcome can be more useful
- All managers have been instructed to regularly interrogate digiGOV reports on sickness

Recent Trends in H&SC have shown that the staff counselling service is now utilised in a more proactive rather than reactive way. There has been a massive improvement in Return to Work interviews conducted and other stage interviews in the process. There has been a reduction in types of sickness referred to as "Other" so more specific information is gleaned from employees

## **Q3 Service Delivery**

### **Budget Position**

An overspend of £5.595 million is currently projected in relation to Health and Social Care, an increase of £645,000 compared to the position reported at month six. The increase reflects revised assumptions regarding the level of budget savings that the directorate will be able to achieve in the remainder of the financial year. Apart from this the underlying financial position has remained relatively stable with no significant growth evident in recent months. The new dynamic purchasing system for domiciliary care was implemented in November, however it is too early to assess the impact and this will be closely monitored over the remaining months of the financial year. The latest position in respect of the budget savings indicates that a total of £3.483 million is currently anticipated to be achieved against the £6.213 million savings target set as part of the 2014/15 budget, leaving a projected shortfall of £2.730 million in the current financial year.

The overall position reflects a combination of increased demographic pressures and subsequent demand for services, cost increases and the projected shortfall of £2.730 million against the budget savings referred to above. The overspend is 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 projected overspend includes £5.2 million on externally commissioned services with significant overspends projected in relation to services for older people, people with learning disabilities and Mental Health Services. An overspend of £1.009 million is also projected in relation to direct services, mainly due to a projected shortfall against the budget savings targets including the reconfiguration of the Hafod contract. These are partly offset by savings in other areas within the directorate.

### **Directorate Delivery Plan**

#### **Service Commissioning:**

- A new Domiciliary Care model of procurement, for all service user groups, commenced in November 2014 with the introduction of the new Dynamic Purchasing System (DPS) and accredited provider list. The objective is to drive up quality as well as controlling costs.
- Older Peoples Commissioning Strategy was taken to CASSC in November 2014.
- Learning Disabilities Day Opportunity Strategy was taken to CASSC in December 2014.
- In October 2014 a 3<sup>rd</sup> Sector partnership contract was awarded to Age Connects for a 12 month pilot project. The results of the pilot will inform future commissioning plans.
- Closer to Home – 3 supported housing schemes have been identified across Cardiff and a compatibility mapping exercise completed for service users who will share tenancies. We anticipate that all properties will be refurbished by April 2015. Each property will accommodate 4 service users.

#### **Safeguarding of vulnerable adults:**

- New central Safeguarding unit established in November. Team currently looking at a joined up approach to

processes and procedures this will involve refining and streamlining current practices.

**Transitions from Children’s Services to H&SC:**

- Joint post released. Recommendations now implemented.
- 

**Management**

**Health & Safety**

Monitoring of 14/15 H&SC Health & safety action plans - ongoing. Health & Safety Action Plan ‘position statement’ was agreed by SMT and submitted to H&S Advisory Forum on 10.12.14.

**Directorate: Health & Social Care**

**Key Performance Indicator Data – Q3 2014-15**

Performance Indicator	13-14 Result	Q1 Position	Q2 Position	Q3 Position	Target	R.A.G.
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over ( <i>Cumulative result</i> )	8.56	1.25	3.40	5.07	6.52	A
<p><i>The result for Q3 contains October &amp; November figures only – December figures are not available until late January. The final result for Q2 is 3.40 (in Q2 Delivery Report result was 2.54)</i></p> <p>For management actions please see sections: Progress on Challenges Identified Q2 (previous quarter) &amp; Q3 Actions being taken. <b>Unprecedented demands at UHW has meant that we have not achieved our target in Q3</b></p>						
% 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	A
<p>Of 1449 service users, 1229 were supported in the community during the quarter aged 18-64</p> <p><b>Target missed by 0.18%</b></p>						
% 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	A
<p>Of 3286 service users, 2351 were supported in the community during the quarter aged 65+</p> <p><b>Target missed by 0.45%</b></p>						
The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	31	26	26	24.5	28	G
% of reviews due within the quarter that were reviewed or reassessed within the quarter	82.09	74.55	68.50	68.47	85	R
<p>Total number of reviews completed during Q3 was 1551.</p> <p>Please see section: Progress on Challenges Identified Q2 (previous quarter)</p> <p><b>We are targeting high cost package for review, as opposed to scheduled reviews and this has meant that we have not achieved our target in Q3</b></p>						
% of Carers of adults who had an assessment or review of their needs in their own right during the year ( <i>Cumulative result</i> )	32.90	22.72	23.3	24.4	58	R
<p>For management actions please see sections: Progress on Challenges Identified Q2 (previous quarter) &amp; Q3 Actions being taken</p> <p><b>A confusing and over complicated process around carer assessment has meant that we have not achieved our target in Q3. This is being remedied by April 2015</b></p>						
Total number of Adults using Direct Payments at end of the quarter	501	513	524	550	800	R
<p>For management actions please see sections: Progress on Challenges Identified Q2 (previous quarter) &amp; Q3 Actions being taken</p> <p><b>Although we are improving quarter on quarter, the target set for 14/15 is proving difficult to achieve.</b></p>						
% of people helped back to independence without ongoing care services, through short term intervention	66.91	76.30	83.24	74.17	65	G
<p><i>The result for Q3 contains October &amp; November figures only – December figures are not available until late January. The final result for Q2 is 83.24 (in Q2 Delivery Report result was 81.72)</i></p>						



### Q3 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

### Q3 Actions being taken

- Regular monitoring and proactive work by H&SC SMT
- Direct Payments practitioner workshop in October 14
- Carer Assessment project completed in December 14
- Intermediate Care Fund project delivering
- Robust Reviewed of sickness within the directorate and no actions outstanding

## Directorate: Health & Social Care – Q3 Risk Update

Councillor: Susan Elsmore    Director: Siân Walker

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Health &amp; Social Care</b> <b>The Social Services Wellbeing (Wales) Act</b> Implementation of the Act (Received Royal Ascent in May 14) places new duties and responsibilities upon already pressured services	Red	Red	As per quarter 2: <ul style="list-style-type: none"> <li>• Senior Managers are engaged in national activity to influence the development of regulatory requirements with a view to promoting proportionality of expectations</li> </ul>	Tony Young & Siân Walker
<b>Health &amp; Social Care</b> Changing Demographics and increasing expectations of vulnerable people put more pressure on services, increasing the risk of budget overspend	Red	Red	<ul style="list-style-type: none"> <li>• We continue to proactively engage with Health in relation to performance on DToC.</li> <li>• Plans are in place to develop a whole systems review of disabled children's and adults - to ensure more effective transitions from Children to Adult social care and which can deliver efficiency gains in future years.</li> <li>• We continue in progressing plans to review our social care records database, to produce more effective information and to analyse demand and capacity.</li> </ul>	Siân Walker
<b>Health and Social Care</b> Failure to safeguard vulnerable people	Red	Red	The Cardiff and Vale of Glamorgan Local Safeguarding Adult Boards has been constituted to for Council-wide safeguarding responsibility.	Tony Young & Siân Walker

**Emerging Risks Identified this Quarter**

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<p><b>Emerging H&amp;SC risk identified this quarter:</b></p> <p><b>Failure to correctly align resources with demand and priorities: Sleep in Judgement – Whittlestone and Esparon Employment Tribunal Cases</b></p> <p>The Sleep In Judgement will have a financial implication across H&amp;SC Directorate, where a Care Worker is required to spend overnight because of the potential need for care. They will now need to be paid the full number of hours as working time (even if no care is given), whereas previously they would be paid as on-call and for any time actually giving care. As well as cost implications, this Judgement may put people in breach of working-time Regulations (as different times of day attract different pay scales)</p>	<b>Red</b>	<b>Red</b>	<ul style="list-style-type: none"> <li>Scoping exercise proposed – this is due to be completed by Contracts Team – as Judgement impacts on a number of different providers across both adult and children's services.</li> </ul>	<p>Siân Walker/ Amanda Phillips</p>

## Directorate: Sport, Leisure & Culture

Director: Chris Hespe

Councillor: Peter Bradbury, Sue Lent & Bob Derbyshire

### Q3 2014/15

Number of Employees (FTE)	655
Sickness Absence YTD (Days Per Person)	13.95
PPDR Compliance (Half Year Review)	81%

Budget	Projected Outturn	Variance	Variance (%)
£14.958m	£15.670m	+£712,000	+4.75%
Target Saving 14/15	Projected Savings	Variance	Variance (%)
£5.289m	£4.132m	£1.157m	21.88%

### Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (23)

Green 82.6% (19)

Amber (4) 17.4%

### Q3 Progress against Performance Indicators (42)

Green 55% (23)

Amber 40% (17)

Red  
5%  
(2)

### Progress on Challenges Identified Qtr 2 14/15

- Meeting Leisure Centre income generation targets; increased unachieved savings resulting from scheduled closure of Eastern Leisure Centre which will now be end of February subject to Cabinet approval of redevelopment contract.
- Continued focus is required to meet Children's Play savings in 14/15; improved position from previous quarter.
- Achieving £300k saving on new management operator for arts venues in current financial year remains an issue, alongside other ambitious savings targets.
- Parks maintenance resulting from financial cutbacks and weather conditions remains particularly in key parks; strategic framework in progress for management and development of Cardiff's parks and green spaces
- Capacity of third sector to engage in potential alternative delivery solutions; good progress made with external organisations for partnerships regarding Council services and facilities. However the speed in which new operating models have to be achieved to make required savings can be a problem for the third sector.

### Q3 Service Delivery

#### Budget Position

The directorate is currently reporting a projected overspend of £712,000, an increase of £117,000 compared to the position reported at month six. The increase is mainly due to revised assumptions in relation to the level of savings that will be achieved from the temporary closure of Eastern Leisure Centre. The Centre was originally scheduled to close for refurbishment in the autumn however the current position suggests a closure date at the end of February. This has been partly offset by savings in other areas including Parks & Sport and Play Services. Overall, the projected overspend is mainly due to an anticipated shortfall of £1.157 million against the £5.289 million budget savings targets for 2014/15. In addition further savings of £1.2 million have also had to be managed in relation to the Harbour Authority. A range of additional service pressures have also been identified although these are offset by savings elsewhere within the directorate. A number of initiatives and actions have already been taken to reduce the overspend and further options will be considered where possible, however the directorate is largely dependent upon income generation, which can fluctuate according to market conditions

#### Directorate Delivery Plan

- Tender for Eastern Leisure Centre development received and will be considered by Cabinet in January for award of contract.
- Bereavement and Registration Strategy pending Cabinet approval.
- New High Ropes facility at CIWW opened in October.
- Insole Court closed and refurbishment contract in progress.
- Twenty six placements filled within Directorate programme for apprenticeships, trainee schemes, work experience and volunteers in partnership with stakeholder organisations.
- Leisure Centres and Arts Venues procurement process prepared and competitive dialogue stage is pending. Enhanced in house position being developed.
- Parks service was recognised by APSE as being one of the top six most improved services in the UK.
- Cardiff Castle performance is exceptional this quarter and is projecting a year end trading surplus in the region of £700k.
- Workshop held to scope the establishment of a Cardiff Children's Play Association.

- Options appraisal completed for Flatholm with a view to Cabinet consideration of new operating model.
- Commenced reviews on tree management and landscape design and PIN issued to market on plant nursery.
- Completed the year as European Capital of Sport 2014.
- Organised largest ever Cardiff Contemporary Festival, involving commissioning proposals from 50 nations.

#### Management

- Sickness – year end forecast of 13.95 FTE days has only slightly improved from last quarter’s figure of 14.47 FTE against target of 12.10 FTE. Overall, highest levels are within the Leisure and Play area.

### Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Target 14/15	R.A.G.
Number of Attendances At Harbour Authority Facilities	1,247,705	305,008	380,720	215,637	1,250,000	G
Total Income for The Harbour Authority	£767,640	£161,929	£216,811	£337,117	£700,000	G
Customer Satisfaction Levels For The Harbour Authority	95%	94.2%	98.9%	98%	93%	G
Number of Individuals Participating In Parks Outdoor Sport ( <i>Football, Rugby, Cricket, Baseball</i> )	221,744	59,532	55,009	Data not yet available	245,000	A
Customer Satisfaction For Parks And Sport	82%	89%	95.3%	97%	85%	G
Total Number of Children Engaged Aged 7 - 16 In Sport Cardiff Led Participatory Opportunities	45,339	8,447	4,486	Data not yet available	53,830	A
Number of Paid Attendances at St David’s Hall and New Theatre	410,402	80,759	43,864	133,026	382,000	G
Retained Income for St David’s Hall and New Theatre	£1,391,486	£166,760	£226,755	£541,867	£1,289,492	G
Number of Attendances At Cardiff Castle	266,927	80,975	97,375	50,578	275,000	A
Cardiff Castle Total Income	£3,022,365	£1,059,832	£1,253,954	£595,885	£3,105,000	G
Customer Satisfaction Level For Cardiff Castle *	N/A	NPS+57	NPS+35	NPS+60	NPS+45	G
Total Income For City Hall	£633,690	£203,952	£208,168	£168,078	£657,944	G
Visits / Attendances At Sports And Leisure Centres	2,266,061	532,043	565,082	481,856	2,297,591	G
Number of Live Active Cards	(New 14/15)	11,530	12,843	11,723	13,385	G
Customer Satisfaction Level for Bereavement Services	99%	100%	98.36%	98.44%	95%	G
Customer Satisfaction Level for Registration Services	(New 14/15)	100%	100%	100%	95%	G
Number of Apprenticeships, Trainee Schemes and Work Experience Placements Supported	(New 14/15)	10	24	26	25	G

\* NPS (Net Promoter Score) is a way of measuring customer satisfaction, and can be expressed as a positive or negative number, based on your customers’ experiences. The result of 85.8% for 2013/14 is not comparable to the NPS being used in 2014/15.

## Directorate: Sport, Leisure & Culture

### Q3 Challenges Identified

1. Meeting Leisure Centre income generation targets.
2. Continued focus is required to meet Children's Play savings in 14/15.
3. 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.

### Q3 Actions being taken

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

### Q3 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
Non achievement of budget savings in financial year – ambitious targets both new and historic allow little scope for manoeuvrability.	Red	Red	Seeking savings across all areas on discretionary spend unrelated to health and safety and income generation; and focussing on cost control and generating new and enhanced revenue streams.	Chris Hespe
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	
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.	
Facilities Management – lack of definitive position on whether statutory and other routine maintenance has been carried out.	Red	Amber	Matters continue to be raised with Facilities Management (FM) - where identified by Directorate, actions progressed by FM where considered necessary by Directorate.	
Increase in sickness absence levels.	Red	Red	Analysis of reasons and identification of trends in progress to be followed by management action.	

# Directorate: Strategic Planning, Highways & Traffic & Transportation

Director: Andrew Gregory

Councillor: Ramesh Patel

## Q3 2014/15

Number of Employees (FTE)	327
Sickness Absence YTD (Days Per Person)	10.18
PPDR Compliance (year start)	91.8

Budget	Projected Outturn	Variance	Variance (%)
£30.018m	£30.018m	0	0

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£7.253m	£6.706m	£547,000	7.55%

### Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (12)

Green 25% (3)	Amber 67% (8)	Red 8% (1)
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### Q3 Progress against Performance Indicators (33)

Green 30.3% (10)	Amber 3% (1)	Red 21.2% (7)
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36.3% 12 are annual and 9% 3 have no or limited results as yet.

### Progress on Challenges Identified Q2 (previous quarter)

1. Year end we are anticipating a balanced budgetary position. A financial shortfall of £547,000 will be successfully removed using a range of proactive mitigation measures.
2. Highway Investment Strategy – Capital bids were made in line with the Highway Investment Strategy and these are currently being reviewed. Initial discussions suggest that only in initial years limited funding will be available. The strategy is being adjusted to maximise outcomes in medium term.
3. Directorate restructure – the restructure is moving forward with only minor slippage to programme due to complex HR issues. Team leader posts are now in place (grade 10), section leaders (grade 8) are still in progress. Completion July 2015.
4. In some areas further work is required to fully develop robust/relevant comparisons / UK benchmarks to gauge best in class performance. Use is being made of the Core-Cities network to look at developing clear data. Directorate meetings are in place to gather information and provide challenge on key project performance and delivery. .
5. Sickness absence results have incrementally improved throughout year – results at Q3 indicate that sickness absence is 10.18 in Q3. Short term sickness in relation to the Winter virus appears to be the cause of this being higher than target, see below for further info. It is important to stress that management response in terms of RTW interviews etc. is seen as being fully compliant. A ‘Hot spot’ review is being undertaken to allow development of improvement plans for identified teams by February 15.

### Q3 Service Delivery

#### Budget Position

The Directorate is currently reporting a balanced position against budget which is in line with the position reported at month six. The overall position includes an anticipated shortfall of £547,000 against the savings targets set as part of the 2014/15 budget however measures have been put in place to address the shortfall and to achieve a balanced position. Budget savings of £6.706 million are currently projected to be achieved against the 2014/15 budget savings target of £7.253 million however this includes £1.525 million which is still to be achieved in the final quarter. Whilst there is risk attached to this the directorate remains confident that this will be achieved. Within the overall position a projected overspend of £169,000 arising from delays to management restructurings is offset by projected savings in the Highways Service and in Traffic & Transportation. Strategic Planning & Building Control is currently reporting a balanced position.

#### Directorate Delivery Plan (Amber and Red outcomes at Q3)

**SP&T1.2 - CIL Plan and implementation (amber status)** – slippage of Cabinet approval to submit Charging Schedule to WG for Examination due to Consultation period expiring on 22 Dec 2014. Appraisal of responses will need to be built into Draft Cabinet paper.

**SP&T3.1 - Deliver Moving Traffic Offences (green status)** – Penalty charge notices are being closely monitored to ensure financial targets are met.

**SP&T4 - 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 (amber status)** - Welsh Government appear to be ready to proceed with a project delivery team. Continuing to press for an agreed programme.



**SP&T4.1 - Develop a Funding / Delivery Strategy for Metro (amber status)** – as above

**SP&T5 - Deliver new city regional planning arrangements with regional partners and the Welsh Government by April 2015 (amber status)** – Considerable discussion has taken place on this issue, including important recent agreement achieved (led by CCC) to create a Combined Authority by LA Leaders. However, considerable volatility remains in effectively programming this fundamentally partnership based objective.

**SP&T6 - Develop a world class transport strategy to help make Cardiff one of the most liveable cities in the world by April 2015 (green status)** – The Draft Transport Strategy will be ready by end of March 2014 for internal consultation.

**SP&T7 - 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 (amber status)** – Strong progress being made with a range of masterplan across city. However, developmental issues to resolve with main house builders.

**SP&T8 - Deliver new Master Planning and Development Proposals for the City Centre and Cardiff Bay Area by December 2014 (green status)** – On programme. However, complex developmental issues to resolve.

**SP&T9 - Create among the most ‘open for business’ planning and development services in the UK by December 2015 (red status)** - No plan in place as yet or survey completed to establish benchmark and improvements. This is being worked on by the new Major Applications Manager. Some items, including Application programme controls, Planning Protocol and Pre Application Charging have already been introduced.

**SP&T10 - Create a coordinated approach to public realm, highways, transport and wider neighbourhood developments by December 2014 (green status)** – Draft Public Realm Strategy ready end of Jan. Pilot project not yet commenced in Penarth Road / Claire Road. Tenders have now been returned from the contractors and contract award will shortly follow.

**SP&T10.1 - Co-ordinate Project delivery to compliment HUBS and neighbourhood improvement Projects (amber status)** – Hub location to be agreed with Housing and Regeneration following through the Communities, Housing and Customer Services / Housing and Neighbourhood Renewal “Changes for Cardiff” consultation on hubs and public buildings (Closes 12 Jan). Once hub locations are finalised work to take place to identify improvements to infrastructure associated with each site – this will include, but not be limited to, aspects such as transport links, car parking and improved public realm. **SP&T10.2 - Highway Investment Strategy. Develop and implement an investment strategy to ensure appropriate funding for future maintenance of the Highway and associated assets (amber status)** - Investment strategy proposal and revised cabinet report to highlight essential future funding requirements for future years to be submitted in quarter 4.

**SP&T11 - Deliver new planning controls in those areas of the city with high numbers of students and HMOs by June 2015 (amber status)** – Action Plan being developed with other service areas. Controls on Letting Boards progressing on programme. Awaiting outcomes of WG/HMO SPG consultations in late Jan 2015 to identify best approach to secure additional HMO controls

**SP&T12 - Develop an effective city-wide partnership with hospitals, universities and colleges by December 2014 (amber status)** – Considerable on-going engagement, development planning is taking place with Universities and other public sector organisations. However, expectation of a single integrated plan may need to be revised.

#### Management

**PP&DRs (year start)** – 91.8% of half year reviews have been completed against target of 90%. Final year reviews to commence 1<sup>st</sup> March 2015 to ensure more timely compliance.

**Sickness Absence** – Year end forecast at Q3 is 10.18 FTE days lost per person against target of 7.2. FTE days lost have incrementally increased throughout year. Sickness ‘hot spots’ are being identified and actions plans in those areas put in place by Feb 15.

**Health & Safety** – 45 (of 249) Risk Assessments have expired during Q3 and require a review to ensure they reflect current operations, officers have been reminded accordingly. 20 accidents reported up to November in Q3 (December’s stats awaited) of which 13 were near miss reports (no injury incidents); no Specified Major Injuries reported, 53 days lost to date through injury, no key accident trends identifiable at this stage.

### Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	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%	66.7%	69.7 %		65 %	<b>G</b>
December results awaited, however to date target has been met							



PLA/004 (a) – The percentage of major planning applications determined during the year within 13 weeks.	25.7%	18.1%	33.3%	26.6%		25%	<b>G</b>
December results awaited, however to date target has been met. On-going strategy being developed to improve performance.							
PLA/004 (c) – The percentage of householder planning applications determined during the year within 8 weeks.	74.5%	80.5%	74.6%	72.9%		80%	<b>R</b>
December results awaited, to date target has not been met – resources issues have impacted on meeting target, full complement of Householder Team will address target reduction in Q4.							
CM07 – Percentage of Traffic Penalty Tribunal Decisions in Favour of Council	85%	80%	80%	83%		80%	<b>G</b>
Indicative results to date due to time lags in tribunal decisions show that targets have been met.							
HO5 – Percentage of Category 1 safety defects repaired by the next working day	New PI	N/A	72%	91%		95%	<b>A</b>
Result for Q3 averages at 91% which shows an improving position on Q2							

### Q3 Challenges Identified

- Directorate restructure poses continued challenges with regards to gaps in the structure.
- Financial pressures for the Council to balance accounts – corporate intervention will mean that Directorate will need to see what expenditure can be limited. Prioritising work to meet the Directorate objectives, especially in relation to financial savings.
- Alignment of teams and embedding the new culture in the new structure.
- Bus Station development – delivering a scheme that integrates with Network Rail future plans
- Ensure that the LDP is fully supported at hearing and public inquiry.
- Continuing uncertainty regarding WG support for the City Wide Metro

### Q3 Actions being taken

- Restructure is being delivered as rapidly / effectively as possible.
- Very close budget monitoring and proactive management responses are taking place. Risk meeting taken place to review outstanding saving for 14/15.
- Senior managers to lead and support team leaders. Action plan for culture change and leadership to be established, including development of team plans and improved engagement and communication programme.
- Detailed meeting with Network Rail and the developer are taking place to assess what high-level agreements need to be put in place.
- A wide programme of actions are taking place to manage the risk on this key issue.
- At a Senior Corporate level alternatives to WG funding will need to be explored. Also, proactive work with WG contacts is taking place to ensure sufficient support. It appears that first phase funding for the study work has been agreed (14.01). P

### Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Hostile Vehicle Mitigation in Cardiff</b> - 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	<b>Red</b>	<b>Red</b>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>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.</li> <li>▪ Additional funding must be secured to procure and</li> </ul>	Andrew Gregory

it.			<p>install the PAS 68/69 mitigation at the remaining 30 gateways.</p> <ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ 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.</li> <li>▪ 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 has now been arranged. These are 45mins – 1hr long sessions and first of these is taking place on Thursday 15<sup>th</sup> January at 0900hrs, with the follow up visit to catch the remaining Officers on 22<sup>nd</sup> January.</li> </ul>	
<p><b>Preparation of Local Development Plan -</b> Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.</p>	Red	Red / Amber	<p><b>Qtr3 update</b></p> <p>Plan now submitted for examination and Hearing Sessions commence 13th January. Process now in the control of the independent Inspector</p>	Andrew Gregory

**Update on Previous Quarters Emerging Risks**

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
<p><b>Transport Infrastructure Delivery -</b> 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.</p>	Red / Amber	Amber	<p>At a senior corporate level alternatives to WG funding will need to be explored. Also, proactive work with WG contacts is taking place to ensure sufficient support for Metro defined projects. It appears that first phase funding for the study work has been agreed (14.01)P</p>	Andrew Gregory

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MARCH 2015**

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**NON-DOMESTIC RATES - WRITE OFFS**

**REPORT OF CORPORATE DIRECTOR RESOURCES**

**AGENDA ITEM: 7**

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

*Appendices A and B to this report are exempt from publication by virtue of paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972*

**Reason for this Report**

1. The purpose of this report is to obtain formal authorisation to write off Non-Domestic Rate debts which exceed £100,000 in value. This request is made in accordance with Part 3, section 2, of the Cardiff Council Constitution, Executive Decision making function number 20.

**Background**

2. Cardiff Council has a statutory obligation to levy and collect business rates from all relevant non-domestic properties in its area. There are around 11,000 rating assessments currently shown in the Rating List leading to rate liabilities varying in size from £250 to over £1.6 million per year. All business rate income collected is paid into a National Pool for Wales and redistributed back to local authorities on a per capita basis. This year Cardiff Council is responsible for billing and collecting approximately £190 million worth of business rates and inevitably there are occasions where collection of the full tax is not possible resulting in the writing off the outstanding debt.
3. This course of action is taken only after all possible recovery options have been exhausted. These include sending reminders, final notices, and the obtaining of liability orders from the Magistrate's Court, which then entitles the authority to instigate further action such as bankruptcy/liquidation proceedings or the ability to levy distress, (the distraining and selling of taxpayer's goods, the proceeds then being used to offset against the debt).
4. The total written off in 2013/14 was £3,985,412 of which £638,825 related to accounts of over £100,000. This compares to a total for this

year to date including the write offs in this report of £3,817,585 of which £995,956 relates to accounts over £100,000.

## **Issues**

5. The confidential appendices detail a number of accounts which have an outstanding rate liability in excess of £100,000 and give a brief history of each case. The liabilities relate to both occupied and unoccupied property rate charges and despite best efforts it is highly unlikely that the outstanding debt will ever be recovered. If any money is subsequently received the accounts will be adjusted accordingly.

## **Reasons for Recommendations**

6. It is recommended that the debts are written off as they are irrecoverable.

## **Legal Implications**

7. The debts to be written off exceed the level at which officers have delegated powers to deal with, and therefore authorisation is required from the Cabinet.

## **Financial Implications**

8. Business rates are collected on behalf of the Welsh Government. All collections are pooled and redistributed back to local government on a per capita basis. The cost of all write offs are borne by the pool and not directly by the Council.

## **RECOMMENDATION**

Cabinet is recommended to authorise the write off of debts amounting to £731,395.87 as outlined in Appendix A

## **CHRISTINE SALTER**

Corporate Director

13 March 2015

*The following Appendices are attached*

Appendix A – Summary of the debts to be written off (confidential)

Appendix B – Details of each case. (confidential)

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET:19 MARCH 2015**

**PAY POLICY 2015/16**

**REPORT OF CORPORATE DIRECTOR RESOURCES**

**AGENDA ITEM: 8**

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

**Reason for this Report**

1. To ask the Council to agree a Pay Policy Statement for 2015/16, in accordance with the requirements of the Localism Act 2011.

**Background**

2. The City of Cardiff Council understands the importance of having a clear written policy on pay for employees. The policy statement will provide a framework to ensure that employees are rewarded fairly and objectively without discrimination.
3. The Council also has a statutory requirement under the Localism Act 2011 to prepare a pay policy statement on an annual basis. The first statement was in place by 31<sup>st</sup> March 2012 and they have been produced annually since. Agreement (and subsequent publication) of this fourth annual Pay Policy Statement will ensure continued compliance with this legislation.
4. The focus of the legislation is about transparency of pay for Chief Officers and how their pay compares with lower paid employees in the Council. However, in the interests of transparency and accountability the Council has chosen since 2011 to take a broader approach and produce a policy statement covering all employee groups with the exception of teachers (as the remuneration for this latter group is set by the Secretary of State and therefore not in local authority control). This policy excludes Members of the Council as they are not employees and are governed by separate legislation via the Independent Remuneration Panel for Wales
5. The legislation also requires the Council to provide information about severance/redundancy payments that are made to employees who leave the organisation. The Voluntary Severance policy was last reviewed by Cabinet in January 2015 with the changes taking effect from 3<sup>rd</sup> April 2015.

6. The annual pay policy reflects the requirements of the Standing Orders (Wales) Amendment Regulations 2014.
7. The above amendments to Standing Orders introduced a new requirement that: *“The relevant authority [i.e. full Council] must determine the level, and any change in the level, of the remuneration to be paid to a chief officer”*
8. The impact of this amendment is that *all* changes to chief officer pay must be voted on by full Council, not just those which are determined locally. This includes any pay rises which have been nationally negotiated by the JNC for Chief Officers and these now cannot be paid unless and until they have been agreed by full Council. As the Chief Officers (including Operational Managers) of this Authority are employed under JNC terms and conditions which are incorporated into their contracts of employment, they will be contractually entitled to any JNC pay rises and a decision to withhold payment (unless preceded by action to effect appropriate changes to contracts) could result in claims against the Authority of ‘unlawful deduction from wages’ or ‘breach of contract’.
9. Clearly seeking full Council’s determination to pay JNC nationally agreed pay rises at the time they are agreed is likely to cause delay in their payment. The WLGA has therefore pursued this matter with Welsh Government on behalf of local authorities in order to seek a pragmatic solution. As a result it has been agreed that the requirement that full Council must determine nationally agreed contractually entitled pay rises for Chief Officers can be met by full Council voting to on an appropriate resolution to insert a suitable clause in their Pay Policy Statements to cover this issue. One of the recommendations of this Report is presented to enable this Authority to meet this new requirement as outlined.
10. Should the Council at any time decide that it does not wish to implement nationally negotiated JNC pay increases then that would need to be a decision of Full Council, and the Pay Policy Statement would need to be amended again to reflect that decision. The Council’s commitment regarding the payment of all national pay awards is also reflected in the “Partnership for Change: Reform Agenda “ report, agreed by Cabinet in January 2015. Attached as Appendices 2 and 3 are the 2015/16 Pay Award Agreements for NJC for Local Government Services and JNC for Chief Officers
11. Welsh Government guidance on Pay Policy Statements has stated that where a Chief Officer is in receipt of a severance package above £100,000 this must be agreed by full Council. The cap on redundancy payments in the Council from 3 April 2015 is £20,880 (£21,375 from 6<sup>th</sup> April 2015 as the weekly maximum rises to £475) so a redundancy payment alone will not need to go to full Council. However, any salary paid in lieu and the full cost of early release of pension must be included when looking at the total cost of a package and so there may be instances where agreement of full Council will be required. This is incorporated into the proposed policy in paragraph 37. It should be noted

that the WLGA are currently seeking QC advice on the Welsh Government guidance relating to a number of matters including severance packages above £100,000 being agreed by Council.

12. The policy also reflects the proposed changes to Tier 1 senior management structure of the Council as final proposals were agreed by Cabinet, Employment Conditions Committee and Council in February.2015.

### **Reasons for Recommendation**

13. To respond to the legal requirement under the Localism Act 2011 but production of the policy statement will also provide openness and accountability in how the Council rewards it staff.

### **Legal Implications**

14. Under Section 38 of the Localism Act 2011 the Council must prepare a Pay Policy Statement for each financial year before the commencement of that year. The Pay Policy Statement for 2015/16 must therefore be approved by 31<sup>st</sup> March 2015. The Act requires the Policy to cover certain specific matters and the Welsh Government has issued statutory Guidance in relation to Pay Policies. The proposed Pay Policy for 2015/16 meets the requirements of the Act and Welsh Government Guidance. The Pay Policy must be published on the Council's website. The Council's pay structures are considered to be compliant with Equalities legislation.

### **Financial Implications**

15. The rates of pay and conditions set out in the Pay Policy Statement are reflected in the Council's Budget for 2015/16

### **Human Resource Implications**

16. The recommendation will not impact on employees across the Council as it merely outlines in one policy, existing and agreed arrangements for pay and remuneration of employees.

## **RECOMMENDATIONS**

Cabinet is recommended to:

- 1) Approve the attached Pay Policy Statement 2015/16 (Appendix 1) for consideration by Council on 26 March 2015
- 2) In light of the issues outlined in paragraphs 7-10 of this report, recomend to Council that the Authority's Pay Policy Statement will include the following paragraph:

- 14.2 The JNC for Chief Officers negotiates on national (UK) annual cost of living pay increases for this group, and any award of same



is determined on this basis. Chief Officers employed under JNC terms and conditions are contractually entitled to any national JNC pay rises. This Council will therefore pay these nationally agreed pay awards as and when determined unless full Council decides otherwise.

- (3) recommend to Council that the national pay award for JNC Chief Officer from 1<sup>st</sup> January 2015 be agreed. The pay award is 2% for salaries below £99,999. There is no pay award for salaries above £100,000.

**CHRISTINE SALTER**

Corporate Director Resources

13 March 2015

*The following appendices are attached:*

Appendix 1 – Pay Policy Statement 2015/16

Appendix 2- NJC for Local Government Services : Pay Award Agreement  
2015/16

Appendix 3 – JNC for Chief Officers : Pay Award Agreement 2015/16

**CITY OF CARDIFF COUNCIL****PAY POLICY STATEMENT 2015/ 16****INTRODUCTION AND PURPOSE**

1. The City of Cardiff Council recognises the importance of managing pay fairly and consistently in a way that motivates employees to make a positive contribution to the Council's business. The decisions that are taken regarding pay are crucial to maintaining equality across the Council. The production of a Pay Policy Statement supports this approach and will provide transparency. This Policy statement also reflects proposed amendments to the Tier 1 Senior Management structure and responsibilities , agreed by Cabinet , Employment Conditions Committee and Council in February 2015 .

**SCOPE**

2. The Localism Act 2011 requires authorities to develop and make public a pay policy statement on all aspects of Chief Officer remuneration (including on ceasing to hold office), and that pertaining to the 'lowest paid' in the authority, explaining their policy on the relationship between remuneration for Chief Officer and other groups. However, in the interests of transparency and accountability the Council has chosen to take a broader approach and produce a policy statement covering all employee groups with the exception of teachers (as the remuneration for this latter group is set by the Secretary of State and therefore not in local authority control). This policy does not apply to Members of the Council as they are not employees and are governed by separate legislation via the Independent Remuneration Panel for Wales.

**LEGISLATION**

3. In determining the pay and remuneration of all its employees, the Council will comply with all relevant legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, Agency Workers Regulations 2010 and where relevant the Transfer of Undertakings (Protection of Employment) Regulations 2006. With regard to the Equal Pay requirements contained within the Equality Act, the Council will ensure there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.
4. This policy statement incorporates the Cardiff Council's pay policy statement as required by the Localism Act 2011.

**RESPONSIBILITY AND SCOPE**

5. The Council is directly responsible for a budget of £570 million (2015/16) and for the employment of 13,437 employees (as at December 2014). The Council provides services to a total population of 346,100 residents(according to the 2011 Census). Cardiff Research Centre has given an updated figure for mid 2013 as 351,700 residents. In January 2015 the Council was recorded as having a Council housing stock of 13,646 and in September 2014 there were 52,352 pupils enrolled in our

schools. During 2013 there were also 18.9m visitors that came to the city, of those some 17.07m were day visitors.

## DEFINITIONS

6. **Chief Officer** – the Localism Act 2011 defines Chief Officer as:
- Head of Paid Service - in Cardiff this is the Chief Executive
  - Monitoring Officer – in Cardiff this is the Director of Governance & Legal Services
  - Statutory Chief Officers – in Cardiff these are -
    - Director for Education and Lifelong Learning,
    - Director of Social Services
    - Corporate Director Resources who undertakes the role of Section151 Officer
  - Non-statutory Chief Officers – this refers to non-statutory posts that report directly to the Head of Paid Service so in Cardiff this would be –
    - Director for Economic Development
    - Director for City Operations
    - Director for Communities, Housing and Customer Services.
  - Deputy Chief Officers – this refers to officers that report directly to statutory or non-statutory Chief Officers. In Cardiff this includes –
    - Assistant Director for Education and Lifelong Learning
    - Assistant Director for Children’s Services
    - Assistant Director for Environment
    - Assistant Director for Housing and Communities
    - Assistant Director for Customer Services and Communities
    - Chief Officer for Finance
    - Chief Officer for Change and Improvement
    - Chief Officer for HR People Services

There are also some Operational Managers that report directly to statutory or non-statutory Chief Officers (Directors of Economic Development; Governance and Legal Services; Social Services; and City Operations ) and so for the purposes of this policy these posts are included within this definition. Operational Managers are employed on the same terms and conditions as the Council’s Heads of Service and Chief Officers as indicated in paragraph 13.1.

7. **Lowest Paid Employees** – the Localism Act 2011 requires the Council to define its ‘lowest paid employee’ within our pay policy statement. Within Cardiff Council our lowest paid employees are those appointed on SCP5 of the NJC nationally agreed pay spine. However, since 1st September 2012 Cardiff Council has adopted the Living Wage for its' employees. Therefore, the minimum pay is currently £7.65 per hour. This is to rise to £7.85 per hour from 1st April 2015.
8. **Pay** – the Localism Act 2011 defines remuneration as ‘salary, bonuses, charges, fees or allowances payable, any benefits in kind, increase or enhancement of pension entitlement. This definition is adopted for the term **pay** used in this policy.

## KEY PRINCIPLES

9. This policy statement aims to ensure that all employees are rewarded fairly and without discrimination for the work that they do. It reflects fairness and equality of opportunity, the need to encourage and enable employees to perform to the best of their ability and the commitment to operate a transparent pay and grading structure.
10. The Council recognises that pay is not the only means of rewarding and supporting employees and offers a wider range of benefits, i.e. flexible working, access to learning, etc.
11. To ensure these principles are embedded the Council will ensure that there are clear and rational processes for setting and reviewing salaries for all employees, and that there is sufficient flexibility to take into account the pay market and recruitment and retention factors.
12. Any policy statement on pay has to be affordable and support the provision of high quality public service.

## **PAY DETAILS**

13. Pay Ranges – previous ‘NJC Green Book’ and ‘JNC Craft’ Employees
  - 13.1 All previous NJC Green Book and JNC Craft positions within the Council have gone through a job evaluation (JE) process using the Greater London Provincial Council (GLPC) scheme, following the signing of Collective Agreements with UNISON, GMB and Unite.(Green book) and UNISON, GMB , Unite and UCATT (JNC Craft)
  - 13.2 The Council has linked the scores from the job evaluation results directly to the NJC pay structure. This national pay structure ranges from spinal column point (SCP) 5 to 49 which equates to £13,500 to £42,032. Within Cardiff we have agreed 10 grades that span across SCPs 5-46 which equates to £13,500 to £40,217. Each grade has a number of incremental points. More information about the GLPC Scheme and the grades of the Council can be found in the Council’s Single Status Collective Agreement. The agreed grades can be seen at Annex 1.
  - 13.3 When negotiating the Single Status Collective Agreement it was agreed that the Council would not use the lowest point of SCP4 and so we deleted that from our pay range. This had a positive impact on the lowest paid employees of the Council. However, please note that as per paragraph 6 the Council since September 2012 has paid the Living Wage.
  - 13.4 As part of the 2015/16 budget , the Council reinstated the 1 hour reduction in the working week/2.7% pay contribution which was in place as part of the Workforce Package from 1 August 2014 - 31 March 2015 . .
14. Pay Ranges –Chief Officers and Operational Managers
  - 14.1 Posts at Operational Manager and above are employed on JNC Chief Officer terms and conditions and pay levels for these posts have been evaluated using the Hay Job Evaluation Scheme since 1999.

- 14.2 The JNC for Chief Officers negotiates on national (UK) annual cost of living pay increases for this group, and any award of same is determined on this basis. Chief Officers employed under JNC terms and conditions are contractually entitled to any national JNC pay rises. This Council will therefore pay these nationally agreed pay awards as and when determined unless full Council decides otherwise.
- 14.3 The Council has an agreed single pay point for the post of Chief Executive which was last reviewed in June 2013 when the post was to be advertised.. The Tier 1 Senior Management Restructure agreed by Cabinet , Employment Conditions Committee and Council has remodelled this team by the deletion of 7 posts and the creation of 3 new posts. The 3 new posts will be at a salary of £120,000 as confirmed by Employment Conditions Committee. As not directly impacted at this stage by the Tier 1 review , the single pay points for Chief Officers and Assistant Directors remain as agreed as part of the previous restructure , following Cabinet of 11 October 2012 and Employment Conditions Committee on 5 November 2012. Further, Operational Manager posts are also not directly impacted by this Tier 1 restructure and their 2 different ranges of pay remain as they are. The pay is as follows:

Level	Salary*
Chief Executive	£170,000
Corporate Director Resources	£130,000
Directors	£120,000
Chief Officers Assistant Directors	£81,600
Operational Managers	<u>Level 1</u> 5 points from £53,596 - £65,313 <u>Level 2</u> 5 points from £43,8622 - £52,984

\* Effective from 1<sup>st</sup> January 2015 in line with JNC for Chief Officers national pay agreement. The 2015/16 JNC for Chief Officers Pay Award Notification is attached. National Pay award for JNC for Chief Executives not yet finalised

- 14.4 When a Hay Job Evaluation is carried out on Chief Officers posts Hay are asked to provide information about salary levels based on their assessments of relative job sizes and benchmarking against market comparisons for posts of similar size and complexity. Any report from Hay on changes to salary levels would be presented to the Council's Employment Conditions Committee (ECC) which has the following functions delegated to it under the Council's Constitution: *(a) To consider and determine policy and issues arising from the organisation, terms and conditions of Chief Officers and Deputy Chief Officers (as defined in the Local Authorities (Standing Orders) (Wales) Regulations 2006), together with any other category of employee specified in Regulation from time to time where this is necessary, subject to the approval of Council in respect of any determination or variation of the remuneration of Chief Officers. (b) To decide requests for re-grading of Chief Officers and Deputy Chief Officers (as defined in the Local Authorities (Standing Orders) (Wales) Regulations 2006), together with any other category of employee specified in Regulation from time to time, whether by way of appeal by an employee against a decision to refuse a re-grading application or to decide applications for re-grading which are supported, subject to the approval of Council in respect of any determination or variation of the remuneration of a Chief Officer.*

14.5 Since 2009/10 the Council has published pay details for Chief Officer posts on its website, while prior to this the number of officers at each salary band over £60,000 were set out. The information can be found in the 'Statement of Accounts' which is accessed via the tab 'Your Council' and then the link to 'Council Finance'. The Chief Executive pay has been published on the website since 2010.

14.6 The current pay levels within the Council define the multiple between the lowest paid (full time equivalent) employee and the Chief Executive as [ 1:11] and; between the lowest paid employee and median Chief Officer as [ 1.4].

The multiple between the median full time equivalent earnings and the Chief Executive is [1:9 ] and; between the median full time equivalent earnings and median Chief Officer is [1.3].

These figures are based on current basic salary on 1st April 2015.

14.7 The Council does not use performance related pay or bonuses for Chief Officers.

15. Pay Ranges – Employees other than Chief Officer and previous 'Green Book' and 'Craft' employees

15.1 The Council also has employees on other national terms and conditions, i.e. JNC Youth and Community, Soulbury and Teacher terms and conditions. Pay for these is based on the relevant nationally agreed rates of pay. JNC Youth and Community are at Annex 2 and Soulbury are at Annex 3.

16. Incremental Progression – all employees

For 'Green Book' , 'Craft' employees and Operational Managers incremental progression is not automatic but is dependent upon a successful performance review. Following a successful performance review increments are normally effective from the 1<sup>st</sup> April each year. For 'Green Book' and 'Craft' employees, this requirement is detailed in the relevant Single Status Collective Agreement and for Operational Managers this is contained within their national terms and conditions.

17. Salary on Appointment – all employees

Posts are advertised on the agreed grade/ range for that particular post and information regarding the minimum and maximum pay is provided in the advertisement. In practice most appointments are made at the bottom of the range, but there is discretion to appoint at a higher point on the range. This would usually be to match a candidate's current level of pay in particular circumstances.

18. Pay Review – all employees

All pay is reviewed in line with the national pay awards negotiated by the local government employers in conjunction with the recognised Trade Unions at a national level. Please see paragraph 14.2 in relation to JNC for Chief Officer national pay awards



19. Market supplements – all employees

It is recognised that there will be exceptional occasions where the market rate for certain key jobs is higher than that provided for by the new pay and grading structure. In these circumstances, the grading of the post will be reviewed in accordance with the new Market Supplement Scheme agreed as part of the Council's single status package. The scheme is applicable to all those covered by the green book, Craft employees, JNC for Chief Officers, JNC for Youth & Community Workers and those on Soulbury terms and conditions.

**ADDITIONAL PAYMENTS**

20. Employees employed under the previous 'Green Book' and 'Craft' terms and conditions are now paid on the same terms and conditions and pay scales through job evaluation. However, a tool allowance has been retained for relevant craft posts.

NJC 'Green Book' and JNC 'Craft' Employees

21. Additional payments are made as detailed in their respective Collective Agreements. The types of additional payments made include: overtime and Saturday and Sunday working at time and a half, recalls to work attract a minimum payment of 2 hours payment, public holiday payments, car allowances, motorcycle and bicycle allowances, stand by and call out payments, night /evening /unsocial hours payments, shift work allowance, sleeping in duty payment, first aid allowance, relocation payment and payment for professional subscriptions. For the financial year 2015/16 payments for interview expenses, relocation expenses and professional subscriptions ( which are not legal requirements of a post ) will continue to cease in order to manage a budget deficit.
22. Chief Officers and Operational Managers – the following additional payments are made:
- 22.1 Car, motorcycle and bicycle allowances - the Council has negotiated with trade unions to harmonise car allowances for all Council employees and uses the single rate based on the HMRC arrangements that will be paid for business mileage, i.e. currently 45p per mile.
- 22.2 Interview Expenses and Relocation Assistance For the financial year 2015/16 both of these will continue to cease in order to manage a budget deficit.
- 22.3 Professional Subscriptions – For the financial year 2015/16 these will continue only be paid by the Council where it is an essential requirement of the post..
- 22.4 Returning Officer fees - the appointment of Electoral Registration Officer is required by S8 Representation of the People Act 1983, and the appointment of Returning officer by S35 Representation of the People Act 1983. In Cardiff whilst the role of Electoral Registration Officer and Returning Officer is part of the job description of the Chief Executive, it continues to be carried out by the Corporate Director Resources . The fee for parliamentary, European Union, Welsh Government, Police and Crime Commissioner elections and all referenda are set by legislation. For these externally sponsored elections the fee is funded through grant awarded by the Welsh



Government in respect of its election and by Central Government in respect of the other elections. Local authorities have the discretion to set the fee for local elections. In the Council the fee for local elections (including ordinary and casual) is set in line with the fee agreed for the Welsh Government elections.

### 23. Other Employees

The Council is looking to negotiate with trade unions to harmonise the additional payments for JNC Youth and Community and Soulbury employees with those paid to 'Green Book' and 'Craft' employees. Due to the work associated with the workforce package implemented by the Council, negotiations for the other groups have been delayed and will start in the next financial year.

## HONORARIA AND ACTING UP SCHEMES

24. The Council has schemes for the payment where an employee acts up into a post at a higher level of pay or where they undertake additional duties at a higher level of responsibility. These schemes are applicable for all Council employees. For the financial year 2015/16 use of the honoraria scheme will continue to be withdrawn in order to manage a budget deficit.

## ANNUAL LEAVE

25. Green Book and Craft employees, Chief Officers and Operational Managers  
27 days & 32 days after 5 years service. Plus 8 bank holidays
26. Other Employees  
JNC Youth & Community – 30 days & 35 days after 5 years service.  
Soulbury – 25 days rising to 30 days after 5 years service.  
Plus 8 bank holidays and also 4 extra statutory days for both groups
27. The entitlements to annual leave are pro rata for part time employees.

## PENSIONS AND REDUNDANCY/ SEVERANCE PAYMENTS

28. All Council employees (with the exception of teachers) are entitled to join the local government pension scheme (LGPS) which is offered by the Local Government Employers. If employees are eligible they will automatically become a member of the scheme (to join they must have a contract for at least 3 months duration and be under the age of 75). Employees can decide to opt out of the scheme. The benefits and contributions payable under the Fund are set out in the LGPS regulations.
29. The current level of contribution to the scheme by employees is:

FTE Pay	% Employee Contribution
Up to £13,500	5.5
£13,501 to £21,000	5.8
£21,01 to £34,000	6.5
£34,001 to £43,000	6.8
£43,001 to £60,000	8.5
£60,001 to £85,000	9.9

£85,001 to £100,000	10.5
£100,001 to £150,000	11.4
More than £150,000	12.5

30. The Council's current published statements relating to pensions was agreed by the Cabinet on 12<sup>th</sup> June 2014 for implementation in 30<sup>th</sup> June 2014 and the relevant document is available on the Council's website. A change to the way redundancy payments are calculated was agreed by Cabinet on 26<sup>th</sup> January 2015 and is detailed below in paragraph 31.

The document provides details of the Council's policy on making discretionary payments on early termination of employment under Regulation 7 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006. The document also provides details of the Council's policy on increasing an employees total pension scheme membership and on awarding additional pension under Regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2008.

31. The arrangements set out in the document referred to in paragraph 30 apply to all employees of the Council irrespective of grade or status. The most relevant sections are detailed below:

**The power to pay lump sum compensation of up to 104 weeks** - the Council's policy for utilising this discretion is that the statutory redundancy table is multiplied by a factor of 1.5 subject to a maximum of 45 weeks from 3<sup>rd</sup> April 2015.

**The power to Increase a Statutory Redundancy Payment** – the Council's policy for utilising this discretion is that redundancy payments to be based on actual weeks pay up to a maximum of £464 per week (as at 6<sup>th</sup> April 2014) or actual pay whichever is the lesser. The maximum figure to be adjusted by the statutory amount for a week's pay, as announced annually by the Department of Business Innovation and Skills. The maximum is to increase to £475 from 6<sup>th</sup> April 2015.

## RE-EMPLOYMENT OF STAFF

32. The Council now has a policy regarding re-employment of employees (at any level) who take voluntary redundancy from the Council which was agreed at Cabinet on 26<sup>th</sup> January 2015
33. The Council's agreed policy is that employees requesting voluntary redundancy have to agree to the following condition - given the Council's obligation to safeguard public funds, they will be precluded from returning to employment (which includes permanent, temporary, casual and agency) within Cardiff Council (including schools) for a period of 12 months from the date of their termination.
34. The Council does not believe that it employs any individual in a manner that seeks to avoid tax.

35. Within the Council under the pension fund discretionary policies there is generally no abatement of pension following re-employment except under the following circumstances:

(a) Where a person has been awarded compensatory added years (CAY's) under LGPS Compensation Regulations the pension may be abated. This is a requirement of the compensation regulations but these will be historical cases as CAY's can no longer be granted.

(b) Where a person has retired under tier 1 ill health provisions and is subsequently re-employed. This is because the certification for tier 1 supposes that the person is permanently unfit for all work. Other tiers of ill health or other retirements would not lead to abatement on re-employment.

Abatement, where it applies, would be based on non betterment, that is the pension + pay in new employment should not exceed the pay at the point of retirement (adjusted for pension increases). Under (a) the abatement would only apply to the pension from CAY's.

## **ACCOUNTABILITY AND DECISION MAKING**

36. In accordance with the Constitution of the Council the Cabinet are responsible for decision making in terms of pay, terms and conditions and redundancy arrangements in relation to employees of the Council. The exception to this is that the Employment Conditions Committee are responsible for posts at Chief Officer level and above as detailed above in paragraph 13.3.
37. Any Chief Officer severance package above £100,000 must be agreed by full Council. The severance/redundancy package includes any redundancy payment ( from 3 April 2015, statutory redundancy pay of 30 weeks plus an additional 15 weeks), contractual notice period and full cost of early release of pension ( as required under Regulation 68(2) of the Local Government Pension Scheme.).
38. An updated pay policy statement will be agreed by the Full Council annually in line with the legislation and Full Council will ensure compliance with the pay policy statement.

## **REVIEW OF THE POLICY**

39. This policy statement will be kept under review and developments considered in the light of external best practice and legislation. The policy statement may also be reviewed as part of the Council's existing Scrutiny arrangements. The Council will ensure the policy statement is updated on an annual basis in line with the requirement of the Localism Act 2011. The annual policy statement will be submitted to Cabinet and then Full Council by March of each year.

**CARDIFF COUNCIL GRADES FOR NJC****ANNEX 1****GREEN BOOK AND PREVIOUS JNC CRAFT STAFF W/E FROM 1<sup>ST</sup> JANUARY 2015**

SCP	Salary	New Grades	
5	13,500	Grade 1 1 - 247	
6	13,614		
7	13,715		
8	13,871		Grade 2 248 - 286
9	14,075		
10	14,338		
11	15,207		
12	15,523	Grade 3 287 - 327	
13	15,941		
14	16,231		
15	16,572		
16	16,969		Grade 4 328 - 369
17	17,372		
18	17,714		
19	18,376		
20	19,048		
21	19,742	Grade 5 370 - 409	
22	20,253		
23	20,849		
24	21,530		
25	22,212		
26	22,937		Grade 6 410 - 454
27	23,698		
28	24,472		
29	25,440		
30	26,293	Grade 7 455 - 499	
31	27,123		
32	27,924		
33	28,746		
34	29,558		
35	30,178		
36	30,978		Grade 8 500 - 544
37	31,846		
38	32,778		
39	33,857	Grade 9 545 - 589	
40	34,746		
41	35,662		
42	36,571		
43	37,483		Grade 10 590 +
44	38,405		
45	39,267		
46	40,217		

## JNC FOR YOUTH AND COMMUNITY WORKERS

## ANNEX 2

## Youth and Community Support Worker Range ( Pay Award Not Yet Finalised)

<b>Pay Points</b>	<b>w.e.f 1.9.13</b>		
1	14,283		
2	14,880		
3	15,477		
4	16,077		
5	16,674		
6	17,271		
7	17,874		
8	18,474		
9	19,236	<b>Professional Range</b>	
10	19,833	<b>Pay Points</b>	<b>w.e.f 1.9.13</b>
11	20,796	11	20,796
12	21,741	12	21,741
13	22,713	13	22,713
14	23,721	14	23,721
15	24,408	15	24,408
16	25,125	16	25,125
17	25,830	17	25,830
		18	26,541
		19	27,246
		20	27,951
		21	28,746
		22	29,646
		23	30,522
		24	31,401
		25	32,289
		26	33,174
		27	34,062
		28	34,959
		29	35,850
		30	36,741

**SOULBURY SALARY RATES****ANNEX 3****EDUCATIONAL IMPROVEMENT PROFESSIONALS (EIPs)**

<b>Spine point</b>	<b>Salary from 1.3.15</b>	<b>Spine point</b>	<b>Salary from 1.3.15</b>
1	33,396	26	61,674
2	34,592	27	62,740
3	35,721	28	63,819
4	36,865	29	64,902
5	38,003	30	65,983
6	39,142	31	67,054
7	40,338	32	68,143
8	41,487*	33	69,232
9	42,828	34	70,347
10	44,023	35	71,458
11	45,203	36	72,603
12	46,346	37	73,728
13	47,640**	38	74,866
14	48,792	39	75,988
15	50,066	40	77,109
16	51,219	41	78,237
17	52,373	42	79,362
18	53,507	43	80,488
19	54,676	44	81,619
20	55,280***	45	82,747
21	56,441	46	83,876
22	57,452	47	85,010
23	58,566	48	86,134****
24	59,564	49	87,262****
25	60,633	50	88,391****

**Notes:**

Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit and motivate staff.

\* normal minimum point for EIP undertaking the full range of duties at this level

\*\* normal minimum point for senior EIP undertaking the full range of duties at this level

\*\*\* normal minimum point for leading EIP undertaking the full range of duties at this level

\*\*\*\* extension to range to accommodate structured professional assessments.



**EDUCATIONAL PSYCHOLOGISTS**

<b>EDUCATIONAL PSYCHOLOGISTS - SCALE A</b>	
<b>Spine point</b>	<b>Salary from 1.3.15</b>
1	35,027
2	36,805
3	38,583
4	40,360
5	42,137
6	43,194
7	45,588
8	47,261
9	48,829*
10	50,398*
11	51,861*

Notes:

\* Extension to scale to accommodate up to 3 additional SPA points to be added to the post holder's entitlement on the appropriate 6-point range

<b>SENIOR AND PRINCIPAL EDUCATIONAL PSYCHOLOGISTS</b>			
<b>(B) SALARY RANGE</b>			
<b>Spine point</b>	<b>Salary from 1.3.15</b>	<b>Spine point</b>	<b>Salary from 1.3.15</b>
1	43,914	10	55,828
2	45,588	11	56,937
3	47,261*	12	58,068
4	48,829	13	59,219
5	50,398	14	60,330 **
6	51,861	15	61,495 **
7	52,462	16	62,649**
8	53,584	17	63,810**
9	54,696	18	64,970**

Notes:

Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit, retain and motivate staff.

\* Normal minimum point for the principal educational psychologist undertaking the full range of duties at this level

\*\* Extension to range to accommodate discretionary scale points and structured professional assessments

<b>TRAINEE EDUCATIONAL PSYCHOLOGISTS</b>	
<b>Spine point</b>	<b>Salary from 1.3.15</b>
1	22,503
2	24,151
3	25,796
4	27,444
5	29,090
6	30,737

<b>ASSISTANT EDUCATIONAL PSYCHOLOGISTS</b>	
<b>Spine point</b>	<b>Salary from 1.3.15</b>
1	27,662
2	28,792
3	29,922
4	31,045

#### **YOUNG PEOPLE'S/ COMMUNITY SERVICE MANAGERS**

<b>Spine point</b>	<b>Salary from 1.3.15</b>	<b>Spine point</b>	<b>Salary from 1.3.15</b>
1	34,637	13	48,135
2	35,7700	14	49,269
3	36,903	15	50,404
4	38,059*	16	51,542
5	39,234	17	52,686
6	40,380	18	53,822
7	41,553**	19	54,952
8	42,885	20	56,107***
9	43,620	21	57,284***
10	44,754	22	58,487***
11	45,883	23	59,715***
12	47,013	24	60,969***

#### Notes:

The minimum Youth and Community Service Officers' scale is 4 points.

Other salary scales to consist of not more than four consecutive points based on duties and responsibilities attaching to posts and the need to recruit retain and motivate staff.

\* normal minimum point for senior youth and community service officers undertaking the full range of duties at this level (see paragraph 5.6 of the Soulbury Report)

\*\* normal minimum point for principal youth and community service officer undertaking the full range of duties at this level (see paragraph 5.8 of the Soulbury Report)

\*\*\* extension to range to accommodate discretionary scale points and structured professional assessments

# National Joint Council for Local Government Services

**Employers' Secretary:**

Sarah Messenger  
Local Government House, Smith Square  
London, SW1P 3HZ  
Tel: 020 7187 7373 Fax: 020 7664 3030

**Trade Union Secretaries**

Fiona Farmer, Unite  
Brian Strutton, GMB  
Heather Wakefield, UNISON

Address for correspondence:

UNISON Centre  
130 Euston Road  
London NW1 2AY  
Tel: 0845 3550845  
Fax: 020 7551 1195

**To: Chief Executives in England, Wales and N Ireland  
(copies for the Finance Director and HR Director)  
Members of the National Joint Council**

14 November 2014

Dear Chief Executive,

## **2014-16 PAYSCALES & ALLOWANCES**

Agreement has now been reached on rates of pay applicable from **1 January 2015**.

The new pay rates are attached at **Annex 1**.

Details of the non-consolidated payments to be paid in December 2014 (SCPs 5-49 only) and in April 2015 (SCPs 26-49 only) are attached at **Annex 2**.

The new rates for allowances up-rated in line with the pay increase of 2.20% are also set out at **Annex 3**.

It has been agreed that Spinal Column Point 5 (SCP5) will be deleted with effect from 1 October 2015. Therefore, employees on SCP5 shall progress to SCP6 on 1 October 2015.

### **NJC future work**

Both Sides recognise that local government is undergoing a period of unprecedented change. The way that public services are designed and delivered is evolving at a rapid pace and against this background the NJC agrees that councils and their workforce need collective agreements that:

- reward employees fairly and recognise the diverse needs of the workforce
- attract, retain and train people with the skills needed for the future
- enable local service providers to react more quickly to changing circumstances
- facilitate effective partnership working and collaboration across organisations
- remove or modify existing barriers to ensure employees can move more easily between different public sector employers

The NJC remains committed to national collective bargaining and aims to ensure that the bargaining machinery can reflect and support new ways of working. The NJC will focus on

producing outputs that are relevant, fair and beneficial to both employers and those employed to provide public services.

Yours sincerely



Sarah  
Messenger



Fiona  
Farmer

*Brian Strutton*

Brian  
Strutton



Heather  
Wakefield

**Joint Secretaries**

## NJC PAY SPINE 2014-16

SCP	1 Apr 13	1 Jan 15
<b>5</b> <i>(until 1 Oct 15)</i>	£12,435	£13,500
<b>6</b>	£12,614	£13,614
<b>7</b>	£12,915	£13,715
<b>8</b>	£13,321	£13,871
<b>9</b>	£13,725	£14,075
<b>10</b>	£14,013	£14,338
<b>11</b>	£14,880	£15,207
<b>12</b>	£15,189	£15,523
<b>13</b>	£15,598	£15,941
<b>14</b>	£15,882	£16,231
<b>15</b>	£16,215	£16,572
<b>16</b>	£16,604	£16,969
<b>17</b>	£16,998	£17,372
<b>18</b>	£17,333	£17,714
<b>19</b>	£17,980	£18,376
<b>20</b>	£18,638	£19,048
<b>21</b>	£19,317	£19,742
<b>22</b>	£19,817	£20,253
<b>23</b>	£20,400	£20,849
<b>24</b>	£21,067	£21,530
<b>25</b>	£21,734	£22,212
<b>26</b>	£22,443	£22,937
<b>27</b>	£23,188	£23,698
<b>28</b>	£23,945	£24,472
<b>29</b>	£24,892	£25,440
<b>30</b>	£25,727	£26,293
<b>31</b>	£26,539	£27,123
<b>32</b>	£27,323	£27,924
<b>33</b>	£28,127	£28,746
<b>34</b>	£28,922	£29,558
<b>35</b>	£29,528	£30,178
<b>36</b>	£30,311	£30,978
<b>37</b>	£31,160	£31,846
<b>38</b>	£32,072	£32,778
<b>39</b>	£33,128	£33,857
<b>40</b>	£33,998	£34,746
<b>41</b>	£34,894	£35,662
<b>42</b>	£35,784	£36,571
<b>43</b>	£36,676	£37,483
<b>44</b>	£37,578	£38,405
<b>45</b>	£38,422	£39,267
<b>46</b>	£39,351	£40,217
<b>47</b>	£40,254	£41,140
<b>48</b>	£41,148	£42,053
<b>49</b>	£42,032	£42,957

## NON-CONSOLIDATED PAYMENTS (see also Appendix)

SCP	December 14	April 15
5	£325	
6	£325	
7	£325	
8	£150	
9	£150	
10	£150	
11	£100	
12	£100	
13	£100	
14	£100	
15	£100	
16	£100	
17	£100	
18	£100	
19	£100	
20	£100	
21	£100	
22	£100	
23	£100	
24	£100	
25	£100	
26	£100	£3
27	£100	£7
28	£100	£10
29	£100	£14
30	£100	£18
31	£100	£22
32	£100	£26
33	£100	£29
34	£100	£33
35	£100	£36
36	£100	£39
37	£100	£43
38	£100	£47
39	£100	£52
40	£100	£56
41	£100	£60
42	£100	£65
43	£100	£69
44	£100	£73
45	£100	£77
46	£100	£81
47	£100	£85
48	£100	£89
49	£100	£93

## Part 3 Paragraph 2.6(e) Sleeping-in Duty Payment

**1 Jan 15**  
£34.00

**RATES OF PROTECTED ALLOWANCES AT 1 JAN 15  
(FORMER APT&C AGREEMENT (PURPLE BOOK))**

**Paragraph 28(3) Nursery Staffs in Educational Establishments - Special Educational Needs Allowance**

**1 Jan 15**  
£1,215

**Paragraph 28(14) Laboratory / Workshop Technicians**

City and Guilds Science Laboratory Technician's Certificate Allowance

**1 Jan 15**  
£197

City and Guilds Laboratory Technician's Advanced Certificate Allowance

**1 Jan 15**  
£144

**Paragraph 32 London Weighting and Fringe Area Allowances £ Per Annum**

Inner Fringe Area

**1 Jan 15**  
£824

Outer Fringe Area

**1 Jan 15**  
£573

**Paragraph 35 Standby Duty Allowance - Social Workers (1)(a)(i) Allowance - Per Session**

**1 Jan 15**  
£27.35

**FORMER MANUAL WORKER AGREEMENT (WHITE BOOK)**

**Section 1 Paragraph 3 London and Fringe Area Allowances £ Per Annum**

Inner Fringe Area

**1 Jan 15**  
£824

Outer Fringe Area

**1 Jan 15**  
£573



**Technical issues related to the non-consolidated payments**

1. The payments are subject to the normal tax and national insurance requirements and are pensionable
2. The payments should be paid only to those employees who are in post on 1 December 2014. The payments are not 'back pay', so should not be paid to any employees who leave employment before 1 December
3. The payments should be paid on a pro-rated basis according to each council's established procedure for remunerating part-time employees
4. The payments should be paid to employees on SCPs 5, 6, 7, 8, 9 and 10 as indicated regardless of whether councils are already applying some form of Living Wage supplement
5. The payments should be paid to those on maternity leave whether in the paid or unpaid period at full rate (subject to appropriate pro-rating)
6. The payments should be paid to those on long-term sickness absence (even if on nil pay)
7. The payments should be paid at the relevant rate based on the current SCP at 1 December 2014, eg. an employee on SCP7 acting up to SCP12 should get the payment that applies to SCP12
8. The payments should be paid to those on adoption leave and parental leave
9. The payments should not be paid to employees on a career break at 1 December 2014
10. The payments do not apply to employees who are being paid above SCP49
11. If an employee has more than one contract, the payments should be paid pro-rata on each contract
12. Subject to any other exclusions, the payments should be paid to all employees whose pay is set in accordance with NJC for Local Government Services pay arrangements, regardless of whether they are on permanent or temporary contracts

## Joint Negotiating Committee for Chief Officers of Local Authorities

**To: Chief Executives in England and Wales (N Ireland for information)  
(copies for the Finance Director and HR Director)  
Regional Directors  
Members of the Joint Negotiating Committee**

2 February 2015

Dear Chief Executive,

### **CHIEF OFFICERS' PAY AGREEMENT 2014-16**

Agreement has now been reached on rates of pay applicable from **1 January 2015**.

The individual salaries and salary scales of all officers within scope of the JNC for Chief Officers of Local Authorities should be increased by two per cent on guaranteed FTE basic salary<sup>1</sup> of £99,999<sup>2</sup> or less [as at 31 December 2014].

This pay agreement covers the period to 31 March 2016.

Yours faithfully,

*Sarah Messenger*  
*Brian Strutton*

#### **Joint Secretaries**

cc Mike Short, UNISON

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<sup>1</sup> 'Guaranteed FTE basic salary' should exclude other separately identified payments such as London area / fringe allowances or Returning Officer fees etc.

<sup>2</sup> The pay award applies only to those employees whose guaranteed FTE basic salary was £99,999 or less at 31 December 2014. The pay award should not be applied to the first £99,999 of salaries of £100,000 or more.

<b>Employers' Secretary:</b> Sarah Messenger Local Government Association Local Government House Smith Square London SW1P 3HZ <a href="mailto:info@local.gov.uk">info@local.gov.uk</a>	<b>Officers' Secretary:</b> Brian Strutton GMB 22-24 Worples Road London SW19 4DD <a href="mailto:brian.strutton@gmb.org.uk">brian.strutton@gmb.org.uk</a>
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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MARCH 2015**

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**GLAMORGAN COUNTY CRICKET CLUB LOAN WRITE-OFF AND  
RESTRUCTURING**

**REPORT OF CORPORATE DIRECTOR RESOURCES  
AGENDA ITEM:9**

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

*Appendix 1 and 2 to this Report are not for publication as they contain exempt information of the Description in Paragraphs 14 and 21 of Schedule 12a to the Local Government Act 1972*

**Reason for this Report**

1. The purpose of the report is to consider a proposal from Glamorgan County Cricket Club (GCCC) for a write-off and restructuring of sums due to the Council in respect of loans provided to improve the Club's ground infrastructure and to meet standards required for the staging of test matches.

**Background**

2. GCCC was formed in 1888 and has been the sole Welsh first class cricket club since 1921. It is one of Cardiff's longest established professional sports teams and has historically been the focal point for cricket in Wales as a whole.
3. Similar to other cricket clubs, an opportunity to attract international matches led to significant investment in the facilities of the GCCC. Following its award of test match status GCCC successfully hosted the Ashes test with Australia in 2009, has hosted a number of other successful matches since and will host a further Ashes Test this year.
4. At its meeting on the 14 November 2006 the Executive resolved to provide a £4 million loan towards the stadium development, taking full account of the economic wellbeing benefits associated with the GCCC's proposal to extend its ground infrastructure and enable the staging of test matches. Changes to criteria set by the England and Wales Cricket Board (ECB) for test match grounds resulted in the cost of the stadium infrastructure being higher, costs which were met by the club Chairman at the time, a bank overdraft and use of accelerated naming rights. This resulted in cash flow issues for the Club and in response it requested the Council to defer existing loan payments. At its meeting on 17 February

2011 the Executive agreed to defer existing loan repayments as well as provide an additional loan of £1.056 million towards the cost of the additional works required.

5. The implications to both these Council reports stressed that there was no conventional security for the requested funding. The Council had a second mortgage behind the bank and recognised that the Club's ability to repay that facility was based on its projected cash flow arising from the estimated costs of the necessary ground improvements and projected income taking account of the reasonable chances of the ground being nominated for future test and other international matches.
6. At 31 December 2014, the Club owed circa £16 million principal and interest accrued in relation to funding secured to redevelop the ground which is broken down as follows:

	£m
Allied Irish Bank (AIB)	7.2
Cardiff Council	6.4
Mr Russell (Clubs Chairman at the time)	2.4
<b>Total due to main creditors</b>	<b>16.0</b>

7. The loans to Allied Irish Bank (AIB) are secured by way of a first ranking debenture, so that in the event of any insolvency, it is entitled to be repaid in full before the Council and Mr Russell. The Council has a second charge and Mr Russell the third charge.
8. The debt has proven difficult to service both as a result of the changing economic climate from that which was in place when the infrastructure was built and also the Club's performance against its business plan projections. A capital and interest holiday was agreed in 2012 and is shortly due to expire. GCCC have proposed to all creditors a further restructuring of debt. This requires each of the lenders to write-off circa 70% of sums due, which including interest totals £11.2 million and results in a remaining debt of circa 30% which amounts to £4.8 million. A further deferral of any remaining sums payable and the early release of Mr Russell for a discounted payment has also been requested by GCCC.
9. Both the Bank and Mr Russell have agreed to the proposal. The Bank has advised that their approved write down is a maximum of £5 million and/or 70% of the debt, including accrued interest. However this is subject to the same decision also being reached by the Council. The proposed Heads of Terms of the revised loan agreement are included at Appendix 1 and Deloitte's have been engaged to provide independent financial advice to the Council on the proposal. This advice is attached at Appendix 2.

#### **Financial Position of the Club**

10. In accordance with the terms of the Council loan, the Council periodically receives and interprets financial performance and financial forecast

information received from the Club. Discussions also take place with the Club and the AIB on such issues.

11. For some time it has been clear that the Club's ability to service the extent of debt held is limited. In accordance with accounting requirements, a view was taken in preparing the 2013/14 Statement of Accounts for the Council that there was little likelihood that the loan principal shown as outstanding on the balance sheet was recoverable. The loan was impaired to nil and a similar approach taken by the Bank. The impairment was shown as an exceptional item in the Council's audited statement of accounts for 2013/14 which were taken to Council in September 2014 post audit. Evidence for impairment included:-

- The Club had requested that the Council and its other creditors take part in a further restructuring of its obligations with a view to further deferral of sums due to avoid breach of contract.
- The Club's published annual report for 2013, following a management restructure, indicated further discussions on loans outstanding to take place with the Club's creditors.
- The financial environment in which the Club operated was identified as challenging and that this was likely to be the case for the foreseeable future
- The Club has consistently made financial losses in recent years.
- The Club would need a significant turnaround in its financial position in order to be able to generate surplus cash to enable some payment of outstanding loans and interest obligations.
- Following meetings between Council officers and the GCCC, there seems little prospect that the existing loan agreement in its current form can be adhered to for the foreseeable future.
- The Council does not have an enforceable security over the Club's property and the bank has first priority for repayment. Given that AIB has first deed of priority for payment there is little likelihood of the Council receiving value from any organisational restructure at the Club given any potential residual valuation of assets
- Repayments are dependent on success in attracting international matches. With increasing competition amongst grounds to host exclusive matches, performance is totally reliant here on the ECB granting significant future International Matches and the Club hosting them successfully
- The Club has been reliant on short term loans from the ECB, the use of cash from future ticket sales as well as one off windfalls to balance the cash position in the short term.
- The England and Wales cricket sector (18 First Class Counties) has incurred a consolidated loss averaging £10 million per annum for the last 3 years (2011 –2013), against a consolidated debt level of £200 million.
- There has been rapid growth in the costs of funding domestic first class county cricket, with no corresponding increase in related income.

12. Independent analysis of the Club's business plan and financial forecasts by Deloitte as attached at Appendix 2 re-inforce the above evidence and indicate that:-
- The underlying business makes losses each year excluding the impact of assumptions in relation to Welsh Government grant, major matches and bonus payments from the ECB
  - Revenues continue to be dependant on major match awards and sponsorship
  - The Club has a challenging financial outlook, with potential for significant downside, resulting in significant recoverability risk for the remaining balance.
  - The difficulty in making challenging savings assumptions made whilst balancing the need to remain competitive in the County game.
  - The Club balance sheet was a net liability and a write off is required to return the clubs balance sheet to a net assets position
  - The Club is using income from future received from future matches to sustain current operating activity
  - Additional loans from private investors, the England and Wales Cricket Board or other sources may be required in order to secure a major cash injection to meet cash flows
  - Whilst there are upside risks, sensitivities are identified that could have a further negative impact on the clubs cash flow forecast and ability to generate income to service debt

### **Independent Financial Advice**

13. Deloitte's independent financial advice having made the above points in determining the Council's proposed course of action is as follows:-
- The Club has significant risk of administration if consensual restructuring is not agreed.
  - The analysis indicates that the Club require a debt write down of at least 70%. This is the minimum required, for the Club to have any chance of servicing remaining debt
  - AIB's agreement to the proposal that all creditors write down their debt by a maximum of £5 million, circa 70% is a generous deal for Council and Mr Russell. In such situations, lower ranked creditors would be asked to write down in full.
  - Further restructuring of debt is likely to be required at a later date
  - If there is no risk in derailing the process, the Council may want to seek amendment to the proposal should there be outperformance/windfall.

### **Position of the Club's other Partners**

14. The Club's previous chairman Mr Russell, has accepted the need for a write down and has accepted the offer of an immediate payment to cease involvement in the Club. This payment is a write-down of circa 70% with



a further reduction of circa £100,000 in return for immediate repayment of the remaining sum.

15. AIB have formally ratified and put into effect a circa 70% write down with effect from 31 December 2014, with option to reverse if other creditors do not follow. AIB have also agreed to release Mr Russell from his guarantee to the Bank, should he accept full and final settlement as a creditor of the Club.
16. The ECB have announced the major match awards for 2017 –2019, including a condition that financial stability must be achieved (i.e. a financial restructuring completed) before confirmation of the award. They have also provided various loan and cash flow facilities to help the Club to navigate through until 2017 –2019 (with discussions still ongoing). ECB have agreed to provide loan funding to meet the lump sum payment release for Mr Russell.
17. The Welsh Government is considering a request for grant funding which is also conditional upon securing a financial restructuring. The exact level of this support has not yet been confirmed.
18. A range of private investors have provided an indication of financial support to assist with cash flow until 2018. This support is also conditional upon completion of a financial restructuring with existing creditors.

#### **Heads of terms for revised loan**

19. The full proposed heads of terms are attached at Appendix 1 and allow for:-
  - Outstanding debt and interest to be written down by circa 70% based upon cumulative balances at 31 March 2015 to form a revised consolidated loan. Repayment of remaining balance (combined balance - £1,923,584 – 31 March 2015) to be rescheduled as follows:
    - a. Equal 6 monthly instalments of 1/40 of revised loan balance to be paid starting on 1 July 2019.
    - b. Remaining principal balance to be repaid in its entirety on 1 January 2026, subject to securing funding to repay
  - Interest to continue to accrue on revised consolidated loan at 1.5% plus LIBOR (3mth rate), subject to a 3% cap. All interest to be paid quarterly in arrears, commencing 1 July 2015.
  - Payments of capital and interest to rank pari-passu with AIB and ECB, with the exception of ECB's preference on excess ECB payments
  - No event of default apart from insolvency and cross default.

- GCCC to be given permission to borrow additional funds from investors as described below.
  - With exception of new security for investors, all security and rankings between creditors to remain as currently in place. Any security linked to further borrowing to rank behind AIB and CCC.
20. It should also be noted that the parties will not proceed with the restructuring until there is confirmation from the HMRC that there are no adverse tax implications.
21. In addition the Council and AIB have requested that the Club update the proposed heads of terms of the revised loan to reflect the position if there should be any windfall/outperformance in relation to the Club's projections. The Club have advised of their willingness to accept such an amendment and have included suggested drafting in the attached appendix which will be considered by the parties prior to completing the revised contractual terms in relation to the loans."

### **Reasons for Recommendations**

22. The implications of not accepting the proposal are the likely insolvency of the Club or a change in legal status which could have significant cost implications for the Club, reputational impact, loss of test or other major match status including impact on existing match awards.
23. Independent financial advice indicates the existing level of debt of the Club is un-servicable and even with a circa 70% write down significant financial and operating risks remain.
24. The first creditor has agreed to the terms of the restructuring, subject to the Council also doing so, which gives assurance the Council is acting in accordance with the Market Investor Principle.
25. The proposal in partnership with AIB is a generous one as in similar situations, lower ranking creditors would normally be required to write-off their outstanding amounts in full. The Council will retain opportunities to recoup some of the loan amount in future years in accordance with revised loan agreements or should there be a reversal in the Club's financial position. The Council also continues to discuss opportunities to access other benefits from the Club for example the use of rooms at the stadium where relevant.

### **Financial Implications**

26. GCCC have requested that the existing sums due to the Council of circa £6.2m are written off by circa 70%, consistent with the approach that AIB and Mr Russell, the Club's other main creditors have agreed. For the remaining balance, the Club have requested a restructuring, spreading the loan balance over a twenty year period starting 1 July 2019.

27. The risks of non recovery of loan amounts were recognised when the loans were given. In 2013/14, based on evidence available, the Council considered that the value recoverable from an accounting perspective was nil i.e the loan was fully impaired in the Council's accounts.
28. The Council subsequently engaged independent financial advice from Deloitte, whose report is attached at Appendix 2. Based on an analysis of the Club's financial forecasts, this has highlighted that the Club could support only 30% of existing debt and concludes there were more potential risks than potential upsides to the Club's financial forecasts. On this basis the Council would continue to recognise impairment at 100%.
29. With the Council having only a second charge, any insolvency scenario would mean the Council would likely receive nil. Accordingly the proposal put forward does offer an opportunity for some return in the future, in line with the first charge holder AIB.
30. It is deemed by the first and second legal charge holders that the early release of Mr Russell for a reduced upfront payment will protect the ongoing viability of the club and the ability of the creditors to realise a return on sums due.
31. The loans provided to the Club of £5.056 million were initially charged as capital expenditure to be ultimately paid for by borrowing. Since 2012/13, the Council has been making an annual prudent provision for the repayment of the sums due as part of its Minimum Revenue Provision for repayment of debt. Given the risks of non repayment, the Council has also been making 100% bad debt provision for any interest due on the loans outstanding. This will mean that there will be no impact of the write off in the Council's revenue budget for 2014/15. This position was also adopted when the Council's Budget for 2015/16 was set. Consideration would need to be given as to whether any future interest due as part of a restructured loan agreement should also be provided for in full.

### **Legal Implications**

32. The body of this report proposes the write off of part of the debt due from GCCC to the Council. In terms of potential State Aid, AIB as a market investor has agreed to the same percentage write off in regard to its own debt. As mentioned in the report, the Council will retain opportunities to recoup some of the loan amount in future years as a consequence of the revised loan agreements. This is an improvement on the position whereby AIB could have called for the Council's debt to be written off in full as a pre-condition to writing off part of its own debt.

### **RECOMMENDATIONS**

The Cabinet is recommended to:

1. In line with the other main creditors, write-off circa 70% of the value of sums outstanding on loans made to Glamorgan County Cricket Club.

2. Agree the heads of terms and revised terms for repayment of amounts outstanding, whilst acknowledging that there can be no absolute guarantee that income generated by the Club will enable it to repay the proposed restructured loan.
3. Delegate authority to the Corporate Director Resources to complete revised contractual terms with the club in consultation with County Solicitor and the Cabinet Member for Corporate Services and Performance..

**CHRISTINE SALTER**

**Corporate Director**

13 March 2015

*The following Appendices are attached:*

Appendix 1: Draft Loan Restructuring Term Sheet – February 2015  
(Confidential)

Appendix 2: Delloitte report to Cardiff Council - Independent financial review  
(confidential)

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MARCH 2015**

**CABINET RESPONSE TO A REPORT OF THE CHILDREN AND  
YOUNG PEOPLE SCRUTINY COMMITTEE SEPTEMBER 2014  
ENTITLED LOOKED AFTER CHILDREN'S TRANSITION TO  
INDEPENDENT LIVING**

**REPORT OF DIRECTOR OF CHILDREN'S SERVICES  
AGENDA ITEM:10**

**PORTFOLIO: EARLY YEARS CHILDREN AND FAMILIES (COUNCILLOR  
LENT)**

**Reason for this Report**

1. The purpose of this report is to enable Cabinet to respond to the report of the Children and Young People Scrutiny Committee arising from the work of a Task and Finish Group convened by the Committee.

**Background**

2. The Children and Young People Scrutiny Committee took evidence from wide range of stakeholders including children's services and housing staff; Children's Commissioner for Wales and the Police and Crime Commissioner for South Wales.
3. The report provides an effective and accurate insight into the challenges faced by care leavers as they move towards independent adulthood.
4. The report welcomes and acknowledges a number of developments that have been introduced to improve performance overall in children's services and to enhance the capacity of children's services to meet the needs of care leavers in particular. This includes
  - The recruitment of additional Personal Advisors
  - Joint work between Children's Services and Housing
  - Work to strengthen working arrangements with Adult services
  - The extension of Independent Visitor support
  - The strengthening of the role of the Corporate Parenting Advisory Committee
  - The Council LAC Traineeship Scheme

5. However the report identified a number of areas of concern including
  - The current level of the “leaving care grant”
  - The need for a better rent guarantor scheme
  - The need to modernise and improve information and advice to care leavers
6. The following responses to each of the report's 10 recommendations are set out for consideration in the appendix to this report.
7. Whilst the recommendations are welcomed overall, the current financial position which the council is confronting makes it more difficult to respond as fully as it would otherwise be able to do. However the service recognises the important messages within the report and will utilise the new 2015/16 Directorate Business Plan as the vehicle for responding to each of the key recommendations in more detail.

### **Reasons for Recommendations**

8. To enable Cabinet to respond to the report of the Children and Young People Scrutiny Committee arising from the work of a Task and Finish Group convened by the Committee to consider Transitions for Care Leavers.

### **Legal Implications**

9. There are no direct legal implications arising from this report

### **Financial Implications**

10. Any costs including the additional £60,000 arising from the impact of changes to the care leavers grant in 2015/16 will be met from within the overall budget allocated to Children's Service with further costs arising in respect of 2016/17 and 2017/18 being considered as part of the Council's budget setting process for those years. Any financial implications arising from the development of a rent guarantor scheme will be considered as part of the feasibility review.

## **RECOMMENDATIONS**

The Cabinet is recommended to agree the responses set out in the appendix in relation to the September 2014 report of the Task and Finish Group convened by the scrutiny committee to consider the needs of care leavers in Transition.

### **TONY YOUNG**

Director  
13 March 2015

*The following appendix is attached:*

Appendix 1 – Response to Recommendations

**RESPONSE THE RECOMMENDATIONS OF THE CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE SEPTEMBER 2014 ENTITLED LOOKED AFTER CHILDREN'S TRANSITION TO INDEPENDENT LIVING**

**R1** - Ensure that the process for the transition of Looked After Children to independent living is made as flexible as possible; preparation should start early and support must also be available after children have left care. This could include a drop-in centre for care leavers.

**Response** - This recommendation is agreed.

The Operational Manager for Looked After Children will review the overall flexibility and effectiveness of preparatory programmes for care leavers and incorporate new developments into the 2015/16 Directorate Business Plan.

**R2** - Immediately undertake a review of the Care Leavers Grant and set it at an appropriate level to enable care leavers to set up home. Members suggested that it should be set at £2,000. Care leavers should also be encouraged to open a Cardiff Credit Union account to enable them to access savings advice and financial support.

**Response** - This recommendation is agreed with effect from 1<sup>st</sup> April 2015 at a projected additional cost of £60,000 for 2015/16.

It is noted that this is based on known care leavers for 2015/16 and may be subject to minor change. The comparable additional costs for 2016/17 and 2017/18 are £47,000 and £92,000 respectively. The Operational Manager will consider the potential for engagement with Credit Unions.

**R3** - Instruct officers to develop and implement appropriate processes to enable a tenancy guarantor to be in place for care leavers who require a private tenancy.

**Response** - This recommendation is agreed

Steps will be taken to explore the feasibility of establishing a rent guarantor scheme.



**R4** - Instruct officers to develop and implement a communication strategy to include relevant information, advice and support, together with internet access for care leavers. The advice should cover finance management, access to benefits, loneliness, access to training and jobs, further education and general living skills. Internet access should be supported to enable care leavers to access online services, benefits and advice.

**Response** - This recommendation is agreed.

Opportunities to exploit existing council web and customer care resources more effectively will be considered as part of the Directorate Business Plan.

**R5** - Instruct officers to undertake a review to consider the benefits, of having a multi-agency team for care leavers (including youth offending), thereby ensuring that all services and support are co-ordinated and provided from a single site.

**Response** - The need to promote a more integrated approach with partners and within the council is agreed. Options will be considered as part of developing the Directorate Business Plan 2015/16.

**R6** - Ensure that the Youth Offending Service develops and implements good practice guidance around working with Looked After Children services.

**Response** - This recommendation is agreed and is the subject of work currently to strengthen the YOS and Children's Services interface.

**R7** - Ensure that officers develop future Pathway Plans that are "live" documents for the young person, written in a young person friendly style, portable, reviewed and updated at least six monthly, with comprehensive contact details, and be fully shared (where appropriate) with Housing, Careers, Further Education, Probation and Youth Offending Team.

**Response** - This recommendation is agreed and will be provided for within the Directorate Business Plan 2015/16.

**R8** - Support Children's Services staff to improve the working relationship with Cardiff & Vale College to optimise care leavers' options to access further education.

**Response** - This recommendation is agreed and will be provided for within the Directorate Business Plan 2015/16.

**R9** - Ensure that the current transitions protocol and processes for young people who have high needs are reviewed and clarified, to ensure that they are fully prepared for the transition to adult support provision

**Response** - This recommendation is agreed and will be provided for within the Directorate Business Plan 2015/16.

**R10** - Produce an action plan to demonstrate how they will seek to implement the above recommendations

**Response** - As indicated above the Directorate Business Plan 2015/16 will provide the vehicle for responding to the 10 recommendations. The Operational Manager for Looked After Children will report progress to the Corporate Parenting Advisory Committee.

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MARCH 2015**

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**SCHOOL ADMISSION ARRANGEMENTS 2016/2017**

**REPORT OF DIRECTOR OF EDUCATION AND LIFELONG  
LEARNING**

**AGENDA ITEM: 11**

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**PORTFOLIO : EDUCATION & SKILLS (COUNCILLOR JULIA MAGILL)**

**Reason for this Report**

1. In accordance with the Section 89 of the School Standards and Framework Act 1998 and the Education (Determination of Admission Arrangements) (Wales) Regulations 2006 the Council is required to review the School Admissions Policy annually.

**Background**

2. The School Admission Arrangements must be determined for implementation in September 2016.
3. The draft School Admissions Policy was issued for consultation on 15 December 2014 to headteachers, governing bodies, diocesan directors, neighbouring local education authorities and other interested bodies. Responses were requested to be returned by 23 January 2015.
4. The changes for the 2016/2017 year are as follows:
  - inclusion of reference to the website facility for provision of pupil details for nursery admissions;
  - amendment of the nursery admission criteria to include clarity on application of criteria where preferences exceed places available in relation to applications based on sibling grounds;
  - addition of a fifth criteria to be applied for nursery admissions based on distance from alternative school offered;
  - clarity on the consideration of late applications following the first round of allocation of places;

- amendment of the primary and secondary admissions criteria stating the Council's duty to admit a child to the school named in a statement of special educational needs;
- amendment of the primary and secondary admissions criteria stating the Council's duty to admit a looked after or previously looked after child to a named school;
- amendment of the guidance followed when assessing walking routes, with distances measured to 2 decimal places and distance from alternative school offered used as a tie break.

## **Issues**

5. In response to the consultation, where the policy refers to the Council's duty to admit "where the Council is the admissions authority", this caveat was included as governing bodies of Voluntary Aided (VA) schools have the final decision as to whether or not to accept a child where the school is named on a statement of special educational needs, as highlighted in a response from a VA school representative.
6. The only other comments received in response to the consultation were:
  - a suggestion to include reference to multiple births – As this is covered in the Class Size legislation, with such instances treated as exceptions, this amendment was not felt necessary;
  - a suggested amendment to include guaranteed admission of the siblings of statemented children – This was not agreed by the Admissions Forum for inclusion as although it would be good practice for siblings to be given some priority for a place at a same school as their statemented sibling it is not always possible to guarantee such a place as some schools are severely over-subscribed. Such a change could give pupils from outside the local area, whose sibling has SEN, an advantage over younger siblings who live locally to the school, but whose sibling does not happen to have SEN.
7. The admission arrangements as detailed in the attached draft School Admissions Policy 2016/2017 (Appendix 1) have been considered and agreed by the Cardiff Schools Admission Forum.

## **Reasons for Recommendations**

8. The Council is required to review school admission arrangements annually and to agree the arrangements following appropriate consultation.

## **Legal Implications**

9. Section 89 of the School Standards and Framework Act 1998 and Regulation 4 of the Education (Determination of Admission

Arrangements) (Wales) Regulations 2006 require Admission Authorities to consult and determine school admission arrangements annually. The regulations set a timescale for the consultation and determination of admission arrangements and this report reflects those requirements.

### **Financial Implications**

10. There are no financial implications arising directly from this report.

### **RECOMMENDATIONS**

The Cabinet is recommended to note that the attached draft School Admissions Arrangements 2016/2017 have been determined and to agree the Admission Policy 2016/17.

### **NICK BATCHELAR**

Director

13 March 2015

*The following Appendix is attached*

Appendix 1 - The Draft School Admissions Policy 2016/2017

*The following Background Papers have been taken into account:*

Education (Determination of Admission Arrangements) (Wales) Regulations 2006

Welsh Assembly Government Guidance Circular 09/2006 – Measuring the Capacity of Schools in Wales

Welsh Assembly Government School Admissions Code Document no. 005/2013



**SCHOOL  
ADMISSIONS  
POLICY  
2016/2017**

**THE CITY OF CARDIFF COUNCIL  
EDUCATION & LIFELONG  
LEARNING**

**THE CITY OF CARDIFF COUNCIL  
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## **SCHOOL ADMISSIONS**

The City of Cardiff Council is committed to equality of opportunity and to eliminating unlawful discrimination. In respect of admissions to schools, all pupils and prospective pupils are treated equitably, regardless of gender, race, ethnicity, culture, nationality, language, ability/disability or religious belief. Steps are taken to ensure that admission procedures do not unfairly advantage or disadvantage any groups through the application of rules or conditions that cannot be complied with equally by all.

## **RELEVANT AREA FOR CONSULTATION**

In accordance with the Education (Relevant Areas for Consultation on Admission Arrangements) Regulations 1999, the relevant area for community schools in Cardiff is the administrative area of the County Council for the City and County of Cardiff (the County Council). The relevant area for voluntary aided and voluntary controlled primary schools in Cardiff is the radius of 3 miles from the school, and for voluntary aided secondary schools in Cardiff, the relevant area is the administrative area of the County Council for the City and County of Cardiff (the County Council).

## **Admission Number**

All maintained schools must admit pupils up to their published admission number. An admission may not be refused to any school until the admission number has been reached. The published admission number has been calculated in accordance with the **Welsh Government's** school capacity calculation methodology "Measuring the Capacity of Schools in `Wales". As this number is based on the physical capacity of the school to accommodate pupils it should not be exceeded in normal circumstances.

## **SCHOOL ADMISSIONS POLICY: 2016/2017**

### **ADMISSIONS TO NURSERY SCHOOLS AND CLASSES**

The Council is the Admissions Authority for all maintained Community Nursery Schools and for Nursery Classes in Community Schools.

Children are entitled to a part-time nursery place from the start of the term following their third birthday and must attend for five half days. It is common practice for parents to approach the Headteacher of their preferred nursery school or class who will make a note of the request and **provide** details to the Director of Education & Lifelong Learning at the appropriate time. **Alternatively there is a facility on the Cardiff Council website for parents to provide their child's details.**

**PUBLISHED DATE:** Reference to the published date means the date set out in this Policy, in the Notes for the Guidance of Parents and in the Information for Parents Booklet **2016/2017**.

The Council will consider each individual application received by the published closing date for a child who must be three years old on its merits, applying the criteria in the following order of priority up to the approved capacity:

1. For applications received by the published closing date of **22 February 2016** for children born between 1 September **2012** and 31 August **2013**:
  - (a) children allocated nursery funding by the Early Years Assessment Panel, or the Case Advisory Panel. These multi agency panels allocate funding to an Early Years child with identified significant and/or complex needs, through an Individual Development Plan in order that the child may access their nursery entitlement in a maintained setting.
  - (b) children who have a brother and/or sister who will be on register at the school at which the nursery class is based when they are admitted. Any sibling connection must be clearly stated in the application. **Where preferences exceed places available, criteria c,d and e will then be applied to decide which other pupils are admitted.** For admission purposes a sibling is a child permanently resident at the same address as the pupil applying for a place who is the brother/sister, half brother/sister (children who share one common parent), step brother/step sister where two children are related by virtue of their parents being married, co-habiting or in a civil partnership. This definition also includes adopted or fostered children living at the

same address.

- (c) children in respect of whom the Council judges that there are compelling medical grounds or compelling social grounds for their admission to a specified nursery school/class.  
Written recommendations from a medical **consultant**, a social worker or similar professional will be required giving detailed reasons for the child's admission to a particular nursery school/class. Where preferences exceed places available, priority will be given to multiple birth siblings.
- (d) other children with priority to children living nearest the nursery school/class, as measured by the shortest practicable walking route. The Council uses a Geographical Information System (GIS) to calculate home to school distances in miles **to the nearest 2 decimal places**. The shortest walking route is calculated using Ordnance Survey (OS) customised route data from an applicant's home address to the nearest open school gate. The co-ordinates of an applicant's home address are determined using the Local Land and Property Gazetteer (LLPG) AND OS Address Point Data. The starting point for a route assessment is determined as the nearest point on the walking route network to the main front entrance of a property. Private driveways and paths are not included in the distance measurement. All routes within the walking network must be publicly accessible and available 24 hours. Cardiff Council has developed a computerised walking route network based on the **Welsh Learner Travel Measure Statutory Provision and Operational Guidance June 2014** and this is used to ensure that every pupil is assessed as consistently as possible. Where there is no safe walking route available, the Council will calculate the shortest driving distance from the home address to the nearest open school gate by use of the same Geographical Information System (GIS) used to measure the shortest practicable walking route.
- (e) In determining applications for admission in respect of other pupils the Council gives priority to children living furthest away from the alternative school offered by the Council as measured by the shortest practicable walking route as a tie break. The Council uses a Geographical Information System (GIS) to calculate home to school distances in miles to the nearest 2 decimal places. The shortest walking route is calculated using Ordnance Survey (OS) customised route data from an applicant's home address to the nearest open school gate. The co-ordinates of an applicant's home address are determined using the Local Land and Property Gazetteer (LLPG) AND OS Address Point Data. The starting point for a route assessment is determined as the nearest point on the walking route network to the main front entrance of a property. Private driveways and paths are not included in the distance measurement. All routes within the walking network must be publicly accessible and available 24 hours. Cardiff Council has developed a computerised walking route network based on the

Welsh Learner Travel Measure Statutory Provision and Operational Guidance June 2014 and this is used to ensure that every pupil is assessed as consistently as possible. Where there is no safe walking route available, the Council will calculate the shortest driving distance from the home address to the nearest open school gate by use of the same Geographical Information System (GIS) used to measure the shortest practicable walking route.

- (e) For applications received by the published closing date of 4 July 2016 for children born between 1 September 2013 and 31 December 2013: (a) to (e) as above
- (f) For applications received by the published closing date 4 July 2016 for children born between 1 January 2014 and 31 March 2014: (a) to (e) as above

In all cases evidence of permanent residence of the pupil at time of application must be supplied if required. Any place approved on the basis of residence will be withdrawn if the pupil is no longer permanently resident at the address at the beginning of the school term to which the application relates (term dates as published in the Admission to Schools Booklet). The home address is considered to be the child's along with their parent's main and genuine principal place of residence on the relevant published closing date i.e. where they are normally and regularly living. If a child is resident with friends or relatives (for reasons other than guardianship) the friends or relative's address will not be considered for allocation purposes.

Following the first round of allocations, late applications will be considered in accordance with the Council's published admissions criteria.

Applications from the first round of allocations and any subsequent late applications will be considered together for any subsequent available places that may arise.

The processing of late applications will normally be done on a monthly basis.

The address of UK service personnel will be accepted if their application form is accompanied by an official Ministry of Defence (MOD) letter declaring a definite return date and confirmation of the new address.

Where parents have shared responsibility for a child, and the child lives with both parents for part of the school week then the home address will be determined as the address where the child lives for the majority of the school week (i.e. 3 out of 5 days available). Parents will be required to provide documentary evidence to support the address they wish to be considered for allocation purposes.

No account is taken of the particular infant or primary school the child is likely to attend subsequently or to the length of time the school has been aware of the parental intention to apply for a place at the school.

Only applications received by the relevant published closing date for receipt of preference forms will be considered in the initial round of allocation of places. Other preference forms received will be considered as late applications.

If parents are dissatisfied with the result of an application for a particular community nursery place, additional information can be submitted in writing to the Director of Education & Lifelong Learning. Consideration will then be given to extenuating social circumstances which compromise the parent's ability to practically take up the nursery provision offered.

However as nursery education is non-statutory provision, parents have no statutory right of appeal under the School Standards and Framework Act if they are unsuccessful in gaining a nursery place.

### Early Years Funding

Where places are unavailable in local community nursery schools or nursery classes within two miles of a child's place of residence, parents may apply for nursery education place funding with a recognised provider designated by the Cardiff Early Childhood Group.

Where places are available in local community nursery schools or nursery classes within two miles of a child's place of residence, the Council will only approve applications for nursery education place funding with a recognised provider designated by the Cardiff Early Childhood Group, where there are compelling medical or compelling social grounds which make it inappropriate for the child to attend the nursery provision offered by the Council. Written recommendations from a medical practitioner or social worker or similar professional will be required.

Applications for Early Years Funding should be made in the Term prior to when the child becomes eligible for funding or in the case where a child starts in a nursery with a recognised provider at a later date, applications should be submitted in the term when the admission takes place. The Council will not accept retrospective claims for funding where a place within a Community Nursery would have been available within 2 miles of the child's home address but is no longer available because the parent has delayed in making a claim.

In addition the Council will not approve applications for Early Years Funding where a place in a Community Nursery School or Class was previously offered by the Council at the time of application but refused by a parent.

Attendance at a Nursery Class does not automatically entitle a child to a reception class place in the same school. A new application must be made for Reception Class Places.

## **SCHOOL ADMISSIONS POLICY: 2016/2017**

### **ADMISSIONS TO PRIMARY SCHOOLS**

The Council is the Admissions Authority for all maintained Community Infant, Junior and Primary Schools and the Council is committed to providing local schools for local children where possible.

All admissions are approved by the Director of Education & Lifelong Learning.

Children are admitted to reception classes in the September following their fourth birthday. Parents can register their child's details on the Council website or approach the Headteacher of their preferred primary schools who will make a note of their request **and provide details to the Director of Education and Lifelong Learning at the appropriate time**. Parents who have registered their child's details with the Council and/or Headteacher will be advised to apply for a place in their preferred schools during the Autumn Term by using the Council's On- Line Application Service or by completing a preference form. Parents who submitted an application by the published closing date will be notified of the result of their application on **Monday 18<sup>th</sup> April 2016**.

Attendance at a Nursery Class does not automatically entitle a child to a reception class place in the same school. A new application must be made for Reception Class Places.

Parents have the right to express a preference **for their preferred schools** which will be considered individually and complied with wherever possible. Some schools have more requests for places than there are places available. Where a school is oversubscribed preferences will still be considered but the priorities set by the Council will be applied. In deciding which children to admit to a school, the Council applies the criteria set out below in the order of priority shown (1. being the highest priority) and examines the merits of each case by considering any reasons put forward supporting any expressed preference. The Council will not normally exceed the school's Admission Number or breach the limitations imposed by statutory maximum class size (30) where this applies.

**Where a school is named in a statement of special educational needs, where the Council is the admissions authority the Council has a duty to admit the child to the school.**

**In the case of children looked after by the Local Authority (as defined by Section 22 of the Children Act 1989) or previously looked after children (as defined by the Welsh Government School Admissions Code document no. 005/2-13) following consultation on the appropriateness of the named school in light of the child's background and needs, the Council has a duty to admit the child to the school.**



**PUBLISHED DATE:** Reference to the published date means the date set out in this Policy, in the Notes for the Guidance of Parents and in the Information for Parents Booklet **2016/2017**.

1. Children who are looked after by the Local Authority (as defined by Section 22 of the Children Act 1989) or previously looked after children (as defined by the Welsh Government School Admissions Code document no. 005/2-13)
2. Children allocated nursery funding by the Early Years Assessment Panel, or the Case Advisory Panel. These multi agency panels allocate funding to an Early Years child with identified significant and/or complex needs, through an Individual Development Plan in order that the child may access their nursery entitlement in a maintained setting.
3. (a) Where an older sibling was directed by the Council to an alternative school because the alternative school was previously the catchment area school, if the parent desires, the Council will admit younger siblings to the alternative school. This applies only where the older sibling is in attendance at the alternative school during the academic year to which the application relates. In addition the younger sibling must be residing in the same address (or an address within the catchment area that was the subject of the change before it was implemented) that the older sibling was living at the time of the original application.  
  
(b) Where an older sibling was directed by the Council to an alternative school because no places were available at the catchment area school, if the parent desires, the Council will admit younger siblings to the alternative school. This applies only where the older sibling is in attendance at the alternative school during the academic year to which the application relates
- 4 Pupils who are permanently resident within the defined catchment area\* of the school on the published closing date of **11 January 2016** for receipt of preference forms. Evidence of permanent residence of the pupil must be supplied if required. Where preferences exceed places available, priority will be given to multiple birth siblings resident within the defined catchment area. Criteria **5, 6, 7, 8 and 9** will then be applied to decide which other pupils are admitted.
- 5 Pupils in respect of whom the Council judges that there are compelling medical grounds or compelling social grounds for their admission to a specified school. Written recommendations from a medical consultant or a social worker **or similar professional** will be required giving detailed reasons for the pupil's admission to a particular school. Where preferences exceed places available, Criteria 6, 7, 8 and 9 will then be applied to decide which other pupils are admitted.
- 6 Pupils who have a brother and/or sister **of statutory school age** who will be on register at the school when they are admitted. In considering siblings first priority will be given to applications from multiple birth



siblings. Where preferences exceed places available, Criteria 7, 8 and 9 will then be applied to decide which other pupils are admitted. For admission purposes a sibling is a child permanently resident at the same address as the pupil applying for a place who is the brother/sister, half brother/sister (children who share one common parent), step brother/step sister where two children are related by virtue of their parents being married, co-habiting or in a civil partnership. This definition also includes adopted or fostered children living at the same address.

- 7 In determining applications for admission in respect of other pupils the Council gives priority to children living nearest the school as measured by the shortest practicable walking route. The Council uses a Geographical Information System (GIS) to calculate home to school distances in miles to the nearest 2 decimal places. The shortest walking route is calculated using Ordnance Survey (OS) customised route data from an applicant's home address to the nearest open school gate. The co-ordinates of an applicant's home address are determined using the Local Land and Property Gazetteer (LLPG) AND OS Address Point Data. The starting point for a route assessment is determined as the nearest point on the walking route network to the main front entrance of a property. Private driveways and paths are not included in the distance measurement. All routes within the walking network must be publicly accessible and available 24 hours. Where preferences exceed places available, Criteria 8 will then be applied to decide which other pupils are admitted. Cardiff Council has developed a computerised walking route network based on the Welsh Learner Travel Measure Statutory Provision and Operational Guidance June 2014 and this is used to ensure that every pupil is assessed as consistently as possible. Where there is no safe walking route available, the Council will calculate the shortest driving distance from the home address to the nearest open school gate by use of the same Geographical Information System (GIS) used to measure the shortest practicable walking route.
- 8 In determining applications for admission in respect of other pupils the Council gives priority to children living furthest away from the alternative school offered by the Council as measured by the shortest practicable walking route as a tie break. The Council uses a Geographical Information System (GIS) to calculate home to school distances in miles to the nearest 2 decimal places. The shortest walking route is calculated using Ordnance Survey (OS) customised route data from an applicant's home address to the nearest open school gate. The co-ordinates of an applicant's home address are determined using the Local Land and Property Gazetteer (LLPG) AND OS Address Point Data. The starting point for a route assessment is determined as the nearest point on the walking route network to the main front entrance of a property. Private driveways and paths are not included in the distance measurement. All routes within the walking network must be publicly accessible and available 24 hours. Cardiff Council has developed a computerised walking route network based on the Welsh Learner Travel Measure Statutory Provision and Operational Guidance June 2014 and this is used to ensure that every pupil is assessed as consistently as possible. Where there is no safe walking route available, the Council will calculate

the shortest driving distance from the home address to the nearest open school gate by use of the same Geographical Information System (GIS) used to measure the shortest practicable walking route.

- 9 Pupils whose premature admission to the school has been approved by the Council.

Only applications received by the published closing date of **11 January 2016** for receipt of preference forms will be considered in the initial round of allocation of places. Other preference forms received will be considered as late applications.

Any place approved on the basis of residence will be withdrawn if the pupil is no longer permanently resident at the address at the beginning of the school term to which the application relates (term dates as published in the Admission to Schools Booklet). The home address is considered to be the child's along with their parent's main and genuine principal place of residence on the published date of **11 January 2016** i.e. where they are normally and regularly living. If a child is resident with friends or relatives (for reasons other than guardianship) the friends or relative's address will not be considered for allocation purposes.

Where parents have shared responsibility for a child, and the child lives with both parents for part of the school week then the home address will be determined as the address where the child lives for the majority of the school week (i.e. 3 out of 5 days available). Parents will be required to provide documentary evidence to support the address they wish to be considered for allocation purposes.

Children of UK service personnel will be treated as in catchment if their application form is accompanied by an official Ministry of Defence (MOD) letter declaring a definite return date and confirmation of the new address.

A child is not required to start school until the start of the term following the child's fifth birthday. Where a parent is offered a place in a reception class before their child is of compulsory school age, the parents have the option of deferring their child's entry until later in the same school year. The effect is that the place is held for that child and is not available to be offered to another child. The parent would not however be able to defer entry beyond the beginning of the term after the child's fifth birthday, nor beyond the academic year for which the original application was accepted. It is recommended that any deferment of a place is discussed with the relevant Headteacher.

### **Waiting Lists**

Where a place has been refused, the application will be placed on a waiting list. Applications received in the annual allocation of places will remain on the waiting list until the **30 September 2016**. Applications received outside of the annual allocation of places for in year admissions will remain on the waiting list until the end of the term in the academic year to which the application relates. After this time parents will be expected to make a further application for admission.

### **Late Applications**

Following the first round of allocations, late applications will be considered in accordance with the Council's published admissions criteria.

Applications from the first round of allocations and any subsequent late applications will be considered together for any subsequent available places that may arise.

The processing of late applications will normally be done on a monthly basis.

### **In Year Applications**

In the event of the Council receiving more applications for an age group than the number of places available, places will be filled by using the Admissions criteria above. (Deadline dates refer to the annual allocation of places to the Reception age group in September 2016).

### **Statutory Appeals**

If parents are dissatisfied with the result of an application for a particular Community primary school, an appeal may be submitted to the independent Statutory Appeal Panel, any decision made by the Panel being binding on the Council. If the appeal is not successful, further applications for a place at the same school will not be considered for the same academic year unless the Director of Education & Lifelong Learning determines there are significant and material changes in the circumstances of pupil/parents or school.

### **Voluntary Controlled Primary School**

In the case of St Mellons Voluntary Controlled Church in Wales Primary School, the Council has agreed to delegate responsibility for admissions to the Governing Body. Application should be made therefore directly to the school.

\* Catchment area information is available on the Council website.

## **SCHOOL ADMISSIONS POLICY: 2016/2017**

### **ADMISSIONS TO SECONDARY SCHOOLS**

The Council is the Admissions Authority for all maintained Community Secondary Schools. All admissions are approved by the Director of Education & Lifelong Learning.

Children transfer to secondary education in the September following their eleventh birthday.

In the Autumn Term parents of Year 6 pupils in Community Primary Schools are invited to nominate their preferred Secondary Schools either by using the Council's On Line application Service or by completing a preference form. Parents are also informed of their catchment area school. Parents who submitted an application by the published closing date will be notified of the result of their application on **Tuesday 1 March 2016**.

Parents have the right to express a preference **for their preferred schools** which will be considered individually and complied with wherever possible. Some schools have more requests for places than there are places available. Where a school is oversubscribed preferences will still be considered but the priorities set by the Council will be applied. In deciding which children to admit to a school, the Council applies the criteria set out below in the order of priority shown (1. being the highest priority) and examines the merits of each case by considering any reasons put forward supporting any expressed preference. The Council will not normally exceed the school's Admission Number.

**Where a school is named in a statement of special educational needs, where the Council is the admissions authority the Council has a duty to admit the child to the school.**

**In the case of children looked after by the Local Authority (as defined by Section 22 of the Children Act 1989) or previously looked after children (as defined by the Welsh Government School Admissions Code document no. 005/2-13) following consultation on the appropriateness of the named school in light of the child's background and needs, the Council has a duty to admit the child to the school.**

**PUBLISHED DATE:** Reference to the published date means the date set out in this Policy, in the Notes for the Guidance of Parents and in the Information for Parents Booklet **2016/2017**.

1. Children who are looked after by the Local Authority (as defined by Section 22 of the Children Act 1989) or previously looked after children (as defined by the Welsh Government School Admissions Code document no. 005/2-13)

2. (a) Where an older sibling was directed by the Council to an alternative school because the alternative school was previously the catchment area school, if the parent desires, the Council will admit younger siblings to the alternative school. This applies only where the older sibling is in attendance at the alternative school during the academic year to which the application relates. In addition the younger sibling must be residing in the same address (or an address within the catchment area that was the subject of the change before it was implemented) that the older sibling was living at the time of the original application.  
  
(b) Where an older sibling was directed by the Council to an alternative school because no places were available at the catchment area school, if the parent desires, the Council will admit younger siblings to the alternative school. This applies only where the older sibling is in attendance at the alternative school during the academic year to which the application relates
3. Pupils who are permanently resident within the defined catchment area\* of the school on the published closing date of **30 November 2015** for receipt of preference forms. Evidence of permanent residence of the pupil must be supplied if required. Where preferences exceed places available, priority will be given to multiple birth siblings resident within the defined catchment area. Criteria **4, 5, 6, 7 and 8** will then be applied to decide which other pupils are admitted.
4. Pupils in respect of whom the Council judges that there are compelling medical grounds or compelling social grounds for their admission to a specified school. Written recommendations from a medical consultant or a social worker or **similar professional** will be required giving detailed reasons for the pupil's admission to a particular school. Where preferences exceed places available, **Criteria 5, 6, 7 and 8** will then be applied to decide which other pupils are admitted.
5. Pupils who have a brother and/or sister who will be on register at the school, in Years 8 to 11, when they are admitted. In considering siblings first priority will be given to applications from multiple birth siblings. Any sibling connection must be clearly stated in the application. Where preferences exceed places available, **Criteria 6, 7 and 8** will then be applied to decide which other pupils are admitted. For admission purposes a sibling is a child permanently resident at the same address as the pupil applying for a place who is the brother/sister, half brother/sister (children who share one common parent), step brother/step sister where two children are related by virtue of their parents being married, co-habiting or in a civil partnership. This definition also includes adopted or fostered children living at the same address.
6. In determining applications for admission in respect of other pupils the Council gives priority to children living nearest the school as measured by the shortest practicable walking route. The Council uses a Geographical Information System (GIS) to calculate home to school distances in miles **to the nearest 2 decimal places**. The shortest walking route is calculated using Ordnance Survey (OS) customised route data

from an applicant's home address to the nearest open school gate. The co-ordinates of an applicant's home address are determined using the Local Land and Property Gazetteer (LLPG) AND OS Address Point Data. The starting point for a route assessment is determined as the nearest point on the walking route network to the main front entrance of a property. Private driveways and paths are not included in the distance measurement. All routes within the walking network must be publicly accessible and available 24 hours. Where preferences exceed places available, Criteria 7 will then be applied to decide which other pupils are admitted. Cardiff Council has developed a computerised walking route network based on the [Welsh Learner Travel Measure Statutory Provision and Operational Guidance June 2014](#) and this is used to ensure that every pupil is assessed as consistently as possible. Where there is no safe walking route available, the Council will calculate the shortest driving distance from the home address to the nearest open school gate by use of the same Geographical Information System (GIS) used to measure the shortest practicable walking route.

7. In determining applications for admission in respect of other pupils the Council gives priority to children living furthest away from the alternative school offered by the Council as measured by the shortest practicable walking route [as a tie break](#). The Council uses a Geographical Information System (GIS) to calculate home to school distances in miles [to the nearest 2 decimal places](#). The shortest walking route is calculated using Ordnance Survey (OS) customised route data from an applicant's home address to the nearest open school gate. The co-ordinates of an applicant's home address are determined using the Local Land and Property Gazetteer (LLPG) AND OS Address Point Data. The starting point for a route assessment is determined as the nearest point on the walking route network to the main front entrance of a property. Private driveways and paths are not included in the distance measurement. All routes within the walking network must be publicly accessible and available 24 hours. Cardiff Council has developed a computerised walking route network based on the [Welsh Learner Travel Measure Statutory Provision and Operational Guidance June 2014](#) and this is used to ensure that every pupil is assessed as consistently as possible. Where there is no safe walking route available, the Council will calculate the shortest driving distance from the home address to the nearest open school gate by use of the same Geographical Information System (GIS) used to measure the shortest practicable walking route.
8. Pupils whose premature admission to the school has been approved by the Council

Only applications received by the published closing date of [30 November 2015](#) for receipt of preference forms will be considered in the initial round of allocation of places. Other preference forms received will be considered as late applications.

Any place approved on the basis of residence will be withdrawn if the pupil is no longer permanently resident at the address at the beginning of the school term



to which the application relates (term dates as published in the Admission to Schools Booklet). The home address is considered to be the child's along with their parent's main and genuine principal place of residence on the published date of **30 November 2015** i.e. where they are normally and regularly living. If a child is resident with friends or relatives (for reasons other than guardianship) the friends or relative's address will not be considered for allocation purposes.

Where parents have shared responsibility for a child, and the child lives with both parents for part of the school week then the home address will be determined as the address where the child lives for the majority of the school week (i.e 3 out of 5 days available). Parents will be required to provide documentary evidence to support the address they wish to be considered for allocation purposes.

Children of UK service personnel will be treated as in catchment if their application form is accompanied by an official Ministry of Defence (MOD) letter declaring a definite return date and confirmation of the new address.

### **Waiting Lists**

Where a place has been refused, the application will be placed on a waiting list. Applications received in the annual allocation of places will remain on the waiting list until the 30 September **2016**. Applications received outside of the annual allocation of places for in year admissions will remain on the waiting list until the end of the term in the academic year to which the application relates. After this time parents will be expected to make a further application for admission.

### **Late Applications**

Following the first round of allocations, late applications will be considered in accordance with the Council's published admissions criteria.

Applications from the first round of allocations and any subsequent late applications will be considered together for any subsequent available places that may arise.

The processing of late applications will normally be done on a monthly basis.

### **In Year Applications**

In the event of the Council receiving more applications for an age group than the number of places available, places will be filled by using the Admissions criteria above. (Deadline dates refer to the annual allocation of places to the Year 7 age group in September **2016**).

### **Statutory Appeals**

If parents are dissatisfied with the result of an application for a particular Community secondary school, an appeal may be submitted to the independent Statutory Appeal Panel, any decision made by the Panel being binding on the Council. If the appeal is not successful, further applications for a place at the same school will not be considered for the same academic year unless the Director of Education & Lifelong Learning determines there are significant and material changes in the circumstances of pupil/parents or school.



## ***ADMISSIONS TO SIXTH FORMS***

The Council has agreed to delegate to the Governing Body of Community Schools responsibility for the determination of admission arrangements for sixth forms. Application should therefore be made directly to the school.

- Catchment area information is available on the Council website. The catchment areas for schools providing primary education are grouped together to form the catchment areas of maintained secondary schools in Cardiff.

Admission Numbers, **September 2016**

<b>Community Primary Schools</b>	<b>Admission Number</b>
Adamsdown Primary School	60
Albany Primary School	60
Allensbank Primary School	45
Baden Powell Primary School	90 <sup>(3)</sup>
Birchgrove Primary School	58
Bryn Celyn Primary School	30
Bryn Deri Primary School	30 <sup>(1)</sup>
Bryn Hafod Primary School	60
Coed Glas Primary School	75
Coryton Primary School	30 <sup>(1)</sup>
Creigiau Primary School	29
Danescourt Primary School	60
Fairwater Primary School	40
Gabalfa Primary School	43
Gladstone Primary School	30
Glan Yr Afon Primary School	41
Glyncoed Primary School	60
Grangetown Primary School	60
Greenway Primary School	30
Gwaelod-y-Garth Primary School	7
Hawthorn Primary School	30
Herbert Thompson Primary School	60
Hywel Dda Primary School	60
Kitchener Primary School	60
Lakeside Primary School	60
Lansdowne Primary School	60
Llanedeyrn Primary School	55
Llanishen Fach Primary School	60
Llysfaen Primary School	60
Marlborough Primary School	60
Meadowlane Primary School	45
Millbank Primary School	30
Moorland Primary School	60
Mount Stuart Primary School	60

<b>Community Primary Schools</b>	<b>Admission Number</b>
Ninian Park Primary School	57
Oakfield Primary School	60
Pencaerau Primary School	30
Pentrebane Primary School	34
Pentyrch Primary School	27
Pen-y-Bryn Primary School	34
Peter Lea Primary School	45
<b>Pontpennau Primary School</b>	<b>60</b>
Radnor Primary School	45
Radyr Primary School	45
Rhiwbeina Primary School	75
Rhydypenau Primary School	60
Roath Park Primary School	58
Rumney Primary School	60
Severn Primary School	60
Springwood Primary School	60
Stacey Primary School	30 <sup>(1)</sup>
Thornhill Primary School	60
Tongwynlais Primary School	28
Ton-yr-Ywen Primary School	60
Trelai Primary School	60
Trowbridge Primary School	30
Whitchurch Primary School	75
Willowbrook Primary School	60
Windsor Clive Primary School	60
<b>Proposed new school on existing Howardian site, Penylan</b>	<b>60 <sup>(4)</sup></b>
Ysgol Bro Eirwg	60 <sup>(1)</sup>
Ysgol Coed-y-Gof	60
Ysgol Creigiau	29
Ysgol Glan Morfa	30
Ysgol Gwaelod-y-Garth	26
Ysgol Melin Gruffydd	60
Ysgol Mynydd Bychan	30 <sup>(1)</sup>
Ysgol Pencae	30 <sup>(1)</sup>
Ysgol Pen Y Groes	30
Ysgol Pwll Coch	60

Ysgol Treganna	90
Ysgol y Berllan Deg	60 <sup>(1)</sup>
<b>Community Primary Schools</b>	<b>Admission Number</b>
Ysgol Y Wern	75
Ysgol Nant Caerau	30
Ysgol Pen Y Pil.	30
Ysgol Glan Ceubal	28
<b>Voluntary Controlled Primary Schools</b>	<b>Admission Number</b>
St Mellons C.W. Primary School	15
<b>Voluntary Aided Primary Schools</b>	<b>Admission Number</b>
All Saints C.W. Primary School	30
Bishop Childs C.W. Primary School	30 <sup>(1)</sup>
Christ The King R.C. Primary School	30
Holy Family R.C. Primary School	35
Llandaff C.W. Primary School	60
St Alban's R.C. Primary School	30
St Bernadette's R.C. Primary School	30
<b>St Cadoc's R.C. Primary School</b>	<b>45</b>
St Cuthbert's R.C. Primary School	22
St David's C.W. Primary School	30
St Fagans C.W. Primary School	30
St Francis R.C. Primary School	55
St John Lloyd R.C. Primary School	30
St Joseph's R.C. Primary School	30
St Mary The Virgin C.W. Primary School	30
St Mary's R.C. Primary School	37
St Monica's C.W. Primary School	20
St Patrick's R.C. Primary School	45
St Paul's C.W. Primary School	30 <sup>(1)</sup>
<b>St Peter's R.C. Primary School</b>	<b>75</b>
St Philip Evans R.C. Primary School	52
Tredegaville C.W. Primary School	30
<b>Community Secondary Schools</b>	<b>Admission Number</b>
Cantonian High School	181
Cardiff High School	240
Cathays High School	165
Eastern High	240

Fitzalan High School	286
Glyn Derw High School	183 <sup>(2)</sup>
Llanishen High School	300
Michaelston Community College	159 <sup>(2)</sup>
Radyr Comprehensive School	210
Willows High School	224
Ysgol Gyfun Gymraeg Glantaf	240
Ysgol Gyfun Gymraeg Plasmawr	180
Ysgol Bro Eder	180
<b>Foundation Secondary Schools</b>	<b>Admission Number</b>
Whitchurch High School	360
<b>Voluntary Aided Secondary Schools</b>	<b>Admission Number</b>
Bishop of Llandaff C.W. High School	171
Corpus Christi R.C. High School	186
Mary Immaculate R.C. High School	159
St Illtyd's R.C. High School	176
St Teilo's C.W. High School	240

**It should be noted that in progressing school reorganisation proposals, some admission numbers may need to change.**

<sup>(1)</sup> It is proposed to maintain the current admission number for **2016** as allowed by WG regulations, pending extensive discussions with Head and Governors to agree an appropriate way forward within the context of demand for places and the capacity of the premises.

<sup>(2)</sup> Subject to approval following consultation the location of places will be on the Michaelston site from January 2017.

<sup>(3)</sup> Subject to approval by the Welsh Government of the proposal to increase the capacity of the school to 630 places

<sup>(4)</sup> Subject to publishing of statutory notice and approval by the Council's Cabinet of the proposal to establish the school to 420 places

**NB. It should be noted that some of the above proposals are subject to receiving the relevant planning consent.**

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MARCH 2015**

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**REALIGNMENT OF THE 21<sup>ST</sup> CENTURY SCHOOLS PROGRAMME**

**REPORT OF DIRECTOR OF EDUCATION AND LIFELONG LEARNING**

**AGENDA ITEM: 12**

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**PORTFOLIO: EDUCATION & SKILLS (COUNCILLOR JULIA MAGILL)**

*Appendices 2 & 3 are not for publication as they contain exempt information of the description in paragraph(s) 16 of Part 4 of Schedule 12A of the Local Government Act 1972*

**Reason for this Report**

1. To update Cabinet on the realigned Strategy for the Council's 21<sup>st</sup> Century Schools Programme, as a key part of the Council's Corporate Property Strategy.
2. To note that the approval in principle of the realigned strategy by Welsh Government is required and to authorise discussion with the Welsh Government to secure approval in principle.

**Background**

3. In November 2011, the Council submitted a 21st Century Schools Programme bid to Welsh Government. The level of Capital investment contained within that Programme (predicated upon 50% Welsh Government funding, 50% Authority funding) known as "Band A", was £137.328 million and this was approved in principle in December 2011. This was broken down into £68.664 million from Welsh Government and £68.664 million from the Council, funded from a number of sources including capital receipts from surplus education land, Section 106 contributions, Council capital programme funding and prudential borrowing. This grant funding is subject to approval by Welsh Government of detailed Business Cases for each individual scheme. Each project is assessed for its affordability and whether it fulfils the objectives of the 21<sup>st</sup> Century Schools Programme. "Band A" funding is in place until March 2019. On the 1<sup>st</sup> of April 2019 "Band B" funding will commence. It is important for the Council to give an early indication to



Welsh Government as to which projects it anticipates including in “Band B” funding.

4. Since 2011, nine school projects have been successfully completed under “Band A” and some £16.72 million of grant funding has been utilised. These include Ysgol Gymraeg Treganna, a new three form entry Welsh medium primary school in Canton, and the consolidation of English medium & Welsh medium provision in Whitchurch within Whitchurch Primary and Ysgol Gymraeg Melin Gruffyd.
5. The Programme now needs to be realigned to take account of changes since 2011. A key priority of the current administration is to raise educational attainment in Cardiff and capital expenditure has the potential to make an important contribution to creating high quality environments to support teaching and learning effectively. This aspiration is set against a backdrop of increasing financial pressure. In this respect new school developments will need to:
  - represent best value;
  - be delivered via innovative procurement methods; and
  - be community focussed, in order to benefit the wider community.
6. Cardiff has experienced significant population growth since 2011 and there is a need to address the sufficiency (supply) of school places. Also to be taken into account is that too much of the school estate is in poor condition. Through addressing these issues in partnership with Welsh Government, the Council will ensure that the best possible education for every child and young person is provided, regardless of their background or location in the city.

## **Issues**

7. The realigned 21<sup>st</sup> Century Schools programme is framed with reference to the changes in population in the City, disparities in economic prosperity and educational outcomes, the sufficiency of school places and the condition of the educational estate.

## **Population Growth**

8. Over the last five years the city has experienced an increase in population of approximately 1.1% per annum, which is around 3,800 individuals. It has also seen the arrival of significant numbers of international economic migrants, from countries such as Poland, Bulgaria and further afield. This population growth provides a challenge to the Local Authority in terms of providing sufficient good quality education places.
9. A further factor to consider is the impact that the two large housing sites within the Local Development Plan will have on the demand for schools places. The Deposit Cardiff Local Development Plan 2006-2026 predicts that the population of the City will rise by 22% by 2026. A significant part of the response to this is the inclusion of two major new strategic housing

sites in the City. This includes North East Cardiff and the area around the community of Pontprennau where some 5,800 homes are planned and the area to the North West of Cardiff and at Junction 33 of the M4 where some 7,000 new homes are planned. These new developments will be phased over the next ten years and will have a number of new primary and high schools built as key parts of the development. They will also have an impact on catchment areas within the wider city. So it is important that this future predicted growth and the provision of these new schools, via Section 106 Planning agreements, are considered within the 21st Century Schools Programme.

### Economic Prosperity

10. When Cardiff is considered economically it can be seen as a city of two differing economies. The northern half of the city is in the main fairly prosperous, with low levels of unemployment and benefit claimants and generally higher levels of educational attainment. The south of the city, which includes part or all of the Neighbourhood Management Areas of Cardiff City and South, Cardiff South West and Cardiff East are quite different. This area, the “Southern Arc” of the city, includes the wards of Llanrumney, Rumney, Trowbridge, Adamsdown, Splott, Butetown, Grangetown, Riverside, Ely and Caerau. These areas, and in particular Ely, are some of the most deprived wards in Wales and have the highest levels of unemployment, children in low income families and lowest levels of educational attainment.
11. As set out in *Qualified for Life*: “[a] successful education system will directly contribute to a stronger economy, greater innovation, improved productivity and more high value businesses with more highly skilled jobs” (Welsh Government 2014). However, when we examine economically active young people in the City it is evident that, although at Year 11 the percentage has fallen significantly from 11% inherited from 2011 to 4% in 2014 there are still too many young people not engaging in education, training or employment across the City. This is particularly the case in the Neighbourhood Management Areas that lie within the Southern Arc of the City.
12. Over a quarter of Cardiff’s children (26.2%) live in low-income families, which exceeds the figures for both Wales (21.9%) and the UK (20.1%) (*Cardiff Research Centre Oct 13*). There are however, large disparities across the City. This ranged from just 3.0% in Lisvane to almost a half of all families in Ely (47.8%) being from low income families. From the 29 electoral divisions in Cardiff, some sixteen exceeded the Wales proportion of 21.9%. These included Adamsdown, Butetown, Splott, Caerau and Trowbridge. The Council is committed to breaking the link between disadvantage and educational attainment. It believes that a young person’s background must never limit their achievements and that all children should receive a good education regardless of their location in the City.

## Educational Outcomes

13. Improving educational attainment is a key priority for Cardiff.
14. In 2014 there was a 2.9% improvement in outcomes for the Foundation Phase across Cardiff. There has been a similar improvement in the percentage of pupils reaching the expected level at key stage 2. In 2014 the improvement in the core subject indicator (CSI) was 2.6% which is greater than the national improvement (1.8%). Performance at Key Stage 3 also continues to be higher than average for Wales in terms of the proportion of pupils reaching the expected level. The rate of improvement (3.9%) was in line with the national improvement (4.0%).
15. In 2014 at KS4 there has been an improvement of 3.9% in Level 2+ GCSE results and this compares favourably with a national improvement of 2.4%. However Cardiff is still slightly below the Wales average with 54% achieving level 2+ GCSE results compared to Wales at 55%. There is, however, a marked variability between schools with similar contextual factors. 7 out of 19 secondary schools met or exceeded their expected outcome for the level 2+ threshold. In the 12 schools where performance was below expectation, 8 schools had outcomes below expectation by more than 5%. The lowest performing schools in Cardiff at KS4 were located within the southern arc of the City. These high schools, including Eastern High, Michaelston College and Glyn Derw High must be given priority within this realigned 21<sup>st</sup> Century Schools Programme, to address the Key Educational Aim of improving attainment at KS4.
16. Six high schools in Cardiff that face particular challenges are currently included with the Welsh Government's *Schools Challenge Cymru* Programme. Eastern High, Glyn Derw and Michaelston are included in this initiative along with St Illtyd's Catholic High School, Cantonian High and Willows High School.

## Sufficiency of School Places

17. The number of pupils entering Reception has increased year on year, from around 3,300 pupils enrolled in 2007 to some 4300 pupils in 2014. The total number of pupils enrolled in primary education also increased from 24,500 pupils in 2009 to 27,200 pupils in 2014. This increase in demand of 30% amounts to an additional 30 Forms of Entry at Reception age, and projections based on Health service (GP registration data) indicate that the number of pupils enrolled in primary education will continue to rise. Whilst there were 2,761 net surplus places in primary schools at the most recent survey in 2014, equating to 9% of places, intakes at Reception are within 1% of the combined Published Admission Numbers across all schools. Projections indicate that there will be no net surplus at entry to Reception in September 2015. In recent years, localised increases in demand have been accommodated by utilising surplus places in nearby schools, and implementing changes to catchment areas where appropriate and sustainable. The priorities in Band A must now take account of this in order to ensure there is sufficient good quality nursery and primary school places available.

18. Consistent with Welsh Government policy, the Council has removed surplus English-medium community secondary school places and since 2011 the number of English-medium community secondary schools has been reduced from 18 to 16. The Council has also responded to the growing demand for Welsh-medium places and opened a new Welsh-medium secondary school in 2012, Ysgol Gyfyn Gymraeg Bro Edern, which will provide 1116 places and will ensure there are sufficient places to meet city-wide demand at entry to Year 7 from existing housing until September 2022. There were 3,554 surplus places in secondary schools at the most recent survey in 2014, equating to 15% of places. Projected intakes at entry to Year 7 indicate that there will be less than 10% surplus at entry to Year 7 in English-medium schools by September 2016 and there will be insufficient places to meet demand for English-medium places at entry by September 2019. Based on recent projections the level of surplus within Years 7-11 will exceed 10% until September 2019; however, a significant proportion of this surplus has been built in to the Welsh-medium sector to meet the growing demand evidenced in the primary sector, and it would be imprudent to reduce surplus any further.

#### Condition & Suitability of the Education Estate.

19. In Cardiff a significant number of properties, including both primary and secondary schools are in a poor state of repair. The Education estate has a significant maintenance backlog of some £85m of which £15m is Disability Discrimination Act compliance. However, the Authority's current spend on asset renewal is in the region of £2.7m per annum. This is used on a priority basis and is limited in the main to keeping properties wind and water tight. In many schools the teaching methods are inhibited by the suitability of the internal accommodation such as the flexibility of the space, its size and shape, accessibility, ventilation and acoustics.
20. The evidence for the poor condition of the education estate can be found within the EC Harris Condition Surveys that were undertaken in 2010. These surveys found:-
- 18% of all Cardiff schools are rated 'C' (condition is poor with major deterioration to the fabric of the building") or below for Condition;
  - 13% of all nursery and primary schools (including Special Schools) are rated C for Condition; and
  - 48% of all secondary schools are 'C' rated.
21. Ten secondary schools are classed as being in poor condition, with a combined repair maintenance backlog of approximately £24m. These include:-
- Eastern High School
  - Glyn Derw High School
  - Fitzalan High School
  - Cantonian High School

- Radyr High School
- Michaelston Community College
- Llanishen High School
- Whitchurch High School (Upper Section)
- Willows High School
- Ysgol Gyfun Gymraeg Glantaf

Of these 10 High Schools, 3 are considered poor for both condition and suitability. These include Glyn Derw High School, Fitzalan High School and Willows High School.

22. Whilst it is recognised that the total repair backlog of these High Schools is over £24m, the replacement cost of these facilities would be considerably higher. Should the Authority want to provide replacement new school facilities for the 10 High Schools listed above, the current value of investment required would be in excess of £160m. For this reason alone it is necessary to prioritise these new investments.
23. Some 16 Primary Schools in Cardiff are classed as poor for condition and have a combined repair backlog of £5.8m. Whilst recognising the need to address backlog maintenance, a pressing need within the Primary Sector is ensuring the sufficiency of school places. Projections indicate that there will be no net surplus of school places at entry to Reception by September 2015. (See paragraph 17). Therefore, the priorities in Band A must take account of this in order to ensure there are sufficient good quality nursery and primary school places available.
24. Asset Management and the funding received via 21<sup>st</sup> Century Schools Programme will not, as things stand, swiftly resolve the issues surrounding the estate. This is because the 21<sup>st</sup> Century Schools Programme funding is released in phases and because of the limitations of the funding likely to be made available in each phase. The Council has a statutory duty to provide sufficiency of school places; this means that within the context of a finite budget difficult decisions on prioritisation of schemes will have to be made.

### **Strategy and Programme Aims**

25. The Council's proposed Vision for the realigned 21<sup>st</sup> Century School Strategy is to deliver:

***Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential***

It is proposed that this vision can be realised through the achievement of four Key Educational Aims that directly link to the Welsh Government's National Programme Objectives. These will not only address the main educational issues of attainment and sufficiency but will also seek to ensure that Cardiff provides the best education for every child and young person regardless of their background or location in the City.

The four Key Educational Aims are as follows:-



26. **AIM 1: To Improve Educational Attainment, particularly in Key Stage 4 across the southern arc of the City.**

A good level of educational attainment, particularly at KS4, for the children and young people of Cardiff is a key educational priority. Striving for improved educational attainment for children and young people, will enrich their lives and provide them with the best possible social, economic and health opportunities. Educational attainment is varied across the City and that within the Southern Arc at Key Stage 4 is particularly low. The Local Authority is committed to breaking the link between disadvantage and educational attainment. A young person's background must never limit their achievements and all children should receive a good education regardless of their location in the City. Therefore a primary aim of this realigned strategy will be to improve educational attainment, particularly at Key Stage 4, across the southern arc of the City.

27. **AIM 2: To improve the Sufficiency and Suitability of School Places across Cardiff and ensure we are providing a 21<sup>st</sup> Century School Standard.**

All children and young people in Cardiff should be educated in environments that are fit for purpose, in the right place and that are the right size to enable the effective delivery of first class education. Put simply, that is not the case currently. Cardiff has a number of educational establishments that are unable to deliver a modern curriculum and a significant number of schools that are in poor condition and are not accessible or sustainable. These must be addressed as priorities within this Strategy. The Council must ensure it has "Local schools for Local Children" and the right balance of school places for both English and Welsh medium education for the children and young people of Cardiff. By September 2015 it is projected that there will be no net surplus places at entry to Reception. The Council must ensure that this strategy takes account of this issue and undertakes its statutory duty in partnership with Welsh Government to provide sufficient good quality nursery and primary school places to a 21<sup>st</sup> Century Schools standard across the City.

28. **AIM 3: To ensure that Cardiff achieves Best Value from its financial resources to improve the efficiency and cost-effectiveness of the education estate.**

The provision of a good quality Education Service is one of the key priorities for the Council. However, within the current financial climate and during a sustained period of austerity measures, ensuring the Council achieves Best Value from its financial resources is more important than ever. The Council is committed to endeavouring to leverage the best available deal for each investment, or combinations of investments, from the supply side and market place. It will ensure compliance with competition requirements and the use of regional or other frameworks to procure services. An important factor in ensuring

the Council achieves Best Value is by investigating the potential for innovative procurement. This includes the use of off-site construction and standardised designs and it is the intention of the Authority to benchmark the best practice of other local authorities within the region and beyond.

29. **AIM 4: To facilitate the development of Community Focussed Schools, for the benefit of the wider community, across Cardiff.**

The modernisation of the schools estate has the potential to impact more widely than just on the educational service. This is why the 21<sup>st</sup> Century Schools Strategy is an integral part of the Council's Corporate Property Strategy. This is about ensuring that the role of schools at the heart of their communities is strengthened through the co-location of services, working in partnership and delivering additional specific community-orientated benefits. By exploring the development of Community Focussed Schools the Council could benefit the wider community, public sector service delivery and the public sector estate; in particular, by joining-up facilities such as libraries, leisure provision, health provision, community centres (and potentially a range of other facilities) under-one-roof on schools sites as part of a modern community campus. This could not only improve the quality of facilities available to children and parents but could also help retain a range of facilities in the heart of communities. One of the aims of this strategy will be that when new schools are being constructed, their potential to accommodate a range of community facilities will be proactively explored and where possible incorporated within the scheme.

### **Schools Prioritised for Investment**

30. Cardiff's 21<sup>st</sup> Century Schools Programme has been investing in schools since 2011. Nine projects have been successfully completed so far and there are also currently eight projects that are committed to investment within this current "Band A" funding; that is, they are currently either onsite, being constructed, at tender stage or have statutory notices in place. These are outlined below:-

#### **School Projects completed by December 2014**

- Ysgol Gymraeg Treganna - new 3FE Welsh Medium Primary
  - Pencaerau Nursery - English medium consolidation & new nursery unit.
  - Whitchurch Primary – consolidation of 2.5FE English Medium Primary
  - Ysgol Melin Gruffyd – consolidation of 2FE Welsh Medium Primary
  - Ysgol Gymraeg Y Wern (phase 1) – remodelling to 2FE
  - Coed Glas Primary (phase 1) – remodelling to 2FE & nursery unit.
  - Llysfaen Primary – consolidation at 2FE & nursery unit.
  - Thornhill Primary – consolidation at 2FE & nursery unit.
  - Millbank Primary – consolidation at 1FE & new nursery unit
- Total Cost of Investment in projects completed: - £16.72m million



### **School Projects currently committed within Band A**

- Hywel Dda Primary - consolidation of 2FE English Medium Primary
- Adamsdown Primary - remodelling to 2FE & nursery unit.
- Mount Stuart Primary - remodelling to 2FE & nursery unit.
- Pontprennau Primary – New 2FE Primary School with Community Centre
- Coed Glas Primary (phase 2) – consolidation of 2.5FE
- Ysgol Gymraeg Y Wern (phase 2) – consolidation of 2.5FE
- Herbert Thompson Primary – additional nursery places
- Eastern High – New 8FE High School & partnership with Cardiff & Vale College
- Fitzalan High - New Science facilities.

Total Investment in projects committed: - approx £66.3 million  
(subject to tenders)

31. In realigning the “Band A” proposals, the Council will prioritise investment based on the programme’s four Key Educational Aims.

### **Realigned 21<sup>st</sup> Century School Proposals**

32. Under Aim 1, to Improve Educational Attainment, particularly in Key Stage 4 across the Southern Arc of the City and Aim 2, in terms of suitability, it is proposed that the following project is prioritised:-
33. **Michaelston College, Glyn Derw High – New High School in the West of the City** - It is proposed to establish a new build 11-18 years, 8 form of entry (FE) High School to replace both Glyn Derw High and Michaelston College from September 2018. In order for pupils to begin realising the benefits of this reorganisation as quickly as possible, it is proposed to transfer Glyn Derw High School onto Michaelston Community College site from January 2016. In line with the Welsh Government’s School Organisation Code it is necessary for the Local Authority to undertake a statutory consultation on all proposals for new school provision, including assessing and evidencing future demand.
34. The Council has a statutory responsibility to ensure we have sufficient and suitable school places across the City and this is Aim 2 of our Strategy. In this respect and from the outcomes of the detailed options appraisals it is proposed that the following projects are prioritised within “Band A” as follows:-

### **Butetown, Grangetown, Riverside & Canton – New 2FE Welsh Medium Primary School**

35. Within the wards of Butetown, Grangetown, Riverside and Canton there is predicted demand in excess of the current supply for Welsh Medium primary school places. The greatest shortfalls are projected particularly in

the wards of Grangetown and Butetown. In order to respond to this demand it is proposed to provide:-

- An addition of 2 forms of entry of Welsh Medium community school places to meet the projected shortfalls in Grangetown & Butetown.

The details of this proposal were approved for consultation at the 26<sup>th</sup> January Cabinet.

### **Butetown, Grangetown, Riverside & Canton – New 2FE English Medium Primary School**

36. Within the wards of Butetown, Grangetown, Riverside and Canton there is predicted demand in excess of the current supply for English Medium primary school places. The greatest shortfalls are projected particularly in the wards of Grangetown and Butetown. In order to respond to this demand it is proposed to provide:-

- An addition of 2 forms of entry (60 places per year) of English Medium community school places to meet the projected shortfalls in Grangetown. The remaining shortfall in English medium places in Grangetown to be met through catchment area changes..

The details of this proposal were approved for consultation at the 26<sup>th</sup> January Cabinet.

### **Cyncoed, Penylan, Parts of Roath – New 2FE English Medium Primary School**

37. There has been an increased demand for primary school places in Cyncoed, Penylan and part of Plasnewydd in the past five years. Proportionate demand for English medium primary school places has also increased in the past three years. Projections indicate that the demand for places in Cyncoed, Penylan and in parts of Plasnewydd will exceed the capacity of local schools in the future. In order to provide sufficient capacity to meet the increasing English medium community pupil demand within the local area it is proposed to:

- Establish a new 2 form of entry English medium community primary school serving the age range 3-11 on part of the site of the Howardian Community Education Centre, Hammond Way from September 2015.

A public consultation in the proposals was undertaken earlier this year and a report on the outcomes of the consultation and a decision to proceed to statutory notice was approved at the 26<sup>th</sup> January Cabinet.

### **Splott & Adamsdown – Increase of 1FE English & 1FE Welsh Medium Primary**

38. Within the Wards of Splott and Adamsdown there is predicted to be significant growth in both English medium and Welsh Medium reception age children. It is predicted currently that this will last until at least September 2016, which is the latest year for which data is available. Therefore, there is a known shortfall in educational places in these Wards which the Local Authority has a statutory duty to address. When considering the range of schools in the areas, including faith based provision, it is proposed that:-
- an addition of 1FE (30 places per year) English-medium places are provided to meet the projected shortfall of places in the Adamsdown and Splott area. Balancing the supply of and demand for places between each of the schools is proposed to be met through catchment area changes and
  - an addition of 1FE Welsh-medium community school places are provided to meet the projected shortfalls in the in the Adamsdown and Splott area.
39. The details of this proposal for the Splott & Adamsdown ward will be contained within a Cabinet Report in the coming months.

### **Llandaff North – Consolidation of permanent 1FE English & 1FE Welsh Medium Primary**

40. Within the ward of Llandaff North and its surrounding locality there have been a number of changes to schools provision as part of the earlier 21<sup>st</sup> Century Schools Programme. An important part of this in 2010 was the formal establishment of Ysgol Glan Ceubal, a 1 form of entry Welsh Medium Primary School on the Gabalfa Primary School Site, following approval by the Welsh Minister. At the time the Welsh Minister noted that the local authority indicated that the site could become a permanent location for the school in the future but that this would require further statutory procedures.
41. At the same time there has been sustained demand for English Medium provision in the ward. The projected demand for English-medium places in the Gabalfa Primary School catchment area at entry to Reception exceeds the Published Admission Number in future years until 2016-17, the last year for which data are available. However, the implementation of catchment area changes combined with an increase to the Admission Number of 90 at nearby Whitchurch Primary School was approved for implementation from September 2015 to allow for a better balance in the number of pupils resident in the Gabalfa Primary and Whitchurch Primary catchment area.
42. In order to respond appropriately to demand for English-medium community primary school places, after the catchment area changes

from September 2015 and to permanently establish Ysgol Glan Ceubal on its existing site, the following is proposed:-

- Gabalfa Primary School – reconstruction project to reduce the surplus local capacity of the school by consolidating the school from 1.2FE to 1FE with 24 FTE nursery in permanent accommodation in order to reduce English-medium capacity from September 2015.
  - Ysgol Glan Ceubal – reconstruction project to increase primary capacity to 1FE and establish 24FTE nursery provision to meet increasing local demand from September 2016.
43. The details of this proposal for the Llandaff North ward were approved for consultation at the 22<sup>nd</sup> January Cabinet.
44. This realigned strategy prioritises three High Schools in the southern arc of the City at this stage. That is Eastern High with a new build 8FE and post 16 provision provided by Cardiff & Vale College which is already committed and a new build 8FE High School in the West which will be the replacement for Michaelston College and Glyn Derw High School. However it is recognised that the current level of “Band A” funding cannot address all the areas of concern under Key Aim 1 in the Southern Arc of the City. Nor can it address all the condition and suitability issues that are found within the High School sector, under Key Aim 2. Therefore the re-development or replacement of other High Schools, such as Fitzalan High and Cantonian High will need to be prioritised in any “Band B” funding. Similarly addressing the condition and suitability issues at Whitchurch High, Willows High and Radyr High and within the Primary School Sector should also be prioritised in the next round of funding. The Council will look to work with Welsh Government to fast track priority schemes in Band B wherever possible. It will also be important to look at the impact that new High Schools in the North West and South West of City, delivered as part of the Local Development Plan, will have on High School provision in Cardiff and that a full catchment area analysis may need to be undertaken at this time.
45. The availability of land for educational use in areas where the demand for school places is highest is critical to the success of the Programme. That is because the Council is committed to providing local schools for local children. This is particularly difficult within an urban environment and in some cases will require innovative solutions and partnership agreements to secure appropriate sites. This is the case in Butetown where the Council wants to safeguard an area of private land at the Hamadryad peninsular for potential future educational use. This is an area where predicted demand for school places is in excess of current supply. Nevertheless whether this land is chosen for use for future school provision will be dependent on a decision following a statutory consultation which will commence in May this year. Therefore the future use of this land will not be determined until after this is concluded. This land is currently owned by a Housing Association and it is proposed that the Council negotiate the purchase of this area to land bank for

educational purposes in the future. A key part of safeguarding this site in Butetown was negotiating an alternative development site for the Housing Association. Therefore, it is proposed that the Housing Association purchase the vacant land that is adjacent to County Hall, enabling the Council to purchase their site at the Hamadryad peninsular, which is within the predicted area of school place demand. The details of this proposal are contained within confidential Appendix 2.

### **Procurement Strategy**

46. The Council has a good working relationship with bodies such as Constructing Excellence Wales (CEW), Consortium of Local Authorities in Wales CLAW, and the Welsh Local Government Association (WLGA) Collaborative Works Group and has been involved in various events and reviews around project processes and contractual arrangements in recent years. This includes the mid-term review of the South East Wales Schools Capital Working Group (SEWSCAP) undertaken by CEW, the recent review of the Council's own framework for building maintenance services by CEW, and the Councils involvement in shaping the next generation SEWSCAP framework at a regional level.
47. Modern Methods of Construction (MMC) embraces a range of technologies and processes involving various supply chain approaches and configurations, specifications, and construction mechanisms (for example, prefabrication and off-site assembly). The Council recognises the advantages that MMC bring and intend to utilise such methods at every opportunity during the delivery of the 21<sup>st</sup> Century School Programme.
48. The Council is introducing two-stage open book tendering as the preferred method of procuring major schemes throughout the authority. This is essentially building on the UK Government's Construction Strategy trial programme, and positive experiences elsewhere in Wales using this approach.
49. Using two stage open book, a client invites prospective integrated teams to bid for a project based on their ability to deliver an outline brief and cost benchmark. Following the first stage competition, the appointed team works alongside the client to build up a proposal, the construction contract being awarded at the second stage. This differs from the traditional cost-led procurement model in reducing industry bidding costs, enabling faster mobilisation and in providing the opportunity for clients to work earlier with a single integrated team. This method of procurement will be a key feature of the next generation SEWSCAP arrangement.

### **Projects Deferred from Band A**

50. In the 2011 21<sup>st</sup> Century Schools Strategy there was a number of School Projects that were previously featured. These are no longer included within what is remaining of the "Band A" funding. This is because of the realigned priorities of the strategy and the limited funding still available. These Projects include the following:-

### **School Projects deferred**

- St Mary the Virgin Church in Wales Primary – Consolidate at 1FE & Nursery
- Radnor Primary School – Remodel existing & establish new 32FTE Nursery
- St Patrick Roman Catholic Primary – Consolidate at 1.5FE & new 24FTE Nursery
- St Pauls Church in Wales Primary – Consolidate at 1FE & new 16FTE Nursery
- Christ the King Roman Catholic Primary – New 24FTE Place Nursery
- St Francis Roman Catholic Primary – Consolidate at 1.5FE & new 24FTE Nursery
- Ninian Park Primary - Consolidate at 2FE & 16FTE additional nursery places.
- Oakfield Primary – Remodel existing
- Meadowlane Primary – Remodel existing & 8FTE Nursery Unit
- Herbert Thompson Primary – Consolidate at 2.5FE.
- Corpus Christi Roman Catholic High School – New Hall
- Willows High School – upgrading of facilities

Total Investment required for projects deferred to Band B: - approx £20 million

51. These will now be considered within further round of Welsh Government grant funding. However should funding become available in the interim period these schemes could be considered for progression. Wherever possible, action has been taken to mitigate the effects of deferring schemes in the local areas affected. The original 2011 21<sup>st</sup> Century Schools bid would have delivered a further 408 FTE (816) additional nursery places. Of these 160FTE (320 places) would have been delivered through the investments proposed above. The proposals included within the realigned strategy would result in up to an additional 392FTE (784) additional nursery places. In addition whilst the projects as a whole may have been deferred, the Council has been able to deliver parts of projects and in doing so has delivered 48FTE (96) of the places listed in the 2011 submission above, outside of the 21<sup>st</sup> Century Schools Programme. Taking those planned as part of the realigned programme together with those the Council has been able to resolve itself, there would be a total of 440 FTE (880) additional nursery education places.
52. Nursery provision has been provided at St Francis Roman Catholic Primary School without use of 21<sup>st</sup> Century Schools funds. Similarly a reduced proposal for Herbert Thompson has been included in the realigned bid which will result in the addition of 16 nursery places without further works to the wider school premises. Whilst the establishment of other new nursery classes have been deferred from Band A, the impact of this is mitigated by alternative proposals included in the revised bid. St Pauls Church in Wales Primary, St Patricks Roman Catholic Primary School and Radnor Primary School are located within what is known as the “Four Wards” area, which is Butetown, Grangetown, Canton and Riverside. Whilst these schools will not benefit directly from the funding,



the local area will benefit from up to 192 part time nursery places (up to 96 English-medium and 96 Welsh-medium depending on the option progressed) as part of the “four wards” proposals that are outlined in paragraphs 34 and 35 These proposals were considered at the Cabinet meeting on the 26<sup>th</sup> January 2015. Some of the schools identified for deferral may still be developed in Band A, depending on the options emerging from consultation on the Four Wards, (St Mary the Virgin and Ninian Park). Whilst these potential developments and the additional nursery places mitigate the impact of deferring the schemes set out above, it is acknowledged that some primary schools will have to wait longer than originally planned for nursery places and that the planned development of a hall at Corpus Christi High Roman Catholic High School will also be delayed.

### **Financial Cost Model**

53. A ‘Band A’ capital investment programme bid was submitted to Welsh Government in November 2011, and received ‘in-principle’ approval in December 2011. The approval was subject to the submission of scheme specific business cases to Welsh Government. The capital investment programme approved at that time totalled £137.328 million, and was predicated upon 50% grant funding from Welsh Government.
54. To date, business cases attracting £24.555 million grant funding have been submitted to and approved by Welsh Government (this includes future year grant funding).
55. The Authority match-funding element of the 21<sup>st</sup> Century Schools programme, totalling £68.664 million, was indicatively made up of Capital Programme allocations, S106 contributions, capital receipts and capital (prudential) borrowing.
56. The proposed realigned 21<sup>st</sup> Century Schools programme of investment has increased from £137.328 million to £167.641 million. It should be noted that part of this increase (£10.730 million) largely reflects the Eastern High School and Howardian Primary School proposals, as previously reported to Cabinet in July 2014.
57. The increase of £30.313 million to the programme does not attract an additional 50% (£15.156 million) grant funding from Welsh Government. However, if approved by Cabinet, the realigned programme will be submitted to Welsh Government with a view to agreeing the revised priority schemes. Welsh Government officials are aware that the full revised programme is not affordable without additional support from Welsh Government and this will be taken into account as part of the approval process.
58. The summary table below compares the current 21<sup>st</sup> Century Schools Financial Model with the proposed revised Model:



	<b>Current Investment Programme £ million</b>	<b>Proposed Investment Programme £ million</b>
21 <sup>st</sup> Century Schools Capital Expenditure	148.057	167.641
<u>Funded by:</u>		
Authority Capital Resources (including Capital Programme General Fund allocations, S106 contributions and capital receipts	(21.156)	(32.676)
Welsh Government Capital Grant and supported borrowing	(68.664)	(68.664)*
Authority Prudential Borrowing	(58.237)	(66.301)*

*\*The level of borrowing stated in the table for the proposed investment programme is not considered affordable, however Welsh Government will consider whether an additional grant can be made available to improve the affordability position in considering whether to approve the programme in principle.*

59. The proposed programme assumes an additional capital receipt in respect of the High School in the West proposal.
60. The Authority Prudential Borrowing figures above show the net level of borrowing over the life of the programme. However, it should be noted that the level of borrowing in early years of the programme may be higher, due to capital receipts generally being realised at the end of a specific scheme.
61. The SOP Revenue Reserve exists to manage the Capital Financing Requirements of the Prudential Borrowing, and the Organisational Restructuring costs of the programme. Revenue Release savings provide a significant source of funding for the SOP Reserve, and these savings come from a number of sources as identified below:
  - **Facilities Management Savings** - Based on the facilities management element of the budget for closing schools that is no longer needed - for example lump sum for school heating, lighting, building maintenance.
  - **Falling Pupil Number Savings** - the historic amount identified as no longer allocated to schools as delegated budgets reduced as a result of the fall in pupils.
  - **Efficiency Savings** - an annual efficiency saving of 0.5% has been captured against the teaching element of all delegated schools budgets for a period of five years from 2009/10 to 2013/14.

62. The revised programme assumes an additional Revenue Release Saving arising from the High School in the West proposals. A number of additional Organisational Restructuring costs are proposed as follows:

- Deficit provisions for Glyn Derw and Michaelston High Schools totalling £2.861 million;
- Pump-priming funding for a new English Medium Primary school as part of the Butetown, Canton, Grangetown and Riverside proposals: £120,000
- Additional SOP implementation team posts totalling £264,000 over the period 2015/16 to 2019/20.

63. The tables below illustrate the impact upon the SOP Reserve, noting that an element of the Capital Financing Requirement and the Organisational Restructuring costs have arisen through non-21<sup>st</sup> Century Schools proposals, which are complete or coming to an end in 2015/16.

**Table 1: Current SOP Reserve Balance Forecast**

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Balance b/fwd</b>	<b>6,773</b>	<b>6,749</b>	<b>6,586</b>	<b>5,371</b>	<b>4,302</b>	<b>2,891</b>
<b>Revenue Release Savings</b>	7,747	7,947	7,947	7,947	7,947	7,947
<b>Organisational Restructuring</b>	(3,156)	(3,023)	(2,582)	(2,591)	(2,431)	(137)
<b>Capital Financing Requirement</b>	(4,615)	(5,087)	(6,580)	(6,425)	(6,927)	(7,646)
<b>Estimated balance c/fwd</b>	<b>6,749</b>	<b>6,586</b>	<b>5,371</b>	<b>4,302</b>	<b>2,891</b>	<b>3,055</b>

**Table 2: Proposed SOP / 21<sup>st</sup> Century Schools Reserve Balance Forecast**

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Balance b/fwd</b>	<b>6,773</b>	<b>6,521</b>	<b>6,495</b>	<b>4,732</b>	<b>(587)</b>	<b>(2,940)</b>
<b>Revenue Release Savings</b>	7,797	8,197	8,197	8,197	8,197	7,947
<b>Organisational Restructuring</b>	(3,370)	(3,073)	(2,627)	(5,462)	(2,531)	(237)
<b>Capital Financing Requirement</b>	(4,679)	(5,150)	(7,333)	(8,054)	(8,019)	(8,139)
<b>Estimated balance c/fwd</b>	<b>6,521</b>	<b>6,495</b>	<b>4,732</b>	<b>(587)</b>	<b>(2,940)</b>	<b>(3,369)</b>

64. Without additional financial support from Welsh Government, the proposed programme therefore forecasts a Reserve deficit in 2018/19. This deficit is forecast to worsen in 2019/20 and 2020/21, up to a peak deficit of £3.597 million in 2021/22. The deficit is then forecast to fall each year, reaching a surplus again in 2028/29.
65. Whilst every effort has been made to ensure the robustness of these estimates, and the financial model assumes a number of capital and revenue contingency provisions, it is considered prudent to set a minimum threshold of £1.5 million for future Reserve balances. The projected Reserve balances for 2018/19 to 2028/29 are therefore considered to breach the affordability threshold.
66. The SOP Reserve affordability threshold therefore requires the forecast balance to be increased by circa £5 million during the period up to and including 2021/22. The nature of the Prudential Borrowing financing mechanism means that an additional capital resource of £14.3 million would be required in 2016/17 to address the £5 million gap in the Reserve balance forecast. This will be highlighted to Welsh Government as part of the submission of the realigned programme. An increased Welsh Government contribution of £14.3 million would still represent an Authority contribution of more than 50% capital funding into the overall programme.
67. In the event that the Authority is able to attract an additional £14.3 million capital grant in 2016/17, over and above existing allocations, the revised profile of the SOP Reserve would look as follows:

**Table 3: Proposed Reserve Balance Forecast (Including additional capital grant)**

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Balance b/fwd</b>	<b>6,773</b>	<b>6,521</b>	<b>6,871</b>	<b>6,416</b>	<b>2,375</b>	<b>1,270</b>
<b>Revenue Release Savings</b>	7,797	8,197	8,197	8,197	8,197	7,947
<b>Organisational Restructuring</b>	(3,370)	(3,073)	(2,627)	(5,462)	(2,531)	(237)
<b>Capital Financing Requirement</b>	(4,679)	(4,774)	(6,025)	(6,776)	(6,771)	(6,922)
<b>Estimated balance c/fwd</b>	<b>6,521</b>	<b>6,871</b>	<b>6,416</b>	<b>2,375</b>	<b>1,270</b>	<b>2,058</b>

68. If the Authority is unsuccessful in attracting some, or all, of the additional capital grant, the Authority would need to reduce the level of capital investment to address the shortfall. Broadly, the full £14.3 million funding gap would equate to the value of two new primary schools. The programme would have to be re-prioritised accordingly and those schemes that have the lowest perceived levels of priority deferred. The prioritisation matrix is included within confidential Appendix 3.

69. There are financial pressures which may also impact upon the existing financial model and / or the Council, should the revised programme not gain approval. For example the revised programme includes provision to address the deficit balances for the Glyn Derw and Michaelston High School delegated budgets upon closure. Whilst steps are already being taken to manage the deficits down, further action would be necessary if approval is not given to the re-aligned programme.
70. It should be noted that few if any of the capital investment proposals included within the revised programme are considered to be the 'do maximum' option, and therefore a number of compromises have been made on schemes remaining within the programme. This is in addition to the compromises which have been made in displacing schemes. Reducing the list of schemes included within the revised programme would therefore pose a significant challenge to the Directorate, and could result in significant educational risks.
71. The capital and revenue provisions included within the revised proposals are considered to be robust with adequate contingencies for unforeseeable costs. The Directorate is therefore confident that proposals can be delivered within these provisions, and Project Managers will endeavour to achieve Value for Money savings against these provisions as appropriate.
72. The previous programme / financial model included a 'Technical Contingency' capital provision. This contingency was not allocated to specific schemes, but existed to manage capital underspends and overspends within the SOP financial model. The revised programme does not include a 'Technical Contingency' provision. Therefore, in the event that unforeseen costs result in an overspend (over and above scheme specific contingency) the Directorate would need to consider whether the scope of other 21<sup>st</sup> Century Schools schemes can be reduced to accommodate the overspend.
73. The existing revenue contingency provision of £250,000 per annum, as approved by Cabinet in November 2013, will continue to exist in the revised model. Expenditure from this contingency is managed and agreed by the SOP Programme Board which meets monthly.
74. Submission of the re-aligned Strategic Outline Programme will seek an agreement in-principle from WG for a level of capital investment (the agreed level of investment will be up to a maximum of £167.641 million, subject to addressing the shortfall as highlighted). Full grant approval for specific schemes within the programme will then be subject to the submission of business cases to WG.
75. Plans and designs for schemes will need to be developed in order to inform a robust business case submission, and it is therefore necessary to incur costs prior to the submission (and thus prior to full grant approval). However, the Authority clearly needs to manage the level of expenditure incurred prior to full approval, and the Directorate will need to appropriately plan the business case submissions into their delivery programme(s).

76. Previous Cabinet reports have attempted to manage this issue generally and in respect of the specific Eastern High proposal, with the following Recommendations:

Cabinet 7 November 2013 – Schools Organisation Financial Model:

*Authorise Officers to proceed with initial design works for 21<sup>st</sup> Century Schools schemes up to 5% of project value and not commit Council to any other financial obligations, ahead of full approval of grant funding.*

Cabinet 17 July 2014 – School Organisation Proposals: Recommendations Relating to the Siting of Eastern High Following Consultation:

*following full approval of the 21<sup>st</sup> Century Schools grant, delegate authority to the Director of Education and Lifelong Learning in consultation with the Cabinet Members for Education and Skills and Corporate Services and Performance, the County Solicitor, and the Corporate Director for Resources, to determine all aspects of the procurement process to appoint a contractor for the construction of a new Eastern High and replacement all weather pitch in conjunction with the construction of post 16 facilities on the CAVC site in Trowbridge.*

77. The business case process for large scale schemes (such as Eastern High School) requires up to three stages of approval by Welsh Government – Strategic Outline Case (SOC), Outline Business Case (OBC) and Full Business Case (FBC). For such schemes the full grant approval is not received until approval of the Full Business Case. Welsh Government would anticipate that robust, final designs and costs are defined in the Full Business Case. Achieving this level of robustness will require levels of appropriate expenditure to be incurred, and it is therefore necessary to revise the existing restrictions.
78. It is proposed that a similar delegated authority to the one mentioned above in respect of Cabinet 17 July 2014 be given to the Director of Education & Lifelong Learning (in consultation with the Cabinet Members for Education & Skills and Corporate Services & Performance, the County Solicitor, and the Corporate Director for Resources) and is managed by the following limits:

Business Case Stage	None	Strategic Outline Case	Outline Business Case	Full Business Case
Percentage of overall project (or grouped projects where relevant) capital investment which may be incurred / committed, following approval stage.	5%	10%	20%	100%

79. Therefore, following Welsh Government approval of the Strategic Outline Case, up to 10% of the overall capital budget for a specific scheme may be incurred / committed. An Outline Business Case will need to be submitted and approved prior to commitment of expenditure above 10%. Following approval of the Outline Business Case, up to 20% of the specific scheme capital budget may be incurred / committed before a Full Business Case is submitted.
80. For the avoidance of doubt, prior to the Strategic Outline Case submission or for low value schemes where only a one stage (Business Justification Case) business case is required, the 5% limit as set by Cabinet on 7 November 2013 shall apply.
81. In respect of the Eastern High Project, due to the overriding time constraint to open the new school building in September 2017 and the requirement to commence the procurement of the project immediately, the usual thresholds will need to be amended. The reason for this is that the Strategic Outline Business Case for the Project will not be approved by Welsh Government until the Capital Panel on the 30<sup>th</sup> of March and it is the intention to issue the Stage 1 tender for this project prior to that. Therefore the thresholds for this Project will be as outlined below.

Eastern High Business Case Stage	None	Outline Business Case	Full Business Case
Percentage of overall project (or grouped projects where relevant) capital investment which may be incurred / committed, following approval stage.	20%	20%	100%

## Benefits Management

82. The strategic goal of the 21<sup>st</sup> Century Programme is to realise the four educational aims and deliver outcomes and benefits of strategic relevance to the children and young people of Cardiff. Robust benefits management is a key part of any successful programme. This is because an assessment of the anticipated benefits that will be derived is essential for the continued justification of any Programme. Benefits are the measurable improvements that result from the outcomes of work, so if the Council is to successfully track its programme benefits, then they must be both specific and measurable.
83. There are 6 identified key Programme Benefits that can be specified and measured as directly contributing to our four Key Educational Aims. These are outlined overleaf and demonstrate the direct link to the relevant Key Educational Aim.



Educational Aim	Programme Benefit
<p><b>Aim 1:</b> To improve Educational Attainment, particularly in Key Stage 4 across the southern arc of the City.</p>	<p><b>SOPBEN001:</b> To provide modern inspiring high performing learning facilities across the City to a 21<sup>st</sup> Century School standard.</p>
	<p><b>SOPBEN002:</b> Improve educational outcomes and well being for the learner so all Children and Young People in Cardiff can maximise their full potential.</p>
	<p><b>SOPBEN003:</b> Improve access, inclusion and equality to reduce known links between disadvantage and educational attainment.</p>
<p><b>Aim 2 :</b> To improve the sufficiency and suitability of school places across Cardiff and ensure we are providing a 21<sup>st</sup> Century School Standard.</p>	<p><b>SOPBEN004:</b> Achieve a better match between the supply and demand for school places across the City.</p>
<p><b>Aim 3 :</b> To ensure that Cardiff achieves Best Value from its financial resources to improve the efficiency and cost-effectiveness of the educational estate.</p>	<p><b>SOPBEN005:</b> To provide facilities that are sustainable and efficient in terms of carbon performance, use of resources and flexibility to meet future needs of learners and communities.</p>
<p><b>Aim 4:</b> To facilitate the development of Community Focussed Schools, for the benefit of the wider community, across Cardiff.</p>	<p><b>SOPBEN006:</b> Strengthen the role of schools at the heart of their community through co-location of community services within schools site and integrated services where appropriate.</p>

*Table 1: Key Educational Aim and Programme Benefit alignment*

84. These Programme Benefits will be included within the Education Business Plan. Benefit Profiles will be developed for each Programme Benefit, outlining how each will be quantified and measured, including baselines, measure frequency, target values and target dates. As these define the aspirations and intentions of the programme and its constituent projects, it is important that all projects are appropriately aligned to achieving these shared goals. In support of this, each project will have a similar benefits management regime, with specific and quantifiable measures and critical success factors identified and monitored.

### **Local Member Consultation**

85. Consultations have taken place with a range of stakeholders about the realigned priorities and aims of the 21<sup>st</sup> Century Schools Strategy. These included Local Members, Diocese, Arch Diocese, Head Teachers and Governing Bodies.

86. All those consulted were supportive of the realigned Vision and four key Educational Aims, in particular, Key Aim 1 about Educational Attainment and Key Aim 2 about the sufficiency of school places. There was also general support for the principles of achieving Best Value by the use of standardised designs and the use of innovative procurement methods. Those consulted were very supportive of the development of Community Focused Schools and wanted to engage in more constructive dialogue with the Local Authority about this in the future.



87. In addition, several consulted suggested that opportunities to maximise education facilities development should be realised where possible in order to make the most of the economies of scale in construction terms. For example the inclusion of relevant SEN provision where appropriate and consistent with the emerging SEN Strategy, rather than adding on at a later stage. These are to be considered where relevant as part of individual consultations in the future.
88. When Officers met with Head Teachers and Chair of Governors of schools whose projects were deferred as a result of the reprioritisation, it was clear that there was disappointment. However, all consultees understood and accepted the reasons for the realignment and that the sufficiency of schools places was a priority issue for the Council.

### **Reason for Recommendations**

89. In November 2011, the Council submitted a 21st Century Schools Programme bid to Welsh Government. The level of Capital investment contained within that Programme known as “Band A”, was £137.328 million and this was approved in principle in December 2011. The Programme now needs to be realigned to take account of changes since 2011. This includes the need to address the current levels of educational attainment at KS4 in the Southern arc; provide a sufficiency of primary places ensuring best value from the financial resources available and the need to ensure schools are assets that benefit their wider community.

### **Legal Implications**

91. The Authority is under a number of duties relating to the availability and suitability of education and education premises including:
- Section 13 Education Act 1996 – duty to contribute to spiritual moral mental and physical development of the community by securing that efficient primary and secondary education are available to meet the needs of the population in their area.
  - Section 13A EA 1996 – duty to carry out functions with a view to promoting high standards, ensuring fair access to opportunity for education and promoting fulfillment of learning potential.
  - Section 14 EA 1996 – duty to secure sufficient schools for providing primary and secondary education are available in its area.
  - Section 118 School Standards and Framework Act (“SSFA”) – the duty to secure that provision of nursery education for children between 3-5 is sufficient for their area.
  - Section 22 SSFA – duty to make premises available to be used for the purposes of maintained schools school and maintaining the premises.
  - Section 175 Education Act 2002 – duty to make arrangements for ensuring that their functions are exercised with a view to safeguarding and promoting the welfare of children.

- Section 57 Education Act 2002 – power of Welsh Ministers to direct a LEA to exercise its school Organisation powers in the event of excessive or insufficient provision of school places.
91. The development of the School Organisation Plan must have regard to those duties.
  92. In implementing the School Organisation Plan the Authority must comply with the School Organisation Code and the provisions of Part 3 of the Schools Standards and Organisation (Wales) Act 2013 including provisions as to consultation, publishing statutory notices and notification of decisions.
  93. Consultation gives rise to the legitimate expectation that the outcome of the consultation will be considered in terms of determining the way forward. Therefore consultation is required to be undertaken:
    - i. when the proposals are at a formative stage (with no decision having been made);
    - ii. on the basis that the consultation feedback will be properly considered and could change the proposals;
    - iii. with the provision of sufficient information and time to facilitate expression of views by consultees and consideration of those views prior to making any decision on the proposals;
  94. In relation to consultation the decision maker must genuinely and conscientiously consider the feedback from each consultation and have proper regard to it when making any decision in relation to the subject matter of that consultation.
  95. In addition in relation to the purchase and sale of land relating to the proposal for use of land at Hamadryad Peninsula for education purposes the Council must comply with its duty under section 123 of the Local Government Act 1972 to obtain best consideration. This will need to be addressed in the final agreement reached. The Council has power to purchase land at Hamadryad Peninsula for education purposes in advance of any final decision (to be made following consultation) in respect of any options for establishing any school for the area to be located on the site. However it is important to note that a final decision on the use of the site would be subject to the outcomes of the statutory consultation process which would be required and therefore the purchase in advance could prove abortive. Nevertheless it would be open to the Council to subsequently dispose of the land and use the proceeds for implementation of the option which at that time is preferred if it is on another site).
  96. The decision recommended in this report will impact on different schools and the pupils attending them in different ways. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions 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.

97. Protected characteristics are:
- Age
  - Gender reassignment
  - Sex
  - Race – including ethnic or national origin, colour or nationality
  - Disability
  - Pregnancy and maternity
  - Marriage and civil partnership
  - Sexual orientation
  - Religion or belief – including lack of belief
98. This duty necessarily involves, in relation to the recommendations in this report, (particularly the recommendation to approve the amended strategy) , the need to undertake Equality Impact Assessments to ensure that the decision maker has understood the potential impacts of the proposals in terms of equality. This assists the decision maker to ensure that it is making proportionate and rational decisions having due regard to the public sector equality duty.
99. A Programme Equality Impact Assessment has been undertaken and is attached as Appendix 1. Assessment will also be undertaken for each individual Project and these will include consideration of views and information obtained through public and statutory consultation.
100. The decision maker must consider and have due regard to the Programme Equality Impact Assessment prior to making the decisions recommended in the report.

### **Financial Implications**

101. The 21<sup>st</sup> Century Schools investment programme is managed and monitored within the School Organisation Plan consolidated financial model. It should be noted that the investment programme forms a significant element of the Capital Programme albeit most of it is funded from revenue release savings which have either been released or identified. These amounts are then used to fund revenue costs and capital costs which have not been met by scheme specific sources of funding such as grants and capital receipts. Given its overall size decisions made in respect of the SOP need to be considered alongside the Council's overall financial position. The 2015/16 Budget Report identified increasing concerns in respect of financial resilience of the Council over the life of the Medium Term Financial Plan and this was demonstrated in the local indicator which show the gross ratio of capital financing costs expressed as a percentage of the controllable budget. Any decisions in respect of the SOP will need to be cognisant of both the financial risks within the model and the financial context against which these decisions are made.

102. The capital element of the over-arching financial model brings together forecast capital expenditure (including contingency and inflation provisions) and specific capital resources such as capital receipts, Capital Programme provisions, Section 106 contributions and Welsh Government capital grant funding. The net capital expenditure requirement – over and above the specific capital resources – is funded through Prudential Borrowing. The borrowing is repaid over 25 years, with interest chargeable on outstanding principal at a rate of 5.25% per annum.
103. The revenue element of the financial model is managed via the SOP revenue reserve and is funded through revenue release savings as set out in paragraph 61 above. The Capital Financing Requirement and the Organisational Restructuring costs are then drawn-down from the reserve each year. The sustainability of the SOP reserve, and thus the affordability of the programme / financial model, is measured by the future profile of the reserve balance. An earlier iteration of the revised programme was presented to the Investment Review Board and its cross-Directorate membership of officers, at which it was agreed that a minimum future balance of £1.5 million is considered to be a prudent level when evaluating the affordability of the financial model.
104. The revised 21<sup>st</sup> Century Schools programme set out in this report identifies a capital funding gap of circa £14.3 million, if addressed in 2016/17. The nature of Prudential Borrowing means that, if this additional resource were to be available but not until a later year, the level of the requirement would be larger. An additional capital receipt is also assumed in the proposed model.
105. If some or all of the required additional capital resources are not identified – from Welsh Government or otherwise – to meet the indicative funding gap, then the capital investment proposals would need to be reduced accordingly. The Directorate have recognised the potential need for a further re-alignment of the programme in this eventuality in paragraph 68.
106. If the full £14.3 million additional grant is available in 2016/17, the impact after allowing for the increased capital expenditure of £30.313 million results in a net reduction in the level of Prudential Borrowing required (a reduction of £6.236 million), in comparison to the existing financial model. In the short to medium term this results in a Capital Financing Requirement saving of circa £1.333 million, as can be illustrated in Tables 1 and 3 in paragraphs 63 and 67 above. The Capital Financing Requirements for the period 2015/16 to 2020/21 is £37.280 million in the existing financial model, and £35.947 million in the proposed model.
107. The minimum forecast reserve balances in the existing model and the proposed model are both in 2019/20: surpluses of £2.891 million and £1.270 million respectively. Therefore a variance of £1.621 million. Despite the decrease in Capital Financing Requirements, the forecast balance for the proposed model is lower due to the additional Organisational Restructuring costs totalling £3.245 million.

108. It should also be noted that the significant fall in Organisational Restructuring costs after 2019/20, and thus the reason for the increasing reserve balance thereafter, is that the SOP implementation team are only budgeted from this financial model until 2019/20. At that point the 'Band A' programme will end, and prior to 2019/20 Welsh Government will be inviting 'Band B' investment proposals to take place beyond 2019/20. The delivery of a 'Band B' programme will clearly require additional Organisational Restructuring costs which are not currently assumed within the SOP reserve model, and therefore Cabinet should be mindful of this when viewing positively the 2020/21 (and beyond) reserve balance.
109. There are a number of financial risks which should also be highlighted as part of this programme, though notably these risks could apply to either the existing or revised programme:
- Realised capital receipt values being lower than those assumed within the model;
  - Indicative Welsh Government grant funding not receiving full approval following the submission of the revised Strategic Outline Programme and / or the submission of scheme-specific business cases;
  - Capital expenditure deemed not to have adhered to grant Terms and Conditions at Audit;
  - Programme delays may have inflationary implications upon the capital expenditure estimates, as well as specific additional costs (capital or revenue) arising due to mitigation measures;
  - Individual proposals which incur design costs and are subsequently amended or do not proceed may give rise to abortive costs, which would need to be met from the revenue reserve.
110. Welsh Government grant is further sub-divided into capital grant and capital borrowing, the latter being supported by a 30 year revenue grant (Local Government Borrowing Initiative). The 30 year revenue grant must fund the specific Capital Financing charges arising, and therefore must be earmarked for explicit use within this programme.
111. The Directorate will need to profile the submission of Welsh Government business cases into the programmes of individual schemes. As a reminder, the 'Schools Organisation Financial Model' report to Cabinet on 7 November 2013 recommended (Recommendation 5):
- Authorise Officers to proceed with initial design works for 21<sup>st</sup> Century Schools schemes up to 5% of the project value and not commit Council to any other financial obligations, ahead of full approval of grant funding.*
112. School budgets are primarily funded by formula funding mechanism which uses as its main driver pupil numbers. Individual proposals will

need to consider what impact, if any, the proposals have upon the pupil numbers of neighbouring schools. Consideration needs to be given as to whether the SOP model should provide an amount to support any neighbouring schools impacted as a result of a specific scheme. In the event that no consideration is provided, it is anticipated that the Directorate will put in place a robust business plan to ensure that there will be no impact.

113. Paragraphs 74 to 80 set out the proposed delegated authority for the commitment of expenditure, recognising the process which must be undertaken prior to full grant approval being confirmed by WG. Individual schemes are each specifically reliant upon WG grant to achieve affordability, and indeed – as highlighted within this report – the programme as a whole is subject to WG grant approval.
114. A specific scheme which does not attain full grant approval may be subject to significant revisions, or prove abortive. Abortive costs would need to be charged to the SOP revenue reserve and therefore could have a significant adverse impact upon the overall affordability of the programme as a whole. It is therefore prudent to adopt the stages of delegated authority as described in paragraph 78.
115. The proposed delegated authority thresholds defined in this report are deemed appropriate for schemes going forward, although this report proposes an initial exception for Eastern High School. A combined SOC and OBC has been submitted to WG, and will be considered at their Capital Panel meeting at the end of March 2015. Under the proposed delegation mechanism, this would suggest that the project currently only has delegated authority to incur / commit up to 5% of the overall project capital budget. Recommendation 5 of this report seeks agreement to delegate authority to initiate the pre-tender process, and the delivery programme for this project requires this decision to be taken before the end of March. Pertinently, although the main contract for the new High School will be a significant capital cost, the first stage of the tender process should not incur or commit the Authority to additional capital expenditure (over and above the interim costs currently being incurred). The OBC approval should then be in place in readiness for the second stage of the tender process.
116. Recommendation 3 of this report seeks authority to progress land deals for the purchase of land at Hamadryad Peninsular and the disposal of land adjacent to County Hall. Detailed estimates of the transactions are set out in Confidential Appendix 2. The estimated purchase price of the Hamadryad land – as stated in Appendix 2 – has been allowed for within the £167.641 million investment programme. If the purchase costs increase, this may clearly have further implications for the affordability of the programme. Cabinet will need to consider whether the purchase of this land provides appropriate value for money, within the context of a programme which has highlighted a significant shortfall in resources.
117. If the site is not subsequently used for educational purposes it is assumed that the Directorate will be able to dispose of the site and generate a capital receipt of at least the initial purchase price, therefore



avoiding a net adverse impact upon the 21<sup>st</sup> Century Schools programme.

118. The linkages between the Hamadryad site and the land adjacent to County Hall are highlighted in paragraph 45. An assumption of the capital income receivable for the disposal of the land adjacent to County Hall was made in the February 2015 Budget report to full Council, and any variation to that assumption when the actual receipt is realised may impact upon those Budget proposals.
119. In approving this current report Cabinet are acknowledging the intention to dispose of the County Hall adjacent site via a single party, and therefore Cabinet will need to be content that the Authority is achieving best value for this site.
120. Appendix 2, and therefore the SOP / 21<sup>st</sup> Century Schools model, has not made provision for any potential VAT and / or Stamp Duty Land Tax issues arising, which will need to be considered by the Director of Economic Development as part of the delegated decision(s).

### **Human Resources Implications**

121. There are no specific HR implications arising from the overarching 21<sup>st</sup> Century Schools Programme. The HR implications arising from individual proposals will be provided in reports relating to those proposals as appropriate.

### **Environmental Assessments**

122. A Strategic Environmental Assessment (SEA) has been undertaken on the realigned 21<sup>st</sup> Century Schools Programme in accordance with European Legislation and is attached as part of Appendix 1. The assessment concludes that the strategic proposals are largely compatible with the environmental objectives that underpin school organisation proposals (it identifies potential impacts, however it details mitigation measures to minimise these). The decision maker should have regard to the SEA before making its decision. An Environmental Assessment will also be carried out as part of any planning application process for individual projects.

### **Equality Impact Assessment**

130. A Programme Equality Impact Assessment has been undertaken and concludes that the proposals would not adversely affect a particular group in society. If the proposals were to proceed, further equality impact assessments would be undertaken in connection with the implementation of each project.

### **Community Impact**

131. There is a need to increase the number of English-medium and Welsh-medium places available throughout the City without impacting adversely on the community. The following are taken into account when



considering a proposal: Public Open space, parkland, noise and traffic congestion. Officers will work with schools and any community groups to ensure that should individual proposals proceed it would avoid negative impacts wherever possible.

## **RECOMMENDATIONS**

The Cabinet is recommended to:

1. Approve the realigned 21<sup>st</sup> Century Schools Programme.
2. note that the approval in principle of the realigned strategy by Welsh Government is required and to authorise the Director of Education and Lifelong Learning to seek to secure Welsh Government approval in principle for the realigned programme, including additional grant funding.
3. Delegate authority to the Director of Economic Development (in consultation with the Cabinet Members for Education & Skills and Corporate Services & Performance, the County Solicitor, and the Corporate Director for Resources) to negotiate and complete the purchase of land on the Hamadryad Peninsula for education purposes and to dispose of the land adjacent to County Hall.
4. Delegate authority to the Director of Education & Lifelong Learning (in consultation with the Cabinet Members for Education & Skills and Corporate Services & Performance, the County Solicitor, and the Corporate Director for Resources) to determine all aspects of the procurement process (including for the avoidance of doubt development of all procurement documentation and selection and award criteria, commencement of procurement through to award of contracts) for specific 21<sup>st</sup> Century Schools proposals in line with the realigned strategy once approved and the thresholds set out in paragraphs 78 to 80, save that in respect of the Eastern High School Project, the thresholds referred to above will be amended as set out in paragraph 81.

### **NICK BATCHELAR**

Director

13 March 2015

*The following appendices are attached:*

- Appendix 1: Statutory Screening Tool including Equality Impact Assessment and Strategic Environmental Assessment for the 21<sup>st</sup> Century Schools Programme.
- Appendix 2: Confidential - Details of land purchase at Hamadryad Peninsular & disposal of land adjacent to County Hall.
- Appendix 3: Confidential – Prioritisation Matrix for 21<sup>st</sup> Century School Programme

## **Cardiff Council Statutory Screening Tool Guidance**

If you are developing a strategy, policy or activity that is likely to impact people, communities or land use in any way then there are a number of statutory requirements that apply. Failure to comply with these requirements, or demonstrate due regard, can expose the Council to legal challenge or other forms of reproach.

For instance, this will apply to strategies (i.e. Housing Strategy or Disabled Play Strategy), policies (i.e. Procurement Policy) or activity (i.e. developing new play area).

Completing the Statutory Screening Tool will ensure that all Cardiff Council strategies, policies and activities comply with relevant statutory obligations and responsibilities. Where a more detailed consideration of an issue is required, the Screening Tool will identify if there is a need for a full impact assessment, as relevant.

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The main statutory requirements that strategies, policies or activities must reflect include:

- **Equality Act 2010 - [Equality Impact Assessment](#)**
- **Welsh Government's [Sustainable Development Bill](#)**
- **Welsh Government's Statutory Guidance - [Shared Purpose Shared Delivery](#)**
- **[United Nations Convention on the Rights of the Child](#)**
- **[United Nations Principles for Older Persons](#)**
- **[Welsh Language Measure 2011](#)**
- **[Health Impact Assessment](#)**
- **[Habitats Regulations Assessment](#)**
- **[Strategic Environmental Assessment](#)**

This Statutory Screening Tool allows us to meet all the requirements of all these pieces of legislation as part of an integrated screening method that usually taken no longer than an hour.

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The Screening Tool can be completed as a self assessment or as part of a facilitated session, should further support be needed. For further information or if you require a facilitated session please contact the Policy, Partnerships and Citizen Focus Team on 2078 8563 e-mail: [siadavies@cardiff.gov.uk](mailto:siadavies@cardiff.gov.uk). Please note:

- **The completed Screening Tool must be submitted as an appendix with the Cabinet report.**
- **The completed screening tool will be published on the intranet.**



## Statutory Screening Tool

<p><b>Name of Strategy / Policy / Activity:</b></p> <p>Realigned 21<sup>st</sup> Century schools Programme 2015</p>	<p><b>Date of Screening:</b></p> <p>February 2015</p>
<p><b>Service Area/Section: Education &amp; Lifelong Learning</b></p> <p><b>Attendees:</b> Self assessment</p>	<p><b>Lead Officer:</b> Nick Batchelar</p>
<p><b>What are the objectives of the Policy/Strategy/Project/Procedure/Service/Function</b></p>	<p><b>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.]</b></p>
<p><b>Vision</b></p> <p><i>Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential</i></p> <p><b>Aim 1</b> Improve educational attainment particularly at Key Stage 4 and across the southern arc of the city</p> <p><b>Aim 2</b> To improve the Sufficiency and Suitability of School Places across Cardiff and ensure we are providing a 21<sup>st</sup> Century School Standard</p> <p><b>Aim 3</b> To ensure that Cardiff achieves Best Value from its financial resources to improve the efficiency and cost-effectiveness of the education estate.</p> <p><b>Aim 4</b> To facilitate the development of Community Focussed Schools, for the benefit of the wider community, across Cardiff.</p>	<p>The 21<sup>st</sup> Century Schools Programme is being realigned to take account of changes since 2011. During this time Cardiff has experience notable population growth and there is a need to address the sufficiency (supply) of school places. The disparity in the level of educational attainment between the North and South of the City has also increased. In order to address these issues, four key Educational Aims have been developed. These are based around educational attainment, sufficiency of places, the efficient use of the school estate and ensuring Cardiff has community focused schools. It is these four aims that form the basis of the realignment of Cardiff's 21st Century Schools Programme. Through addressing these issues Cardiff would ensure that it provides the best possible education for every child and young person regardless of their background or location in the city.</p> <p>The programme also needs to address the poor condition of a significant number of schools and the suitability of a number of schools (improved facilities to enable the delivery of the modern curriculum).</p> <p>Based on EC Harris surveys the following is currently found:-</p> <ul style="list-style-type: none"> <li>• 18% of all Cardiff schools are rated 'C' (condition is poor with major deterioration to the fabric of the building") or</li> </ul>

below for Condition;

- 13% of all nursery and primary schools (including Special Schools) are rated C for Condition; and
- 41% of all secondary schools are 'C' rated.

In Band A, the programme would in the main address the sufficiency of primary school places across city but would prioritise the southern arc of the city in terms of addressing the condition/suitability of accommodation.

The schools in the southern arc serve the most socially deprived areas in the city where there are low levels of attainment at KS4 and there are high numbers of young people and adults who are not in education, training or employment.

Immediate investment is needed in this area to replace existing secondary school facilities with fit for purpose facilities so that the schools in the area are best placed to deliver improvements in attainment and educational outcomes. This would help address the link between disadvantage and attainment.

## Part 1: Impact on outcomes and due regard to Sustainable Development

Please use the following scale when considering what contribution the activity makes:	
<b>+</b>	Positive contribution to the outcome
<b>-</b>	Negative contribution to the outcome
<b>ntrl</b>	Neutral contribution to the outcome
<b>Uncertain</b>	Uncertain if any contribution is made to the outcome

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick			Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	
1.1	<p><b>People in Cardiff are healthy;</b>  <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <li><i>the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc,</i></li> <li><i>vulnerable citizens and areas of multiple deprivation</i></li> <li><i>Addressing instances of inequality in health</i></li> </ul>	x			<ul style="list-style-type: none"> <li>- In Band A, the programme would in the main address the sufficiency of primary school places across city but would prioritise the southern arc of the city in terms of addressing the condition/suitability of accommodation.</li> <li>- The schools in the southern arc serve the most socially deprived areas in the city where there are low levels of attainment at KS4 and there are high numbers of young people and adults who are not in education, training or employment.</li> <li>- Immediate investment is needed in this area to replace existing secondary school facilities with fit for purpose facilities so that the schools in the area are best placed to deliver improvements in attainment and educational outcomes. This would help address the link between disadvantage and attainment.</li> <li>- See 1.2 below – local schools for local children to encourage walking and cycling and promote health</li> <li>- See 1.3 below re crime prevention - Secure by Design</li> <li>- The programme aims to provide schools of the right size. Minimising surplus places should mean high utilization rates (energy/water resources not used to heat and supply underutilised accommodation).</li> </ul>
1.2	<p><b>People in Cardiff have a clean, attractive and sustainable environment;</b>  <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <li><i>the causes and consequences of Climate Change and</i></li> </ul>	x			

Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick			Evidence or suggestion for improvement/mitigation
	+	-	Ntrl	
<p><i>creating a carbon lite city</i></p>				<ul style="list-style-type: none"> <li>- The programme would provide new build extensions and schools that are BREEAM and EPC A rated.</li> <li>- The programme would remove or replace accommodation that is rated poor for sustainability.</li> <li>- The programme aims to provide local schools for local children to encourage use of non-polluting modes of transport.</li> <li>- Water efficient measures are built into building designs and drainage is addressed through Sustainable Urban Drainage Systems (SUDS).</li> </ul>
<ul style="list-style-type: none"> <li>• <i>encouraging walking, cycling, and use of public transport and improving access to countryside and open space</i></li> </ul>	x			<ul style="list-style-type: none"> <li>- Locating provision central to the area it serves should minimise the use of cars or public transport and encourage walking and cycling to and from school.</li> <li>- The limited scope for parking on a school site should encourage walking and cycling to school.</li> <li>- Emphasis is placed on travel by active modes where this is possible and on providing the facilities and opportunities at school for students to travel by walking, cycling and public transport. Encouraging active travel to school is a very important means of increasing levels of physical activity in children and tackling the growing problem of childhood obesity. Reducing congestion at the school gate is key to ensuring the safety of pupils and to mitigating impacts on the local neighbourhood.</li> <li>- Provision of parent parking places is generally not supported by Cardiff Council. This is because such provision would promote travel to school by car, generate local traffic, contribute to congestion and reduce pupil safety. Parking facilities provided at schools is generally only for staff and to meet operational needs.</li> </ul>



Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick			Evidence or suggestion for improvement/mitigation
	+	-	Ntrl Un-Crtn	
				<ul style="list-style-type: none"> <li>- A Traffic/Transport assessment would be carried out as part of the planning application process.</li> <li>- A travel plan would be submitted along with the planning application, detailing proximity to public transport and walking and cycling routes.</li> <li>- Changes to the traffic and transport infrastructure would be considered as part of the Transport Assessment for a proposal.</li> </ul>
<ul style="list-style-type: none"> <li>• <i>reducing environmental pollution (land, air, noise and water)</i></li> <li>• <i>reducing consumption and encouraging waste reduction, reuse, recycling and recovery</i></li> </ul>			x	<p>As part of the BREEAM process, an acoustic report would be prepared to ascertain the site acoustic levels and the acoustic impact. A further report would be prepared for a proposal in line with the BB93 Acoustics for School requirements.</p> <p>Contractors are required to demonstrate how they meet the requirements relating to consumption and waste reduction as set out by the Welsh Government and in the procurement framework (e.g. SEWSCAP).</p> <p>The following could be incorporated into new build designs:</p> <ul style="list-style-type: none"> <li>• Sustainable urban drainage system</li> <li>• Solar hot water</li> <li>• Photovoltaic</li> <li>• Natural Ventilation</li> <li>• Control of solar gains</li> <li>• Rainwater Harvesting</li> <li>• A or A+ rated materials in accordance with BRE Green Guide to Specification</li> </ul> <p>Cardiff Council, Waste Management would advise on the provision of waste and recycling collection on school sites.</p>



	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick			Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	
	<ul style="list-style-type: none"> <li>encouraging biodiversity</li> </ul>				<p>Where required a Phase 1 survey (Preliminary Ecological Assessment) of a site would be undertaken to identify the main habitats and whether any detailed surveys for protected species are needed. If more detailed surveys are required recommendations to mitigate any impacts on biodiversity would be considered as part of the planning application for a project.</p> <p>The following proposals/ projects would likely need Phase 1 surveys undertaken:</p> <ul style="list-style-type: none"> <li>Howardian (Howardian site)</li> <li>Eastern High (CAVC/Greenway site)</li> <li>Willows (sites yet to be identified)</li> <li>Four Wards (Hamadryad and St Cuthbert Primary options)</li> </ul> <p>A new build provides the opportunity to consider innovative ways to encourage biodiversity through the integration of the Eco-schools initiative into new build schemes.</p>
	<p><b>People in Cardiff are safe and feel safe;</b>  <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <li>reducing crime, fear of crime and increasing safety of individuals</li> <li>addressing anti-social behaviour</li> <li>protecting vulnerable adults and children in Cardiff from harm or abuse</li> </ul>	x			<p>The South Wales Police's Crime Prevention Design Advisor would be consulted on a project where appropriate and the recommendations considered and incorporated where practicable.</p>
1.4	<p><b>Cardiff has a thriving and prosperous economy;</b>  <b>Consider the potential impact on</b></p> <ul style="list-style-type: none"> <li>economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity)</li> <li>Assisting those Not in Education, Employment or Training</li> <li>attracting and retaining workers (new employment and training opportunities, increase the value of employment,)</li> </ul>	x		x	<p>Schools provide employment.</p> <p>Investment in school buildings improves the learning environment, contributes to the delivery of the modern curriculum and should have a positive impact on the economy as it helps learners to achieve their potential. See 1.5 below.</p> <p>Consideration would be given to using local sub-contractors and suppliers. As part of any tender process, emphasis is placed on</p>

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick			Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	
	<ul style="list-style-type: none"> <li><i>promoting local procurement opportunities or enhancing the capacity of local companies to compete</i></li> </ul>				<p>how the construction project must benefit the local economy. Examples of key Performance Indicators are as follows:</p> <ul style="list-style-type: none"> <li>Contractors asked to report the % of contract value spent in the local economy.</li> <li>Contractors or subcontractors asked to provide employment opportunities to unemployed people living in Wales.</li> <li>Contractors asked to offer work experiences, traineeships and apprenticeship opportunities to people within the local community.</li> </ul>
1.5	<p><b>People in Cardiff achieve their full potential;</b></p> <p><b>Consider the potential impact on</b></p> <ul style="list-style-type: none"> <li>promoting and improving access to life-long learning in Cardiff</li> <li>raising levels of skills and qualifications</li> <li>giving children the best start</li> <li>improving the understanding of sustainability</li> <li>addressing child poverty (financial poverty, access poverty, participation poverty)</li> <li>the United Nations Convention on the Rights of a Child and Principles for Older persons</li> </ul>	x			<p>Investment in buildings enables schools to be best placed to provide the opportunities for learners to achieve their potential.</p> <p>A key focus of the programme is providing the best possible learning facilities and learning opportunities to inspire and enable young people to achieve their full potential. At secondary level, this should encourage young people to access post-16 provision, should reduce the percentage of school leavers not in education, employment and training and in turn should improve their life chances.</p> <p>The Eastern High investment for example would provide a new build school with onsite post-16 provision to raise the aspirations of pupils and foster a natural progression from school to college. The new build facilities would provide learning environments that are capable of facilitating quality 14-19 provision and the delivery of teaching and learning strategies that are key to addressing the link between disadvantage and attainment.</p>
1.6	<p><b>Cardiff is a Great Place to Live, Work and Play</b></p> <p><b>Consider the potential impact on</b></p> <ul style="list-style-type: none"> <li>promoting the cultural diversity of Cardiff</li> <li>encouraging participation and access for all to physical</li> </ul>			x	<p>Consideration is given at the design stage to providing spaces that have the potential to be used by the community in response to local need.</p> <p>The new school project in Pontprennau aims to deliver a joint school and community facility.</p>

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick			Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	
	<p><b>activity, leisure &amp; culture</b></p> <ul style="list-style-type: none"> <li>• <i>play opportunities for Children and Young People</i></li> <li>• <b>protecting and enhancing the landscape and historic heritage of Cardiff</b></li> <li>• <i>promoting the City's international links</i></li> </ul>				<p>The Eastern High project with its vision of providing a community destination brings together a school and post-16 provision onto one site and enables the post-16 provider to deliver non-grant funded activities/services to the community.</p> <p>This has been observed at a recently completed template school; Nant Talwg, in the Vale of Glamorgan which has the hall space and associated facilities at the front of the school enabling the school to remain secure while offering community use outside of school hours.</p> <p>The Council's online sources are used to check whether there are any cultural heritage receptors recorded within a site</p>
1.7	<p><b>Cardiff is a fair, just and inclusive society.</b></p> <p>Consider the potential impact on</p> <ul style="list-style-type: none"> <li>• <i>the elimination of discrimination, harassment or victimisation for equality groups</i></li> </ul>	x			<p><b>Programme level</b></p> <p>An Equality Impact Assessment in accordance with the Equality Act 2010 has been carried out on the Programme (see page 15)</p> <p><b>Proposal and project level</b></p> <p>Equality Impact Assessments are also carried out on each proposal and project. An initial equality impact assessment is carried out at the proposal stage and is updated following consultation. A further equality impact assessment is then carried out at the design stage on a new build scheme and to identify any reasonable adjustments that could be made to improve accessibility to existing accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.</p> <p><b>Recruitment of school staff</b></p> <p>The Council's recruitment/redeployment process ensures that</p>

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick			Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	
	<ul style="list-style-type: none"> <li>has the community or stakeholders been engaged in developing the strategy/policy/activity?</li> <li>how will citizen participation be encouraged (encouraging actions that consider different forms of consultation, through more in depth engagement to full participation in service development and delivery)?</li> </ul>			x	<p><b>Consultation/engagement</b></p> <ul style="list-style-type: none"> <li>Public and statutory consultation is carried out if required.</li> <li>Relevant departments in the Council engaged.</li> <li>Submission of designs to the Design Commission for Wales (DCfW) Review Panel</li> <li>The Design Equalities Advisory Group (DEAG) and/or the Cardiff Council Access Focus Group (CCAFG) that includes representatives from external groups would be given the opportunity to comment at the design stage.</li> <li>South Wales Police's Crime Prevention Design Advisor if required</li> </ul>
	<b>EQUALITY IMPACT ASSESSMENT (This is attached on page 15)</b>				
1.8	<p><b>The Council delivers positive outcomes for the city and its citizens through strong partnerships</b></p> <p>Consider the potential impact on</p> <ul style="list-style-type: none"> <li>strengthening partnerships with business and voluntary sectors</li> <li>the collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings</li> </ul>			x	<p>Modern school facilities can provide flexible spaces for partnership working (integrated services).</p> <p>The Eastern High project with its vision of providing a community destination brings together a school and post-16 provision onto one site. It is recognised that the synergies that result from collaboration with a post 16 provider and especially on-site post-16 provision raises the aspirations of pupils and fosters a natural progression from school to college.</p>

## it contributes to the economic, social and environmental sustainability of the city):

### Economic

- A key focus of the programme is providing the best possible learning facilities and learning opportunities to inspire and enable young people to achieve their full potential. At secondary level, this should encourage young people to access post-16 provision, should reduce the percentage of school leavers not in education, employment and training and in turn should improve their life chances.
- Schools provide employment.
- Consideration would be given to using local sub-contractors and suppliers.
- Modern school facilities can provide flexible spaces for partnership working (integrated services) and can be valuable community assets (potential for efficiency savings).

### Social

- Investment in buildings enables schools to be best placed to provide the opportunities for learners to achieve their potential.
  - Consideration is given at the design stage to providing spaces that have the potential to be used by the community.
  - An Equality Impact Assessment in accordance with the Equality Act 2010 has been carried out on the Programme (see page 15)
  - Equality Impact Assessments are also carried out on each proposal and project. An initial equality impact assessment is carried out at the proposal stage and is updated following consultation. A further equality impact assessment is then carried out at the design stage on a new build scheme and to identify any reasonable adjustments that could be made to improve accessibility to existing accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.
- The South Wales Police's Crime Prevention Design Advisor would be consulted on a project where appropriate and the recommendations considered and incorporated where practicable.
- Accessibility has been considered.
  - Locating provision central to the area it serves should encourage walking/cycling to school and should have a positive impact on the health and well-being of pupils.

### Environmental sustainability

- Delivery of this programme would include removing accommodation that is rated C (Poor) for sustainability with more energy efficient new build accommodation.
- The programme aims to provide schools of the right size. Minimising surplus places should mean high utilization rates (energy/water resources not used to heat and supply underutilised accommodation).
- The programme would provide new build extensions and schools that are BREEAM and EPC A rated.
- The programme would remove or replace accommodation that is rated poor for sustainability.
- Contractors are required to demonstrate how they meet the requirements relating to consumption and waste reduction as set out by the Welsh



Government and in the procurement framework (e.g. SEWSCAP).

- The programme aims to provide local schools for local children to encourage use of non-polluting modes of transport.
- Limiting the scope for parking should encourage walking and cycling to school.
- Consideration is given to improving the road infrastructure, walking routes and public transport.
- If required, a Phase 1 survey (Preliminary Ecological Assessment) of a site would be undertaken to identify the main habitats and whether any detailed surveys for protected species are needed. If more detailed surveys are required recommendations to mitigate any impacts on biodiversity would be considered as part of any planning application.

**WHAT ACTIONS HAVE BEEN IDENTIFIED OR CHANGES BEEN MADE TO THE POLICY / PLAN / PROJECT AS A RESULT OF THIS APPRAISAL:**

**All projects**

Recommendations made in the Equality Impact Assessment /Traffic Assessment at the design stage would be taken into account in the planning application Design & Access Statement. A detailed Environmental Assessment (including Ecological Appraisal) would be completed if required as part of any planning application for an individual project.

## Part 2: Strategic Environmental Assessment Screening

		Yes	No
2.1	Does the plan or programme set the framework for future development consent?	x	
2.2	Is the plan or programme likely to have significant, positive or negative, environmental effects?		x

<p><b>Is a Full Strategic Environmental Assessment Screening Needed?</b></p> <ul style="list-style-type: none"> <li>▪ If yes has been ticked to both questions 2.1 and 2.2 then the answer is yes</li> <li>▪ If a full SEA Screening is required then please contact the Sustainable Development Unit to arrange (details below)</li> </ul>	<b>Yes</b>	<p><b>No</b> X An SEA has been undertaken (attached)</p>
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If you have any doubt on your answers to the above questions regarding SEA then please consult with the Sustainable Development Unit on 2087 3228 [sustainabledevelopment@cardiff.gov.uk](mailto:sustainabledevelopment@cardiff.gov.uk)

## Part 3: Habitat Regulation Assessment (HRA)

		Yes	No	Unsure
3.1	Will the plan, project or programme results in an activity which is known to affect a European site, such as the Severn Estuary or the Cardiff Beech Woods?		x	
3.2	Will the plan, project or programme which steers development towards an area that includes a European site, such as the Severn Estuary or the Cardiff Beech Woods or may indirectly affect a European site?		x	
3.3	Is a full HRA needed?		x	

Details of the strategy will be sent to the County Ecologist on completion of the process to determine if a Habitat Regulation Assessment is needed. For further information please phone 2087 3215 or email [biodiversity@cardiff.gov.uk](mailto:biodiversity@cardiff.gov.uk)



### Statutory Requirements

It is possible that the Impact Screening Tool will identify the need to undertake specific statutory assessments:

- **Equality Impact Assessment**: *This assessment is required by the Equality Act 2010 and Welsh Government's Equality Regulations 2011.*
- **Sustainable Development Bill**: *The Bill, when it comes into effect, will require sustainable development (SD) to be a central organising principle for the organisation. This means that there is a duty to consider SD in the strategic decision making processes.*
- **Shared Purpose Shared Delivery**- *The Welsh Government requires local authorities to produce a single integrated plan to meet statutory requirements under a range of legislation. Cardiff Council must therefore demonstrate its contribution towards Cardiff's own integrated plan; ["What Matters"](#).*
- **United Nations Convention on the Rights of the Child**: *The Children Act 2004 guidance for Wales requires local authorities and their partners to have regard to the United Nations Convention on the Rights of a Child.*
- **United Nations Principles for Older Persons**: *The principles require a consideration of independence, participation, care, self-fulfillment and dignity.*
- **The Welsh Language Measure 2011**: *The measure sets out official status for the Welsh language, a Welsh language Commissioner, and the freedom to speak Welsh.*
- **Health Impact Assessment**: *(HIA) considers policies, programmes or projects for their potential effects on the health of a population*
- **Strategic Environmental Impact Assessment**: *A Strategic Environmental Assessment (SEA) is an European Directive for plans, programmes and policies with land use implications and significant environmental effects.*
- **Habitats Regulations Assessment**: **The Conservation (Natural Habitats, &c.) (Amendment) Regulations 2007 provides a requirement to undertake Habitats Regulations Assessment (HRA) of land use plans.**



<b>Policy/Strategy/Project/Procedure/Service/Function Title:</b>
Realigned 21 <sup>st</sup> Century Schools Programme 2015
<b>New/Existing/Updating/Amending</b>

<b>Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?</b>	
Name: Janine Nightingale	Job Title: Head of Schools Organisation, Access & Planning
Service Team: Schools Organisation Planning (SOP)	Service Area: Education
Assessment Date: February 2015	

**1. What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?**

**Vision**

*Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential*

**Aim 1** Improve educational attainment particularly at Key Stage 4 and across the southern arc of the city

**Aim 2** To improve the Sufficiency and Suitability of School Places across Cardiff and ensure we are providing a 21<sup>st</sup> Century School Standard

**Aim 3** To ensure that Cardiff achieves Best Value from its financial resources to improve the efficiency and cost-effectiveness of the education estate.

**Aim 4** To facilitate the development of Community Focussed Schools, for the benefit of the wider community, across Cardiff.

**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.]**

**(What is the basis for the proposal?)**

The 21st Century Schools Programme is being realigned to take account of changes since 2011. During this time Cardiff has experience notable population growth and there is a need to address the sufficiency (supply) of school places. The disparity in the level of educational attainment between the North and South of the City has also increased. In order to address these issues, four key Educational Aims have been developed. These are based around educational attainment, sufficiency of places, the efficient use of the school estate and ensuring Cardiff has community focused schools. It is these four aims that form the basis of the realignment of Cardiff's 21st Century Schools Programme. Through addressing these issues Cardiff would ensure that it provides the best possible education for every child and young person regardless of their background or location in the city.

The programme also needs to address the poor condition of a significant number of schools and the suitability of a number of schools (improved facilities to enable the delivery of the modern curriculum).

Based on EC Harris surveys the following is currently found:-

18% of all Cardiff schools are rated 'C' (condition is poor with major deterioration to the fabric of the building") or below for Condition;

13% of all nursery and primary schools (including Special Schools) are rated C for Condition; and

41% of all secondary schools are 'C' rated.

In Band A, the programme would in the main address the sufficiency of primary school places across city but would prioritise the southern arc of the city in terms of addressing the condition/suitability of accommodation.

The schools in the southern arc serve the most socially deprived areas in the city where there are low levels of attainment at KS4 and there are high numbers of young people and adults who are not in education, training or employment.

Immediate investment is needed in this area to replace existing secondary school facilities with fit for purpose facilities so that the schools in the area are best placed to deliver improvements in attainment and educational outcomes. This would help address the link between disadvantage and attainment.

### 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
3 to 11 years	+ve		
11 to 18 years	+ve		
18 - 65 years	+ve		
Over 65 years	+ve		

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

**What action(s) can you take to address the differential impact?**

**If no differential impact, explain the reason(s) for this assessment:**

There would not be a differential impact on a specific age group as a result of this programme. Delivery of the programme would have a positive impact on learners of all ages as its objectives are to provide:

- Modern inspiring learning facilities across the city
- Improved access and inclusion reducing known links between disadvantage and attainment
- Improved educational outcomes with all children and young people maximising their full potential

- A better match between the supply and demand for places across the city – this encourages walking/cycling to school, benefiting the health and wellbeing of pupils.
- Sustainable schools in terms of carbon performance and their flexibility to meet the future educational needs of learners and communities.
- Schools at the heart of the community and co-located community and/or integrated services where appropriate

In Band A, the programme would address the sufficiency of places across city but would prioritise the southern arc of the city in terms of addressing the suitability of accommodation.

The schools in the southern arc serve the most socially deprived areas in the city where there are low levels of attainment at KS4 and there are high numbers of young people and adults who are not in education, training or employment.

Immediate investment is needed in this area to replace existing secondary school facilities with fit for purpose facilities so that the schools in the area are best placed to deliver improvements in attainment and educational outcomes. This would help address the link between disadvantage and attainment.

#### **Recruitment/redeployment opportunities (employed age group)**

There may still be a perception that recruitment/deployment opportunities could be affected by age. The Council's procedure for managing staffing changes arising from reorganisation of school places would be used in implementing any changes. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

### **3.2 Disability and Access**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	<b>Yes</b>	<b>No</b>	<b>N/A</b>
Hearing Impairment	<b>+ve</b>		
Physical Impairment	<b>+ve</b>		
Visual Impairment	<b>+ve</b>		
Learning Disability	<b>+ve</b>		
Long-Standing Illness or Health Condition			<b>X</b>
Mental Health			<b>X</b>
Substance Misuse			<b>X</b>
Other			<b>X</b>

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

**What action(s) can you take to address the differential impact?**

**If no differential impact, explain the reason(s) for this assessment:**

Delivery of the programme would have a positive impact on accessibility. Half of all schools in Cardiff are not fully wheelchair accessible and therefore choice of school for pupils with disabilities is dictated by the level of adaptations. There are only three secondary schools that can be considered fully wheelchair accessible which means that many areas of Cardiff do not provide "accessible pathways" from primary to secondary school. In many cases, pupils are not able to stay with their peer group at transition and have to travel across the city to attend secondary education that can meet their needs.

It is difficult to adapt schools so that they become fully wheelchair accessible and so accessibility is only significantly improved with the provision of new build schools. Delivering all projects in Band A could deliver at least six new build primary schools and delivery of the two new build secondary schools would provide “accessible pathways” in the East and West of the city.

### **Equality Impact Assessment at proposal and project level**

Equality Impact Assessments are carried out on each proposal and project. An initial equality impact assessment is carried out at the proposal stage and is updated following consultation. A further equality impact assessment is then carried out at the design stage on a new build scheme and to identify any reasonable adjustments that could be made to improve accessibility to any existing accommodation. This assessment feeds into the Design and Access Statement that accompanies any planning application. The equality impact assessments would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

#### *New build accommodation*

All new build projects would take into account the needs of the following:

Those with a hearing impairment – e.g. appropriate acoustics, British Sign Language images/symbols and portable/static hearing loops.

Those with a visual impairment - e.g. the use of colour to differentiate between the function of spaces, tactile maps and Braille language on signs.

Those with a physical impairment – e.g. level threshold doors, lifts with disabled access

Those with learning disabilities – e.g. quiet spaces

Special Educational Needs (SEN) School Action support is provided in the classroom. However, there may be occasions where pupils are withdrawn from a classroom to receive an intervention. If the new build accommodation is a standardised design, discussion would be needed on the design approach and how it caters for pupils with SEN (School Action).

The design stage would give consideration to future proofing the accommodation in terms of accessibility. For example, space could be provided to enable accessible toilets to be modified without significant structural changes being required.

#### *Consultation*

Feedback from public consultation and from engagement with schools would be considered. The Design Equalities Advisory Group (DEAG) and/or the Cardiff Council Access Focus Group (CCAFG) would also be given the opportunity to comment at the design stage.

#### *Transport*

Transport for pupils with a disability would not be affected as it would be provided if required to meet the child’s needs in accordance with the SEN Code of Practice.

### **3.3 Gender Reassignment**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	<b>Yes</b>	<b>No</b>	<b>N/A</b>
<b>Transgender People</b> (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	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
Feedback arising from consultation on a project would inform provision e.g. privacy of toilet provision, changing areas.
<b>Recruitment/redeployment opportunities</b>
The Council's procedure for securing staffing requirements would be used to ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

### 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

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
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			N/A

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
An equality impact assessment would be carried out at the design stage on a new build scheme and to identify any reasonable adjustments that could be made to improve accessibility to any existing accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins
<b>Recruitment/redeployment opportunities</b>
The Council's procedure for securing staffing requirements would be used to ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

### 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	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
The programme would not have a differential impact upon one particular ethnic group as the provision would be available to all.

### 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	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
The Southern Arc of the city, of which the Willows High catchment is a part, is an area with a high Minority Ethnic (ME) population and an area with a diversity of faith.
<u>Language support</u>
The proposals would not directly impact on the level of support provided as all support is dependent on the Minority Ethnic Achievement Grant which is reviewed and then renewed according to the results of the annual Needs Assessment Survey. The allocation of teachers and Bi-lingual Teacher Assistants (BTAs) is usually in place for the period of the academic year but is liable to change throughout the year to meet fluctuations in demand. The senior management in a school are best placed to manage needs e.g. providing space for prayer and any significant change in diversity in terms of belief.
New accommodation would be designed to incorporate the EAL facilities required by Building Bulletin 103.
The senior staff in a school would be best placed to manage diversity in terms of belief (e.g. provision



of a space for prayer).

The Council provides education for access by all children and young people and therefore does not itself establish faith schools.

### 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.**

**What action(s) can you take to address the differential impact?**

**If no differential impact, explain the reason(s) for this assessment:**

#### **Recruitment/redeployment opportunities**

The Council's procedure for securing staffing requirements would be used to ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

### 3.9 Sexual Orientation

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual		x	
Gay Men		x	
Gay Women		x	
Heterosexual		x	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

**What action(s) can you take to address the differential impact?**

**If no differential impact, explain the reason(s) for this assessment:**

(Fears that recruitment opportunities could be affected by sexual orientation)

#### **Recruitment/redeployment opportunities**

Evidence collated by the Stonewall lobby group alleges that Lesbian, Gay, Bisexual people are likely to be discriminated against in workplace recruitment.

The Council's procedure for securing staffing requirements would be used to ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

### 3.10 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	
Other languages		x	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
Proposals are brought forward to meet demand for English-medium or Welsh-medium education.
<b>Projects</b>
It is Cardiff Council policy to provide signage in English and Welsh but not in other spoken languages. Therefore, additional way-finding methods would be considered including the use of colour to differentiate between the function of spaces, tactile maps, Braille language on signs and British Sign Language images/symbols.
<b>Language support (EAL)</b>
The programme would not directly impact on the level of support provided as all support is dependent on the Minority Ethnic Achievement Grant which is reviewed and then renewed according to the results of the annual Needs Assessment Survey. The allocation of teachers and Bi-lingual Teacher Assistants (BTAs) is usually in place for the period of the academic year but is liable to change throughout the year to meet fluctuations in demand.
New accommodation would be designed to incorporate the EAL facilities required by Building Bulletin 103

### 4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

<b>All projects</b>
The Design Equalities Advisory Group (DEAG) and/or the Cardiff Council Access Focus Group (CCAFG) are given the opportunity to comment at the design stage.

### 5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	<b>All projects</b>  Equality Impact Assessments are carried out on each proposal and project. An initial equality impact assessment is carried out at the proposal stage and is updated following consultation. A further equality impact assessment is then carried out at the design stage on a new build scheme and to identify any reasonable adjustments that could be made to improve accessibility to any existing accommodation. This assessment feeds into the Design and Access Statement that accompanies any planning application. The equality impact assessments would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300 Part M and relevant Building Bulletins.
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Language	

**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: Clive Bailey	Date: February 2015
Designation: Policy, Equalities and Reports Officer	
Approved By: Janine Nightingale	
Designation: Head of Schools Organisation, Access & Planning	
Service Area: Education	

## **Environmental Report: Sustainability Appraisal (SA) Incorporating Strategic Environmental Assessment (SEA) of the realigned 21<sup>st</sup> Century Schools Programme, 2015**

### **Background**

In 2008, a retrospective Strategic Environmental Assessment (SEA) of Cardiff's 21<sup>st</sup> Century: A Strategic Framework for a School Building Improvement Programme (published in 2006) was carried out based on the guidance that supports the European SEA Directive 2001/42/EC.

The retrospective approach to assessment was quality assured by an external consultant and their independent compliance review determined that the report detailing the assessment on the strategic framework met the key requirements set out for reporting the SEA process as required by the SEA Directive.

The retrospective assessment provides the basis for assessing current and future school organisation proposals at a strategic level.

If a proposal were to proceed, an environmental assessment would be carried out as part of the planning application process.

**To request a copy of the assessment on the Strategic Framework please contact Clive Bailey, 029 2087 3166, [CBailey@cardiff.gov.uk](mailto:CBailey@cardiff.gov.uk)**

### **Realigned 21<sup>st</sup> Century Schools Programme**

#### **Vision**

*Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential*

**Aim 1** Improve educational attainment particularly at Key Stage 4 and across the southern arc of the city

**Aim 2** To improve the Sufficiency and Suitability of School Places across Cardiff and ensure we are providing a 21<sup>st</sup> Century School Standard

**Aim 3** To ensure that Cardiff achieves Best Value from its financial resources to improve the efficiency and cost-effectiveness of the education estate.

**Aim 4** To facilitate the development of Community Focussed Schools, for the benefit of the wider community, across Cardiff.

#### **Background**

The 21<sup>st</sup> Century Schools Programme is being realigned to take account of changes since 2011. During this time Cardiff has experience notable population growth and there is a need to address the sufficiency (supply) of school places. The disparity in the level of educational attainment between the North and South of the City has also increased. In order to address these issues, four key Educational Aims have been developed. These are based around educational attainment, sufficiency of places, the efficient use of the school estate and ensuring Cardiff has community focused schools. It is these four aims that form the basis of the realignment of Cardiff's 21<sup>st</sup> Century Schools Programme. Through addressing these issues Cardiff would ensure that it provides the best possible education for every child and young person regardless of their background or location in the city.

The programme also needs to address the poor condition of a significant number of schools and the suitability of a number of schools (improved facilities to enable the delivery of the modern curriculum).

Based on EC Harris surveys the following is currently found:-

- 18% of all Cardiff schools are rated 'C' (condition is poor with major deterioration to the fabric of the building") or below for Condition;
- 13% of all nursery and primary schools (including Special Schools) are rated C for Condition; and
- 41% of all secondary schools are 'C' rated.

In Band A, the programme would in the main address the sufficiency of primary school places across city but would prioritise the southern arc of the city in terms of addressing the condition/suitability of accommodation.

The schools in the southern arc serve the most socially deprived areas in the city where there are low levels of attainment at KS4 and there are high numbers of young people and adults who are not in education, training or employment.

Immediate investment is needed in this area to replace existing secondary school facilities with fit for purpose facilities so that the schools in the area are best placed to deliver improvements in attainment and educational outcomes. This would help address the link between disadvantage and attainment.

Key:

xx	= very incompatible; very negative effect
x	= incompatible; negative effect
✓	= compatible; positive effect
✓✓	= very compatible; very positive effect
0	= no links; neutral effect
? and/or mitigation	= uncertain effects
DNA	= data not available

See table headers below: \* Comparison of the preferred option to a possible alternative option(s) are required in a SA/SEA.

SEA objective	Option 1: Realigned 21 <sup>st</sup> Century Schools Programme		Option 2: Asset Renewal Programme		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective		
1. Promote a greener economy by delivering a sustainable pattern of schools across Cardiff	✓	<p>The programme aims to provide schools of the right size. Minimising surplus places should mean high utilization rates (energy/water resources not used to heat and supply underutilised accommodation).</p> <p>The programme would provide new build extensions and schools that are BREEAM and Energy Performance Certificate (EPC) A rated. (all proposals/projects).</p> <p>The programme would remove or replace accommodation that is rated poor for sustainability.</p> <p>The programme aims to provide local schools for local children to encourage use of non-polluting modes of transport.</p> <p>Water efficient measures are built into building designs and drainage is addressed through Sustainable Urban Drainage Systems (SUDS).</p>	x	<p>The Council has a Statutory Duty to provide sufficient school places. Cardiff's Asset renewal programme would not be able to deliver additional capacity in response to increases in demand for school places. The Authority's current spend on asset renewal is in the region of £2.7m per annum. This is used on a priority basis and is limited in the main to keeping properties wind and water tight.</p>	x	<p>Doing nothing is not a viable option the Council has a Statutory Duty to provide sufficient places and sustainable additional capacity to meet the demand for places.</p> <p>Demountable accommodation could be provided but it would not be a sustainable solution as it would reach a point where additional ancillary facilities would be required (e.g. hall space). These facilities can only be provided in permanent buildings.</p> <p>Providing demountable accommodation could only be an interim measure.</p>

SEA objective	Option 1: Realigned 21 <sup>st</sup> Century Schools Programme	Option 2: Asset Renewal Programme	Do nothing
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating
<p>2. Reduce greenhouse gas emissions through:</p> <p>a) Energy efficient building design and disposing of poor quality surplus accommodation</p> <p>b) Promoting sustainable modes of transport and integrated transport systems</p>	<p>✓</p> <p>a) The programme would provide new build extensions and schools that are BREEAM and EPC A rated.</p> <p>The programme would include removing or replacing accommodation that is rated poor for sustainability.</p> <p>✓</p> <p>b) Providing local schools for local children aims to minimise the use of polluting modes of transport by encouraging walking and cycling to and from school.</p> <p>If the demand for school places in an area of the city is not met, pupils without places travel outside of their locality to attend school and are more likely to use polluting modes of transport. Congestion is also exacerbated due to the volume of traffic transversing the city.</p> <p>Limited scope for parking also encourages walking and cycling to school.</p> <p>A travel plan is submitted along with planning applications, detailing proximity to public transport and walking and cycling routes.</p> <ul style="list-style-type: none"> <li>- Emphasis is placed on travel by active modes where this is possible and on providing the facilities and opportunities at school for students to travel by walking, cycling and public transport. Encouraging active travel to school is a very important means of increasing levels of physical activity in children and tackling the growing problem of childhood obesity. Reducing congestion at the school gate is key to ensuring the safety of pupils and to mitigating impacts on the local neighbourhood.</li> <li>- Provision of parent parking places is generally not supported by Cardiff Council. This is because such provision would promote travel to school by car, generate local traffic, contribute to congestion and reduce pupil safety. Parking facilities provided at schools is generally only for staff and to meet operational needs.</li> <li>- Consideration would be given to providing safe walking routes to existing designated parking in the wider locality.</li> <li>- Management of access to the school site prior/during parent</li> </ul>	<p>X</p> <p>a) Cardiff's Asset Renewal Programme would also not be able to address or improve the condition/sustainability of the school estate.</p> <p>In Cardiff a significant number of properties, including both primary and secondary schools are in a poor state of repair. The Education estate has a significant maintenance backlog of some £85m with half of all schools being rated poor for sustainability (energy efficiency).</p> <p>However, the Authority's current spend on asset renewal is in the region of £2.7m per annum. This is used on a priority basis and is limited in the main to keeping properties wind and water tight. In many schools the teaching methods are inhibited by the suitability of the internal accommodation such as the flexibility of the space, its size and shape, accessibility, ventilation and acoustics.</p> <p>X</p> <p>b) Cardiff's asset renewal programme would not be able to deliver additional capacity in response to increases in demand for school places. If the demand for school places in an area of the city is not met, pupils without places have to travel outside of their locality to attend school and are more likely to use polluting modes of transport. Congestion is also exacerbated due to the volume of traffic transversing the city.</p>	<p>X</p> <p>a) The school estate has a significant maintenance backlog of some £85m with half of all schools being rated poor for sustainability (energy efficiency).</p> <p>b) Doing nothing is not a viable option as additional capacity is needed to meet the demand for places. If the demand for school places in an area of the city is not met, pupils without places have to travel outside of their locality to attend school and are more likely to use polluting modes of transport. Congestion is also exacerbated due to the volume of traffic transversing the city.</p>



SEA objective	Option 1: Realigned 21 <sup>st</sup> Century Schools Programme		Option 2: Asset Renewal Programme	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
		<p>drop off and pick up times would help with health &amp; safety.</p> <ul style="list-style-type: none"> <li>- Cardiff's Supplementary Planning Guidance (Access, Circulation and Parking Standards 2010) sets out that all new or expanded schools are required to develop a Travel Plan for submission with a planning application. A Travel Plan is a policy and action plan to: <ul style="list-style-type: none"> <li>o manage transport efficiently</li> <li>o improve access by all means of travel for employees, visitors, patients and students</li> <li>o encourage sustainable transport – walking, cycling, public transport and car sharing</li> <li>o reduce car use.</li> </ul> </li> <li>- A School Travel Plan is specifically designed to address the transport needs of pupils and staff and would vary according to the nature of the education being provided and the catchment area of the school.</li> <li>- School safety zones would be set up to address health and safety concerns from increased traffic flows in the school vicinity.</li> <li>- Changes to the traffic and transport infrastructure would be considered as part of the Transport Assessment for a proposal.</li> </ul>	Do nothing	
3. Promote health and wellbeing by protecting and enhancing Public Open Space (POS) and improving access to POS	0	<p>The open space within a school site is usually not held by the Council as formal Public Open Space.</p> <p>A number of projects/ proposals in the programme include the need for schools to use off-site pitches on Public Open Space during school hours. However, the impact on organised community use of POS should therefore be minimal. The maintenance of pitches would also benefit the community use of POS outside of school hours. The following projects/proposals could result in use of POS:</p> <ul style="list-style-type: none"> <li>• Eastern High</li> <li>• Four Wards (Hamadryad, St Cuthbert's Primary, Ninian Park Primary and Channel View options)</li> <li>• Willows (sites yet to be identified)</li> </ul>	0	N/A

SEA objective	Option 1: Realigned 21 <sup>st</sup> Century Schools Programme		Option 2: Asset Renewal Programme		Do nothing
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/explanation of compatibility with SEA objective	
4. Minimise air, light and noise pollution associated with building development and traffic congestion	0	<p>a) Builders would be encouraged to minimise air, light and noise pollution during the construction period.</p> <p>The design would seek to minimise any adverse impact on access to natural light for neighbouring properties.</p> <p>As part of the BREEAM process, an acoustic report would be prepared to ascertain the site acoustic levels and the acoustic impact of a development.</p> <p>b) An increase in the number of children attending a school or the development of a school on a new site could increase the volume of traffic in the immediate vicinity.</p>	0	N/A	x
	x	<p>Locating provision central to the area it would serve should minimise the use of polluting modes of transport and encourage walking and cycling to and from school.</p> <p>To reduce congestion and associated pollution the following would be considered:</p> <ul style="list-style-type: none"> <li>▪ Formalising the parking regime outside the school to discourage unsafe parking and help with enforcement.</li> <li>▪ The school agrees to a Travel Plan which includes schemes such as the Park Safe / Walk Safe scheme which encourage parents to park further away from the school.</li> <li>▪ Limited scope for parking to encourage walking and cycling</li> <li>▪ Changes to the traffic and transport infrastructure would be considered as part of the Transport Assessment for a proposal.</li> </ul>			
5. Protect and enhance biodiversity, flora and fauna	?	<p>Potential mitigation required following survey</p> <p>Where required, a Phase 1 survey (Preliminary Ecological Assessment) of a site would be undertaken to identify the main habitats and whether any detailed surveys for protected species are needed. If more detailed surveys are required recommendations to mitigate any impacts on biodiversity would be considered as part of the planning application for a project.</p> <p>The following proposals/ projects would likely need Phase 1 surveys undertaken:</p>	0	N/A	0

SEA objective	Option 1: Realigned 21 <sup>st</sup> Century Schools Programme		Option 2: Asset Renewal Programme		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/explanation of compatibility with SEA objective		Rating
6. <i>Protect and enhance</i> the landscape (habitats/visual amenities)	?	<ul style="list-style-type: none"> <li>Howardian (Howardian site)</li> <li>Eastern High (CAVC/Greenway site)</li> <li>Willows (sites yet to be identified)</li> <li>Four Wards (Hamadryad and St Cuthbert Primary options)</li> </ul> <p>(Pontprenau – mitigation included in planning application. Planning application has been approved and contractors onsite)</p> <p>A new build provides the opportunity to consider innovative ways to encourage biodiversity through the integration of the Eco-schools initiative into new build schemes.</p>	0	N/A	0	N/A
7. Conserve water resources and increase water efficiency in new developments and promote sustainable urban drainage systems	✓	Water efficient measures are built into building designs and drainage is addressed through Sustainable Urban Drainage Systems (SUDS).	x	The Asset Renewal Programme is limited in the main to keeping properties wind and water tight.	x	The Asset Renewal Programme is limited in the main to keeping properties wind and water tight.
8. <i>Promote</i> regeneration and delivering inclusive schools that will improve equality of opportunity and access for all	0	<p>Providing educational facilities that can also potentially be used by the community for community/leisure activities should reduce the need to travel to other parts of Cardiff to access community services. This should promote the use of sustainable modes of travel (walking and cycling).</p> <p>An equality impact assessment would be carried out at the design stage on the accessibility of a new build scheme and/or to identify any reasonable adjustments that could be made to improve accessibility to existing accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.</p>	x	The Asset Renewal Programme is limited in the main to keeping properties wind and water tight.	0	N/A
9. <i>Protect and enhance</i> designated historic assets	0	The Council's online sources are used to check whether there are any cultural heritage receptors recorded within a site proposed for development.	0	N/A	0	N/A

## Conclusion

The realigned 21<sup>st</sup> Schools Programme 2015 has been assessed to be largely compatible with the environmental objectives used to assess the goal and principles of the "21st Century Schools: A Strategic Framework for A School Building Improvement Programme" that underpin school organisation proposals.

The programme aims to provide schools of the right size and in the right place. Minimising surplus places should mean high utilization rates (energy/water resources not used to heat and supply underutilised accommodation). Providing local schools for local children should encourage use of non-polluting modes of transport. If the demand for school places in an area of the city is not met, pupils without places travel outside of their locality to attend school and are more likely to use polluting modes of transport. Congestion is also exacerbated due to the volume of traffic transversing the city.

The programme would also provide new build schools and extensions that are BREEAM and EPC A rated and would include removing or replacing accommodation that is rated poor for sustainability.

Where the assessment has identified a potential environmental impact measures to mitigate the effect are detailed:

- A number of proposed sites for development would likely need Phase 1 surveys undertaken to identify the main habitats and whether any detailed surveys for protected species are needed. If more detailed surveys are required recommendations to mitigate any impacts on biodiversity would be considered as part of the planning application for a project.
- An increase in the number of children attending a school or the development of a school on a new site could increase the volume of traffic in the immediate vicinity. Locating provision central to the area it would serve should minimise the use of polluting modes of transport and encourage walking and cycling to and from school. To reduce congestion and associated pollution the following would be considered:
  - Formalising the parking regime outside the school to discourage unsafe parking and help with enforcement.
  - The school agrees to a Travel Plan which includes schemes such as the Park Safe / Walk Safe scheme which encourage parents to park further away from the school.
  - Limited scope for parking to encourage walking and cycling
  - Changes to the traffic and transport infrastructure would be considered as part of the Transport Assessment for a proposal.
- A number of projects/ proposals in the programme include the need for schools to use off-site pitches on Public Open Space during school hours. As the school would use the POS during school hours the impact on organised community use should be minimal. The maintenance of school pitches would improve the facilities available to the community.

This assessment has assessed the 21<sup>st</sup> Schools Programme at a strategic level. A detailed Environmental Assessment would be completed if required as part of any planning application for an individual project.

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING:19 MARCH 2015**

**SCHOOL TRANSPORT POLICY REVIEW PUPILS AGED 16 TO  
19 FREE HOME TO SCHOOL TRANSPORT**

**REPORT OF DIRECTOR STRATEGIC PLANNING HIGHWAYS  
TRAFFIC & TRANSPORTATION**

**AGENDA ITEM:13**

**PORTFOLIO: EDUCATION & SKILLS (COUNCILLOR JULIA MAGILL)**

***Appendix B to this report is not for publication under Schedule 12A Part 4 paragraphs 16 and 21 of the Local Government Act 1972 (as amended) in that it contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings and the public interest in maintaining the exemption outweighs the public interest in disclosing the information***

**Reason for this Report**

1. To enable the Cabinet to consider a recommendation to hold public consultation on the phased withdrawal of the Councils Free Home to School Transport for post 16 pupils/students aged 16-19 (Passport to Travel Scheme) as a result of the significant shortfall in funding for the Scheme from the commencement of the 2016/2017 academic Year.

**Background**

2. The Council's duties to provide school transport for pupils are set out in the Learner Travel (Wales) Measure 2008. Under the Measure the Council has no statutory responsibility to provide free home to school transport for pupils over the statutory school leaving age, namely 16-19 year old pupils.
3. Since 1997, the Council has nevertheless continued to arrange free transport for 16-19 year old pupils provided that the pupil lives 3 or more miles from their nearest appropriate place of study and also qualifies for a specified maintenance allowance (currently being the Welsh Government's full Education Maintenance Allowance). This is referred to as the Passport to Travel Scheme
4. The full Education Maintenance Allowance ("EMA") provides pupils aged 16-19 with £30 per week, of which £10 is intended to cover transport costs. Therefore there is a risk at present that, when taken with the

funding from the Passport to Travel Scheme, such pupils are being overcompensated in respect of their travel costs.

5. The table below identifies the cost of the Passport to Travel Scheme over the last 4 financial years:

Financial Year	2011/2012	2012/2013	2013/2014	2014/2015
Cost of Passport To Travel Scheme (£)	327,725	375,971	300,746	353,000
Number of Pupils	657	1006	1013	1112
Average cost per pupil (£)	498.82	373.73	296.89	317.45

6. The cost of Cardiff's Passport to Travel Scheme ("CPTS") has in the main been funded by the Cardiff Further Education Trust Fund.
7. The Fund is a long established educational charity, the objects of which include the provision of financial and other assistance to certain pupils in Cardiff to enable them to partake in further education or vocational Training.
8. The Fund has previously contributed the majority of the cost of the discretionary transport scheme for any 16-19 year old pupils who live in Cardiff and attended a Cardiff School. In the financial year 2014/15 this amounted to the provision of £337,000, with the Council having to find £16,000.
9. The Fund has indicated that it can no longer continue to fund such levels of expenditure to cover the cost of the Passport to Travel Scheme. The current annual contribution of £227,000 will reduce to £116,000 in the 2017/2018 financial year, with a final contribution from the fund of £10,000 in the 2018/2019 financial year.

### **Transport Arrangements for Pupils/Students**

10. The majority of pupils receiving support via the CPTS currently travel to school or college using the local public passenger transport network. Post 16 pupils currently receiving support via the CPTS will, if it is withdrawn, be able to purchase one of the following:
- Cardiff Bus pass "day to go" currently costs £2.20 per day (annual cost would be £418)
  - Cardiff Bus Young Person Freedom Card £9 for 12 journeys (£285 per year).
  - Cardiff Bus Child Annual bus pass paid via direct debit £340.
  - Stage Coach return journey ticket (Varies on distance travelled)
  - Arriva Train tickets rates
11. In addition, Cardiff Bus recently revised the upper limit of Child Fares, so that Post 16 pupils now qualify to travel at a reduced child fare rate up until the age of 18



12. The numbers of Post 16 pupils in receipt of free transport using dedicated school transport contracted vehicles is relatively small. Post 16 pupils currently receiving support via the CPTS and who currently travel to school using dedicated school transport contracted vehicles would, if CPTS is withdrawn, have the opportunity to purchase seats on such vehicles where they exist at a cost currently of £300 per academic year (repayable via instalments/£30 per month over 10 months).
13. As mentioned in paragraph 4 above such pupils in receipt of free transport are already receiving Education Maintenance Allowance (“EMA”) which provides such pupils with £10 per week which is intended to cover transport costs

## Issues

14. The Fund will no longer be able to offer the same level of financial contribution towards the expenditure required for the CPTS beyond 2015/16. The Council has no other available funds to continue the CPTS and therefore the Council will either have to withdraw the support provided or divert funding from other services and/or programmes to continue providing support.
15. In order to address these financial pressures, changes to the Council’s existing Home to School Transport policy have to be considered.
16. The Policy consultation must be concluded by the end of July 2015 to enable the new Policy to be published before 1 October 2015, with the aim of reducing expenditure in this area from the 2017/2018 Academic Year. The Council will have to fund substantially 16 – 19 non statutory school transport for the 2016/2017 academic year.
17. The estimated annual costs of continuing to offer free transport for Post 16Pupils/students in accordance with the CPTS is between £360,000 and £440,000.
18. The estimated cost to the Council for phasing in the withdrawal of free transport for qualifying pupils/students aged 16 to 19 would be £137,000 in 2016/17, £76,500 in 2017/18 and £109,500 in 2018/19 (as indicated by the table below). From 2019/2020 the Council would be liable for all the costs of the scheme.

Estimated Total Cost Per Financial year <b>2016/17</b>	Estimated Total Cost Per Financial year <b>2017/18</b>	Estimate Total Cost Per Financial year <b>2018/19</b>
£364,000	£192,500	£119,500
£227,000 will be funded from the trust fund. £20k will be funded from the Councils budget £117,000 will need to be found from Council funds	£116,000 will be funded from the trust fund £20k will be funded from the Councils budget £56,500 will need to be found from Council funds	£10,000 will be funded from the trust fund £20k will be funded from the Councils budget £89,500 will need to be found from Council funds

19. Other implications include:
- Withdrawal of funding could have an impact on the Council's commitment to provision of education opportunities for all children and will also potentially impact on Youth engagement.
  - Consequential attendance implications at some schools/colleges.
  - Possible increase in network congestion as a result of increase in "school run traffic".
  - Cost implications for some families may lead to fewer pupils being able to continue to afford to carry on attending school or college after statutory school leaving age.
  - Impact on Further Education providers
20. The Council has established a Post 16 Strategy Group with the major providers and stakeholders within Cardiff to develop strategies to address further education issues, particularly in the context of recent changes in available funding mechanisms.
21. Transport for pupils aged 16 to 19 will be one of the key issues that the Post 16 Strategy Group will consider as part of their discussions, with the intention of assuring a consistent approach for all providers and stakeholders. However that does not negate the need for the Council to consider changes to the scheme in advance of the outcome being known of any such deliberation particularly in the context of the time constraints referred to above.

### **Reason for Recommendations**

22. There is insufficient time to implement such changes in Cardiff's Home to School Transport Policy for the academic year commencing in September 2015. New policies incorporating those changes will however be published on the Council's web site and made available to the public by 1 October 2015 to enable changes to be implemented for the academic year commencing in September 2016.
23. The Council's budget is under extreme pressures and the loss of funding available for the CPTS means that the Council has to consider withdrawing it in order to protect other services.
24. It is appropriate that the Council consider phased withdrawal of funding of Free Home to School Transport via the Council's Passport to Travel Scheme for post 16 pupils/students aged 16-19 with effect from the 2016/2017 Academic Year. Funding would continue for all pupils/students who started 6th Form or college courses prior to the 2016/2017 Academic Year, providing they continue to qualify for the full EMA allowance, until the end of the academic year that they turn 19.
25. It is proposed that alongside the consultation, officers will undertake further investigations of alternative funding streams/mechanisms which may be available to continue providing free or subsidised transport for this group of Post 16 pupils/students (including further discussions with the Post 16 Strategy Group). When this matter is brought back before

Cabinet to make a determination as to whether to withdraw the Passport to Travel Scheme (either as currently being proposed or as may have been amended) it will be the intention to report to Cabinet on the feedback from the consultation and the outcome of those further investigations and discussions.

### **Legal Implications**

26. Appendix B to this report contains legal advice which is exempt from publication pursuant to the provision of paragraph 16 of Part 4 of Schedule 12A to the Local Government Act 1972.
27. The recommendations in this report have been framed having regard to the legal implications set out below and those contained in Appendix B.
28. If an Authority is considering changing its school transport policy, the Welsh Government recommends that, as a matter of fairness and good practice, there should be consultation with the schools, parents of pupils and any other relevant parties likely to be affected, before a decision is taken.
29. Consultation should also take place with pupils, where appropriate, so that they have a chance to contribute. Local Authorities could ask School Councils or their youth forum for views. The methods of obtaining pupils' views should be as inclusive as possible and their input should be sought in a way appropriate to their age. Those consulting pupils should ensure that they give a clear picture of how their views will be taken into account and that later feedback is provided on decisions.
30. Consultation gives rise to the legitimate expectation that the outcome of the consultation will be considered in terms of determining the way forward. Therefore consultation is required to be undertaken:
  - when the proposals are at a formative stage (with no decision having been made);
  - on the basis that the consultation feedback will be properly considered and could change the proposals;
  - with the provision of sufficient information and time to facilitate expression of views by consultees and consideration of those views prior to making any decision on the proposals;
31. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions 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..
32. 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.
33. As such any decision as to any change in the CPTS has to be made in the context of the Council's equality act public sector duties.
34. The report identifies that an initial Equality Impact Assessment has been carried out and is appended at Appendix A. 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.
35. The decision maker must have due regard to the Equality Impact Assessment in making its decision.
36. If the recommendations are accepted then consultation responses from representative bodies should also be obtained to assist in finalising the Equality Impact Assessment which will then need to be reviewed prior to making any final decision.
37. The decision maker must also have regard to certain other matters when making its decision as outlined in the Statutory Screening tool. The decision maker is therefore referred to the Screening Tool attached at Appendix A.

### **Financial Implications**

38. There is no budgetary provision within the Directorate's position for the cost of Free Home to School Transport for post 16 pupils' students. The amount in respect of 2015/16 will be covered primarily by two sources of income namely, the Cardiff Further Education Trust Fund £227,000 and from additional Council funds £148,000.
39. The use of reserves is not considered appropriate for any on-going costs that stretch over a period of years as those reserves will either run out or diminish over time.
40. In respect of 2016/17, the report gives options where costs will continue to be incurred. In the event of any of these options being chosen the funding source for the ongoing commitment needs to be established. This will need to be considered as part of the 2016/17 Budgetary process and included in the medium term financial plan of the Council to be provided.

### **Statutory Screening Implications**

41. The proposed changes to the policy will impact all pupils equally across

Cardiff regardless of their sex, religion, or language. Although students from families on low incomes who will be impacted by the withdrawal of the Councils funding for this scheme, since 2004 families have benefitted from also receiving funding from Welsh Government and therefore there is a current risk of overfunding of transport for those pupils.:-

### Consequences

42. Failure to decide upon and implement a solution to the funding shortfall for the CPTS (which may include a change to the Council's Home to School Transport Policy to undertake a phased withdrawal of the CPTS), will have serious budgetary implications for 2016/17 (in the region of £360,000 to £440,000). These costs are likely to increase each year thereafter.

### **RECOMMENDATIONS**

Cabinet is recommended to

- 1) approve that consultation be undertaken on the proposal for the phased withdrawal of funding of Free Home to School Transport via the Councils Passport to Travel Scheme for post 16 pupils/students aged 16-19 with effect from the 2016/2017 Academic Year. Funding would continue for all pupils who started 6th Form or college courses prior to the 2016/2017 Academic Year providing they continue to qualify for the full EMA allowance, until the end of the academic year that they turn 19;
- 2) note the further investigations which are intended to be undertaken alongside the consultation and the intention that the Director of Strategic Planning Highways Traffic & Transportation will return to Cabinet with a further report setting out the feedback from the consultation and the results of those investigations to enable the Cabinet to make a decision as to the approach which it wishes to adopt to address the future funding gap in the Cardiff Passport to Travel Scheme.

### **ANDREW GREGORY**

Director

13 March 2015

*The following Appendices are attached*

Appendix A EIA Screening Tool

Appendix B Exempt Advice

## Cardiff Council

### Statutory Screening Tool Guidance

If you are developing a strategy, policy or activity that is likely to impact people, communities or land use in any way then there are a number of statutory requirements that apply. Failure to comply with these requirements, or demonstrate due regard, can expose the Council to legal challenge or other forms of reproach.

For instance, this will apply to strategies (i.e. Housing Strategy or Disabled Play Strategy), policies (i.e. Procurement Policy) or activity (i.e. developing new play area).

Completing the Statutory Screening Tool will ensure that all Cardiff Council strategies, policies and activities comply with relevant statutory obligations and responsibilities. Where a more detailed consideration of an issue is required, the Screening Tool will identify if there is a need for a full impact assessment, as relevant.

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The main statutory requirements that strategies, policies or activities must reflect include:

- **Equality Act 2010 - Equality Impact Assessment**
- **Welsh Government's Sustainable Development Bill**
- **Welsh Government's Statutory Guidance - Shared Purpose Shared Delivery**
- **United Nations Convention on the Rights of the Child**
- **United Nations Principles for Older Persons**
- **Welsh Language Measure 2011**
- **Health Impact Assessment**
- **Habitats Regulations Assessment**
- **Strategic Environmental Assessment**

This Statutory Screening Tool allows us to meet all the requirements of all these pieces of legislation as part of an integrated screening method that usually taken no longer than an hour.

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The Screening Tool can be completed as a self assessment or as part of a facilitated session, should further support be needed. For further information or if you require a facilitated session please contact the Policy, Partnerships and Citizen Focus Team on 02920 72685 e-mail: [nwood@cardiff.gov.uk](mailto:nwood@cardiff.gov.uk). Please note:

- **The completed Screening Tool must be submitted as an appendix with the Cabinet report.**
- **The completed screening tool will be published on the intranet.**



## Statutory Screening Tool

<b>Name of Policy:</b> Home to School Transport Policy	<b>Date of Screening:</b> 26 February 2015
<b>Service Area/Section:</b> Strategic Planning, Highways, Traffic & Transportation	<b>Lead Officer:</b> Stephen Gerrard
<b>Attendees:</b> Self Assessment	

<b>What are the objectives of the Policy/Strategy/Project/Procedure/Service/Function</b>	<b>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.]</b>
<p>Cardiff Council's Home to School Transport policy sets out the criteria that pupils and students living within Cardiff need to satisfy in-order to receive free home to school transport.</p>	<p>The Council's Home to School Transport policy complies with the Councils requirements as set out in the Welsh Leaner Travel Measure 2008, to assess the transport needs for learners aged 5 to 19.</p> <p>In line with the Welsh Leaner Travel Measure 2008 the Council does not have a statutory duty to provide transport for pupils aged 16 to 19 who are over statutory school leaving age.</p> <p>Prior to 1997 Cardiff Council provided free transport to all pupils aged 16 to 19 who lived more than 3 miles walking distance from their nearest place of study.</p> <p>However since 1997 free home to school transport has only been provided to pupils aged 16 to 19 who live 3 or more miles walking distance from their nearest place of study and are also in receipt of the full Education Maintenance Allowance (EMA) from Welsh Government.</p> <p>Since September 1997 pupils/students age 16 to 19 have to apply each year to establish whether or not they qualified for free transport in line with the Councils Passport to travel Scheme.</p>



## Part 1: Impact on outcomes and due regard to Sustainable Development

Please use the following scale when considering what contribution the activity makes:	
<b>+</b>	Positive contribution to the outcome
<b>-</b>	Negative contribution to the outcome
<b>ntrl</b>	Neutral contribution to the outcome
<b>Uncertain</b>	Uncertain if any contribution is made to the outcome

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick			Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	
1.1	<p><b>People in Cardiff are healthy;</b>  <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <li><i>the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc,</i></li> <li><i>vulnerable citizens and areas of multiple deprivation</i></li> <li><i>Addressing instances of inequality in health</i></li> </ul>		✓	✓	<p>The majority of pupils/students already use public transport to access the schools and colleges that they attend.                      Part of the Education Maintenance Allowance (EMA) that the pupils/students receive from Welsh Government is intended to be used to cover transport costs.</p>
1.3	<p><b>People in Cardiff are safe and feel safe;</b>  <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <li><i>reducing crime, fear of crime and increasing safety of individuals</i></li> <li><i>addressing anti-social behaviour</i></li> <li><i>protecting vulnerable adults and children in Cardiff from</i></li> </ul>		✓	✓	<p>The majority of pupils/students already use public transport to access the schools and colleges that they attend.                      The majority of pupils/students already use public transport to access the schools and colleges that they attend.</p>

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick			Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	
	<i>harm or abuse</i>				
1.4	<p><b>Cardiff has a thriving and prosperous economy;</b>  <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <li><i>economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity)</i></li> <li><i>Assisting those Not in Education, Employment or Training</i></li> <li><i>attracting and retaining workers (new employment and training opportunities, increase the value of employment,)</i></li> <li><i>promoting local procurement opportunities or enhancing the capacity of local companies to compete</i></li> </ul>		<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<p>Part of the Education Maintenance Allowance (EMA) that the pupils/students receive from Welsh Government is intended to be used to cover transport costs.</p>
1.5	<p><b>People in Cardiff achieve their full potential;</b>  <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <li><i>promoting and improving access to life-long learning in Cardiff</i></li> <li><i>raising levels of skills and qualifications</i></li> <li><i>giving children the best start</i></li> <li><i>improving the understanding of sustainability</i></li> <li><i>addressing child poverty (financial poverty, access poverty, participation poverty)</i></li> <li><i>the United Nations Convention on the Rights of a Child and Principles for Older persons</i></li> </ul>		<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<p>Cardiff &amp; the Vale College and St David's 6<sup>th</sup> form college currently provide free transport to all students who live 3 or more miles from their college campus, although they reclaim the costs of the transport for students who qualify to for free transport under the Councils Passport to Travel scheme.</p>
1.6	<p><b>Cardiff is a Great Place to Live, Work and Play</b>  <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <li><i>promoting the cultural diversity of Cardiff</i></li> <li><i>encouraging participation and access for all to physical activity, leisure &amp; culture</i></li> <li><i>play opportunities for Children and Young People</i></li> <li><i>protecting and enhancing the landscape and historic heritage of Cardiff</i></li> <li><i>promoting the City's international links</i></li> </ul>		<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	



	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick			Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	
1.8	<p>The Council delivers positive outcomes for the city and its citizens through strong partnerships</p> <p><i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <li><i>strengthening partnerships with business and voluntary sectors</i></li> <li><i>the collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings</i></li> </ul>			<p>✓</p> <p>✓</p>	

**SUMMARY OF APPRAISAL (highlight positive and negative effects of the policy / plan / project being assessed, demonstrating how it contributes to the economic, social and environmental sustainability of the city):**

The proposed changes to the policy will impact all pupils equally across the city regardless of the sex, religion, or language. Although students from families on low incomes may well be impacted by the withdrawal of the Councils funding for this scheme, since 2004 these families have benefited from receiving funding from Welsh Government and therefore have been double funded.

**WHAT ACTIONS HAVE BEEN IDENTIFIED OR CHANGES BEEN MADE TO THE POLICY / PLAN / PROJECT AS A RESULT OF THIS APPRAISAL:**

The only actions from this appraisal is that it has confirmed that the withdrawal of this policy will affect all groups equally.

## Part 2: Strategic Environmental Assessment Screening

		Yes	No
2.1	Does the plan or programme set the framework for future development consent?		✓
2.2	Is the plan or programme likely to have significant, positive or negative, environmental effects?		✓

Is a Full Strategic Environmental Assessment Screening Needed?	Yes	No
<ul style="list-style-type: none"> <li>▪ If yes has been ticked to both questions 2.1 and 2.2 then the answer is yes</li> <li>▪ If a full SEA Screening is required then please contact the Sustainable Development Unit to arrange (details below)</li> </ul>		✓  ✓

If you have any doubt on your answers to the above questions regarding SEA then please consult with the Sustainable Development Unit on 2087 3228 [sustainabledevelopment@cardiff.gov.uk](mailto:sustainabledevelopment@cardiff.gov.uk)

## Part 3: Habitat Regulation Assessment (HRA)

		Yes	No	Unsure
3.1	Will the plan, project or programme results in an activity which is known to affect a European site, such as the Severn Estuary or the Cardiff Beech Woods?		✓	
3.2	Will the plan, project or programme which steers development towards an area that includes a European site, such as the Severn Estuary or the Cardiff Beech Woods or may indirectly affect a European site?		✓	
3.3	Is a full HRA needed?		✓	

Details of the strategy will be sent to the County Ecologist on completion of the process to determine if a Habitat Regulation Assessment is needed. For further information please phone 2087 3215 or email [biodiversity@cardiff.gov.uk](mailto:biodiversity@cardiff.gov.uk)

## Appendix 1 – Statutory Requirements

It is possible that the Impact Screening Tool will identify the need to undertake specific statutory assessments:

- **Equality Impact Assessment:** *This assessment is required by the Equality Act 2010 and Welsh Government’s Equality Regulations 2011.*
- **Sustainable Development Bill:** *The Bill, when it comes into effect, will require sustainable development (SD) to be a central organising principle for the organisation. This means that there is a duty to consider SD in the strategic decision making processes.*
- **Shared Purpose Shared Delivery-** *The Welsh Government requires local authorities to produce a single integrated plan to meet statutory requirements under a range of legislation. Cardiff Council must therefore demonstrate its contribution towards Cardiff’s own integrated plan; “What Matters”.*
- **United Nations Convention on the Rights of the Child:** *The Children Act 2004 guidance for Wales requires local authorities and their partners to have regard to the United Nations Convention on the Rights of a Child.*
- **United Nations Principles for Older Persons:** *The principles require a consideration of independence, participation, care, self-fulfillment and dignity.*
- **The Welsh Language Measure 2011:** *The measure sets out official status for the Welsh language, a Welsh language Commissioner, and the freedom to speak Welsh.*
- **Health Impact Assessment:** *(HIA) considers policies, programmes or projects for their potential effects on the health of a population*
- **Strategic Environmental Impact Assessment:** *A Strategic Environmental Assessment (SEA) is an European Directive for plans, programmes and policies with land use implications and significant environmental effects.*
- **Habitats Regulations Assessment:** *The Conservation (Natural Habitats, &c.) (Amendment) Regulations 2007 provides a requirement to undertake Habitats Regulations Assessment (HRA) of land use plans.*

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MARCH 2015**

**CARDIFF COUNCIL DESIGNATION AS SINGLE LICENSING  
AUTHORITY FOR POWERS CONTAINED IN PART 1 OF THE  
HOUSING (WALES) ACT 2014 – WELSH AGENT AND  
LANDLORD LICENSING SCHEME**

**REPORT OF DIRECTOR OF ENVIRONMENT**

**AGENDA ITEM: 14**

**PORTFOLIO: ENVIRONMENT (COUNCILLOR BOB DERBYSHIRE)**

**Reason for this Report**

1. A report presented to Cardiff Council Cabinet in April 2013 outlined Welsh Government intentions to establish an all Wales Agent and Landlord Licensing Scheme and sought the Council's initial support to host the scheme if / when the legislation was enacted. It was resolved that Cardiff Council should be considered as the host authority for delivery of the scheme. Legislation has now been enacted and the formal consultation about Cardiff Council being designated as the Single Licensing Authority has been undertaken with a closing date of the 6<sup>th</sup> February 2015. Welsh Government is now minded to designate Cardiff Council and this report seeks Cabinet support for this designation.

**Background**

2. The Housing (Wales) Act received Royal Assent in September 2014.
3. The Act covers 8 key areas; Part 1 relates to regulation of the private rented sector (PRS). The Act places new obligations on private landlords of rental properties to register with the designated Licensing Authority. It will also result in all rental properties having a licensed landlord and/or agent in place to undertake letting and management tasks. In order for a person to get a licence they must be deemed 'fit and proper' and have undertaken training approved by the Licensing Authority; once licensed they will have an on-going condition to comply with a Welsh Government (WG) approved letting and management Code of Practice and any other condition the authority feels necessary to impose.

**Role and Designation of a Single Licensing Authority (SLA)**

4. Local Housing Authorities (LHAs) in Wales recognise that the administrative task of registering and licensing potentially 70, 000 – 130,

000 private landlords and agents is very large. Using their experience of working together on the voluntary Landlord Accreditation Wales scheme which was set up in 2008 and is hosted and administered from Cardiff Council, the LHAs decided that to continue with a centrally administered system of registration and licensing would be the best approach for the customer and most efficient administratively. On this basis, Cardiff Council as the host authority for the Accreditation Scheme was endorsed as the potential lead authority.

5. In order to facilitate this, The Act empowers Welsh Ministers to designate one (or more than one) 'licensing authority' to establish and maintain a register of landlords and also grant licences to suitable landlord and agent applicants. The Act also creates enforcement powers for the varying offences so that they could be used by both the licensing authority or by the LHA where the dwelling to which an offence has occurred arises (either by general or specific consent from the licensing authority). It is intended that consent is given to each local authority to investigate complaints and undertake enforcement investigations within their locality, to support the work of the national SLA. These arrangements will be captured in a Memorandum of understanding.
6. The single licensing authority will have enforcement powers as well as an administrative role and will have specifically the responsibilities set out in Part 1 of the Act and subordinate legislation, summarised below:
  - To establish and maintain a register of landlords
  - To allow public access to information held on the register
  - To consider an application for registration within a prescribed period and notify a landlord of his registration and assign a number.
  - To revoke a registration in specified circumstances
  - To grant licences to landlords and/or managing agents involved in the letting and management of property.
  - Before granting a licence the SLA must be satisfied that the applicant is "fit and proper" and that the requirements for "training" will or have been fulfilled.
  - To stipulate appropriate licence conditions
  - To amend licence conditions in certain circumstances
  - To refuse or revoke a licence
  - To prosecute or apply other enforcement measures (Fixed Penalty Notices, apply for Rent Stopping Orders, or apply for Rent Repayment Orders)) for offences under Part 1 of the Act.
  - To establish a fee policy and charges for Part 1 provisions
  - To approve and ensure the quality of training providers and courses.
  - To deliver and / or procure training to landlords and agents to support compliance with the legislation

This list is intended to illustrate the nature of the responsibilities, not to be a comprehensive list of all the functions detailed within Part 1 of the Act and its subordinate legislation.

## Significant Considerations

7. Now that the Act has received Royal Assent there are a number of pieces of subordinate legislation that have to be passed, and much work that needs to be coordinated in order for the legislation to be implemented by the licensing authority/LHAs. A Strategic Implementation Board has been established by Welsh Government for stakeholders with representatives from WG, Welsh Local Government Association (WLGA), Cardiff Council, Welsh Heads of Environmental Health Group, Housing Leadership Cymru and Directors of Public Protection Wales. This has a key role to play in developing and monitoring the project plan to ensure the success of the scheme nationally and at a local level. A comprehensive project plan is already in place and covers among other matters the following significant elements:
  - a. **Fees:** the EU Services Directive which was implemented in the UK by the Provision of Services Regulations 2009 regulates the fees which may be charged. Fees can be used for the actual and direct administrative costs of investigating the background and suitability of the landlord applicant and the cost of monitoring the compliance by licensed landlords and agents with the terms of their licences. However, there are costs associated with delivering a licensing service which cannot be covered by fees. WG is aware of this gap and intends to provide a grant to Cardiff Council to ensure that there is no financial risk to implementing this scheme.
  - b. **Marketing** will be one key method of ensuring landlords and agents initially comply with the legislation. For at least 12 months following implementation communications and marketing will be led by the Welsh Government.
  - c. **System and process requirements:** A new database system will be required to administer the new scheme. The intention is to build on the foundations of the existing Landlord Accreditation Wales website and database, which is currently externally hosted and supported by a company called Rocktime Ltd. The contract has now been awarded and completion of phase 1 is expected by the end of June 2015. WG has awarded a grant to cover phase 1 costs. The specification has been developed to require integration with Cardiff Council payment platforms etc in mind.
  - d. **Team structure and infrastructure.** The scale of the project is considerable. The size of the team required is estimated at 49 FTEs per year. However, the number of FTEs required to deal with the actual work demand will not be known until the scheme is operational. In order to manage this uncertainty, recruitment arrangements will involve a significant proportion of posts being filled on a temporary or agency basis. This will be particularly important in the initial years of the project to establish confidence in the financial modelling undertaken. Recruitment for these staff members would need to be completed and staff in place by September 2015 to allow sufficient time for training and testing the

systems. A dedicated telephone number / call centre will be required with very slick administrative processes to deal with the demand.

8. It is proposed that the new team will be established within the Environment Directorate with the remaining Regulatory Services which fall outside the Regulatory collaboration project (Pest Control Service and the Dogs Home). However, this may change in light of current Council reorganisation proposals. The team will comprise of an operational manager, group leaders, licensing and administrative officers. Workforce planning will have to be flexible to accommodate a high initial influx of registrations and licensing applications declining in subsequent years, whereas the demand for training will increase in subsequent years.

**Key Dates:**

<b>19/12/2014 06/02/2015</b>	<b>WG Consultation on Designation Order for Licensing Authority (Cardiff Council proposed as single authority to cover all of Wales)</b>
<b>End of March 2015</b>	<b>Designation Order made to designate Cardiff Council as single Licensing Authority</b>
<b>April 2015</b>	<b>Cardiff Council as Designated Licensing Authority becomes operative</b>
<b>April 2015</b>	<b>Commencement of WG led Communication Strategy</b>
<b>October 2015</b>	<b>Requirement for landlords to register and for landlords and agents to apply for a licence from Licensing Authority becomes operative</b>
<b>September 2016</b>	<b>Enforcement Powers to compel landlords and agents to comply with legislation come into force.</b>

**Matters for Cardiff Council**

9. There is no doubt that a single licensing authority is the most effective way of delivering this project across Wales. This has numerous benefits for the customer in terms of ease of access to the service, consistency of approach (particularly important for landlords with rented property across local authority boundaries), reduced cost and application of best practice. It also has benefits for Wales in that the brand becomes easily recognisable and clearly identified as a Wales project.
10. There are clear benefits to Cardiff to ensuring that the scheme is a success. It is estimated that Cardiff has more than 15% of Welsh private sector landlords operating in its area and 17% of the private rented sector stock. It has also successfully run the Landlord Accreditation Scheme for the last 8 years. Effective implementation of this project would further promote Cardiff as a champion for good privately rented stock and would create additional employment within the City.

11. However, as with any project of this kind, there are risks. A detailed risk register has been established for the project on an all Wales basis. The risks that relate to Cardiff Council are financial and reputational and are highlighted below. To mitigate these, a comprehensive assessment has been undertaken to develop a financial model and a set of principles to inform the MOU arrangements that will be established between Cardiff Council and the WG and Cardiff Council and individual local authorities. A risk register, specific to Cardiff Council matters, is attached at appendix A and has been approved by the Council's risk manager.

## Financial Risks

12. The financial model is based on there being 131,610 landlords and 800 commercial letting agents in Wales, these figures are drawn from the census, and data held by local authorities on the average number of houses owned by landlords in Wales. The model uses the principles set out in an All Wales Licensing Expert Panel Toolkit. Development of the model required that there was a clear understanding of the way in which the Licensing Scheme would be delivered, what individual steps were needed to implement the process and the grade of the officers who would undertake the task. Each individual process for landlord and agent registration and licensing has been modelled separately to establish the cost of delivering the service, the number of FTEs required at each grade and the WG financial support requirement. The model has been the subject of challenge by colleagues within the Council, housing experts across Wales and WG. A summary of the results is shown below:

Table 1: Average Annual Staff Levels across Licensing Authority Service (FTEs)

Licensing Support Officer	35
Compliance Officer	10
Group Leader	3
Operational Manager	1

\* The fee income model makes provision for Local Authority compliance enforcement work. Those FTEs are not reflected in the numbers above.

Table 2: Financial Implication:

	Year 1 (1/2 year) 15/16	Year 2 16/17	Year 3 17/18	Year 4 18/19	Year 5 19/20	Year 6 (1/2 year) 20/20	Total:
Projected Fee Income to SLA*	£996,345	£2,850,983	£4,002,147	£3,465,406	£3,137,011	£2,397,506	£16,849,397
WG Grant Requirement	£149,451 <sup>^</sup>	£427,647	£600,322	£519,810.	£470,551	£359,625	£2,527,409

<sup>^</sup>This value does not take into account financial support needed from WG to set up new Licensing Authority Function which is subject to a separate bid.

\*The fee income projection above takes into account Local Authority compliance enforcement work.

13. A financial bid has been submitted to and approved by Welsh Government on this basis. Cardiff Council has throughout maintained

that whilst willing to accept the SLA designation, this has to be on the basis of no financial risk to Cardiff. Issues highlighted with WG to ensure that we have confidence on this matter are:

- Set up costs for the infrastructure and staff required to set up the team at SLA prior to the implementation date.
  - Commitment to an annual grant to cover the costs not covered by a fee. This is calculated at 15% of the scheme cost.
  - The costs incurred in closing down the service if Cardiff Council was no longer required to deliver the service i.e. redundancies etc
  - Funding and management of the marketing campaign prior to implementation of the scheme and for at 12 months once the scheme has gone live.
14. The Council received written confirmation from Welsh Government on the 10<sup>th</sup> March 2015 giving reassurance regarding these matters, and the need for WG to accept pressure bids from the Council, if actual activity does not follow the financial modelling. This correspondence is attached at Appendix 2. Close monitoring will be undertaken through regular meetings with Welsh Government to ensure that any deviation from the modelling is clearly understood and mitigation put in place in a timely manner.
15. In addition, the financial risk will be managed within Cardiff Council by employing sound financial, HR and recruitment management policies and systems.

### **Reputational Risks**

16. The reputational risk is linked with the Council's inability to deliver to expectations or where local authorities are delivering under general consent / delegation that they meet the required standards. Cardiff Council will need to ensure that robust performance management arrangements are in place. To mitigate the risk relating to local authority performance the following arrangements will be established:
- Enforcement obligations will be discharged to local authorities in accordance with an agreed enforcement protocol and this will form part of the general consent / agreement entered into with every council. It will be understood that delivery lies with the LA not Cardiff Council on these delegated matters. Management arrangements will be established to monitor performance.
  - Assumption that fees collected as part of the SLA function, will be redistributed to LAs for the local enforcement element and will be re-distributed based on evidence of activity in each local authority. The Cardiff Council section 151 officer will need to be satisfied that funds are released appropriately.
  - All LAs will be required to alert Cardiff Council in accordance with an agreed protocol, of any matters of concern in relation to fitness and propriety of landlords / agents, prior to a licence being issued.



## **Equality Impact Assessment**

17. During the development stages of the Housing Act 2014, a comprehensive equality impact assessment was undertaken. This identified the range of stakeholders involved during the consultation process, the evidence demonstrating the benefits of the proposal and an assessment of the impact of the legislation (whether positive or negative) on the protected groups as identified under the Equality Act 2010. No negative impacts were identified through the introduction of the legislation, however issues were identified to ensure that access to the service was available to all protected groups. Cardiff Council will need to refine this equality impact assessment in relation to service delivery matters, once the details expected in regulations have been made available.

## **Reason for Recommendations**

18. Legislation has now been enacted and Cardiff Council has been formally consulted regarding its designation as the Single Licensing Authority for Licensing Agents and Landlords in Wales. This report seeks Cabinet and Council support for this designation. This will involve Cardiff Council delivering the scheme across 22 local authority areas in Wales.

## **Scrutiny**

19. Community & Adult Services Scrutiny Committee considered this report on the 4 March 2015. Overall, Members are supportive of the proposal that Cardiff Council becomes the Single Licensing Authority and appreciate the need to improve the private rented sector. The Committee felt it was important that Cardiff Council received confirmation of the Welsh Government financial support prior to Cabinet making a decision on the matter.
20. A copy of the correspondence and response is attached at Appendix 3.

## **Financial Implications**

21. The report emphasises the role of Welsh Government funding in delivering the new Welsh Agent and Landlord Licensing Scheme especially with regard to the financing of implementation costs and covering the shortfall between running costs and the fee income generated. There are however a number of financial risks which are associated with being the lead authority for this project which need to be considered. These include uncertainty around the volume of transactions, in terms of the number of landlords registering and the time taken to complete the licensing process, as well as the fluctuating activity levels over the 5 year life of the license. This will require a large degree of flexibility in the Single Licensing Authority to respond to these peaks and troughs in activity levels. To help mitigate the impact of these risks Welsh Government and Cardiff Council officers have carried out detailed financial modelling, incorporating prudent assumptions, to establish the appropriate expenditure projections and associated fee levels and required Welsh Government grant support. As with any financial model



careful monitoring will be required when the scheme is operational to ensure these assumptions are confirmed and to undertake corrective action if required.

## **Legal Implications**

### **The Housing (Wales) Act 2014**

22. The Housing (Wales) Act 2014 requires landlords to be regulated by a system of registration and licensing. The Act permits the Welsh Ministers to designate a licensing authority for the purposes of Part 1 of the Act; the licensing authority being the person or body carrying out the functions of maintaining a register, administering landlord registrations and granting agent and landlord licenses in line with Part 1. They may designate one person or body to act as the licensing authority for the whole of Wales. That person or body will administer and enforce the system of registration and licensing. The licensing authority can consent to a local housing authority to bring criminal proceedings, if the alleged offence arises in respect of a dwelling in its area.
23. The Welsh Ministers must consult any person or body whom they propose to designate and such other persons as the Welsh Ministers consider appropriate. The consultation period ended on the 6th of February 2015. It is anticipated that Cardiff Council will be designated as the licensing authority.

### **Memorandum of Understanding**

24. To carry out its designated role Legal Services are instructed that the Council will have to carry out the tasks listed in the report and will need the support of the other Welsh Local Authorities. To this end it is intended to conclude a non legally binding agreement with all Welsh Local Authorities. This agreement will set out, amongst other things, how the parties are to work together and their respective roles and contributions, which are detailed in the body of the report. It is noted that the agreement will not be legally binding and as such would not be legally enforceable. Legal Services are instructed, however, that it is in the interest of the Welsh Local Authorities that the arrangements work. For these reasons, the client wishes to enter into a Memorandum of Understanding, which reflects how the Councils will work together in practice.
25. It should be noted that if the designation order is not made, any expense incurred in advance of the designation could prove to be abortive.
26. In considering this matter and in developing matters for carrying out the role as Designated Authority the Council should also 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 (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 (l)Religion or belief – including lack of belief.

### **HR Implications**

27. The HR implications for this report are an increased headcount for the Council of approximately 49 FTE. Full trade union consultation on these additional posts will take place. These posts will go through the corporate post creation process including job evaluation where there are not already identical posts elsewhere in the organisation. The posts will be advertised across the Council through the normal corporate recruitment process. The Council, as the host will be taking on the employment liabilities for these employees.

### **RECOMMENDATIONS**

The Cabinet is recommended to:

1. Note the implications of the Housing (Wales) Act 2014 (“the 2014 Act”) as set out in this report and the proposal to designate The County Council of the City and County of Cardiff as the Single Licensing Authority for the purpose of Part 1 of the 2014 Act;
2. Approve that the Council carries out the arrangements set out in paragraph 6 of the report, to enable the Council to undertake its designated role as the Single Licensing Authority; and
3. Delegate authority to the Corporate Director with responsibility for Environment, in consultation with the Corporate Director Resources, the County Solicitor and the Cabinet Member (Environment), to negotiate and conclude a Memorandum of Understanding with all Welsh Local Authorities and to address those matters set out in paragraphs 6 and 16 of the report.
4. Request the Monitoring Officer to recommend to Council any consequential to the Officer Scheme of Delegations.

### **JANE FORSHAW**

Director

13 March 2015

*The following appendices are attached:*

Appendix 1- Risk Register

Appendix 2 -Welsh Government Grant Award Letter

Appendix 3 - Community & Adult Service Scrutiny Advice Letter and Response to Scrutiny Committee.

## Appendix 1 - Welsh Landlord and Agent Licensing Scheme - Risk Register

Ref	Risk Description (Consider Risk Cause & Risk Consequences)	Inherent Risk		Current Controls		Residual Risk		Proposed Improvement Actions	Owner	
		Likelihood	Consequence	Priority		Likelihood	Consequence			Priority
1	<p><b>Capability and capacity to deliver the project by the implementation date on the 1<sup>st</sup> Oct 2015.</b></p>	A	1	High - Red	<p>Bid submitted to Welsh Government(WG) for financial support to fund operational manager and group leader from 1<sup>st</sup> May 2015 to secure the set up of the project. Recruitment to posts immediately following designation. All Wales Project Governance Board in place including implementation project timescale and risk register. Responsibilities / tasks identified and allocated to each member of the group. WG plan to provide CC with 5 clear months to implement following formal designation as the Single Licensing Authority. Written confirmation of grant award has been received from WG prior to Cabinet Meeting.</p>	D	3	Low - Green	<p>CC Implementation Project Team to be established immediately following Council decision to ensure that all infrastructure and set up is in place within the timescale.</p>	Jane Forshaw

Ref	Risk Description <i>(Consider Risk Cause &amp; Risk Consequences)</i>	Inherent Risk		Current Controls	Residual Risk		Proposed Improvement Actions	Owner
		Likelihood	Consequence		Likelihood	Consequence		
2	Capability and capacity of CC to manage the project following designation, in light of the Hemming Vs Westminster Case, requiring that elements of licensing team activity cannot be covered by the fee.	A	1 High - Red	Bid submitted to Welsh Government for 15% of the total cost of project delivery. Experience indicates that this is a reasonable proportion of cost which cannot be fee attributable. Written confirmation of grant award has been received from WG prior to Cabinet Meeting. WG also given written commitment to working with CC on an annual basis to ensure required funding is in place.	D	3 Low - Green		Jane Forshaw
3	Capability and capacity of CC to effectively handle the work demand from the private landlord sector (estimated at 131,610) – enquiries, registration and licensing applications, particularly in the early stages	A	1 High - Red	Budget setting model developed by CC prior to designation to inform the funding bid to WG. Website and database procurement includes for inclusion of efficient processing mechanisms. Bid for set up costs includes for dedicated phone number with call handling capabilities and the costs to cover a full establishment to be in place for a month prior to the implementation date. Written confirmation of grant award has been received from WG prior to Cabinet Meeting.	C	3 Medium - Amber / Green	CC Implementation Project Team to be established immediately following Council decision to ensure that all infrastructure and set up is in place within the timescale.	Jane Forshaw

Ref	Risk Description <i>(Consider Risk Cause &amp; Risk Consequences)</i>	Inherent Risk		Current Controls		Residual Risk		Proposed Improvement Actions	Owner	
		Likelihood	Consequence	Priority		Likelihood	Consequence			Priority
4	<b>Capability and capacity – reputational risk to CC if new service not able to deal with the volume of calls / applications</b>	A	1	High - Red	Realistic numbers of landlords and agents used in the modelling. Bid to WG based on realistic figures. Grant award has been made by WG on this basis. WG leading on the communication strategy and integral part of the Project Team. Appropriate messages to be used to manage the influx and prioritise calls. Holding page will be available in advance of implementation to provide relevant information.	D	3	Low - Green	CC Implementation Project Team to be established immediately following Council decision to ensure that all infrastructure and set up is in place within the timescale.  Jane Forshaw	Jane Forshaw
5	<b>Capability and capacity- The database is not fit for purpose on time.</b>	A	1	High - Red	Procurement already undertaken, funded by WG. Contract awarded and work is in progress. Contract monitoring arrangements in place. System designed to be as automated as possible. Robust testing planned for 2 months prior to implementation. Server hosting size is confirmed as being adequate for the volume of hits expected. Contractor being used has experience of developing this type of system.	C	3	Medium - Amber / Green	Ongoing contract management arrangements to be implemented to ensure delivery on time.  Jane Forshaw	Jane Forshaw

Ref	Risk Description <i>(Consider Risk Cause &amp; Risk Consequences)</i>	Inherent Risk		Current Controls		Residual Risk		Proposed Improvement Actions	Owner	
		Likelihood	Consequence	Priority	Likelihood	Consequence	Priority			
6	<b>Financial Risk: Financial modelling for CC budget requirements and fee income predictions, not estimated correctly. In addition, model not indexed to take account of annual price increases.</b>	A	1	High - Red	Model developed in conjunction with CC financial services. Model and assumptions have been challenged by other LAs, WG, all Wales Housing Technical Panel and Cardiff Council experts from internal services. Further checking / refinement of model prior to fee setting and on an ongoing basis. WG confirmed that they will expect an updated bid annually and throughout the period of designation to reflect changing landlord sector and experience of delivery. Finance Model has been agreed as being acceptable by financial services.	D	3	Low - Green	Arrangements for financial monitoring in conjunction with WG to be established. Further checking / refinement of model prior to fee setting and on an ongoing basis.	Jane Forshaw
7	<b>Financial Risk: demand for the service is lower or higher than predicted in the financial model</b>	A	1	High - Red	HR recruitment will be a balance of temporary and permanent staff to manage the fluctuations in demand. WG advised of the risks involved with project and have confirmed pressure bids will be considered in year.	D	3	Low - Green	Arrangements for financial monitoring in conjunction with WG to be established.	Jane Forshaw

Ref	Risk Description (Consider Risk Cause & Risk Consequences)	Inherent Risk		Current Controls		Residual Risk		Proposed Improvement Actions	Owner	
		Likelihood	Consequence	Priority	Likelihood	Consequence	Priority			
8	<b>Financial Risk: Payment of severance in the event that Cardiff Council is de-designated at a future date</b>	A	1	High - Red	As this project is captured in statute there will be significant notice of a change in legislation or de-designation. This would allow CC to manage the decline in resource required to deliver the scheme. If designation transferred to WG or another LA - TUPE may apply. In addition, WG letter has confirmed that in the event of de-designation, they will work with CC to reduce and will cover any residual financial impact.	C	4	Low - Green	Arrangements for financial monitoring in conjunction with WG to be established.	Jane Forshaw
9	<b>Inadequate or ineffective marketing of the new legislation.</b>	A	1	High - Red	WG has provided written confirmation that it will manage and fund the marketing campaign prior to implementation of the scheme and for 12 months after the scheme has gone live. WG leading the project team, keen that project is a success and will ensure marketing campaign supports and is sensitive to the implementation resource.	D	3	Low - Green	Continued involvement of CC staff in the Strategic Implementation Group.	Jane Forshaw



Ref	Risk Description (Consider Risk Cause & Risk Consequences)	Inherent Risk		Current Controls		Residual Risk		Proposed Improvement Actions	Owner
		Likelihood	Consequence	Priority	Likelihood	Consequence	Priority		
10	<p><b>Financial Risk:</b> Expenditure incurred by Cardiff Council, will be incurred from the beginning of the project / year. WG grants often not paid until year end.</p>	A	1	High - Red	<p>Bid to WG highlights that payment at commencement of the financial year is preferred. Financial management arrangements to be established to involve WG. Unpredicted financial pressures to be submitted to WG for pressure bid consideration. Confirmation received from WG that officials will work with CC to manage in year financial pressures and approve further grant bids if necessary.</p>	D	3	Low - Green	<p>Arrangements for financial monitoring in conjunction with WG to be established.</p> <p>Jane Forshaw</p>
11	<p><b>Enforcement Powers:</b> CC not able to agree an enforcement protocol with the other 22 LAs in Wales leading to a mixed compliance picture across Wales and additional burden on CC.</p>	A	1	High - Red	<p>Protocol in final stages of agreement. The basis is that if the issue requires a local visit the local LA will undertake the activity. WG funding bid submitted by LAs for this work.</p>	C	3	Medium - Amber / Green	<p>Protocol to be an integral part of the MOU to be established with each Local Authority.</p> <p>Jane Forshaw</p>
12	<p><b>Financial Risk:</b> Implementation costs are not covered by the fees</p>	A	1	High - Red	<p>A funding bid has been approved by WG to cover the set up costs involved in the project.</p>	D	3	Low - Green	<p>Jane Forshaw</p>

Ref	Risk Description (Consider Risk Cause & Risk Consequences)	Inherent Risk			Current Controls	Residual Risk			Proposed Improvement Actions	Owner
		Likelihood	Consequence	Priority		Likelihood	Consequence	Priority		
	This risk register captures only the risks impacting CC directly. The project itself is being managed by the WG Strategic Board and has a more extensive risk register which captures risks to WG, LAs and general risks also.									

Lesley Griffiths AC / AM  
Y Gweinidog Cymunedau a Threchu Tlodi  
Minister for Communities and Tackling Poverty



Llywodraeth Cymru  
Welsh Government

Ein cyf/ Our ref: SF/LG/0680/15

Councillor Bob Derbyshire  
City of Cardiff Council  
County Hall  
Atlantic Wharf  
Cardiff  
CF10 4UW

9

March 2015

Dear Bob,

I am pleased City of Cardiff Council has agreed to be designated as the Single Licensing Authority under Part 1 of The Housing (Wales) Act 2014. The Welsh Government acknowledges the critical nature of the role and recognises it is subject to there being no financial risk to the Authority. We are committed to ensuring it does not adversely impact the Authority financially or in terms of its reputation.

I wish to re-affirm the Welsh Government's commitment to supporting the Council in its role as the Single Licensing Authority and to confirm our intention to provide the necessary financial support throughout the period of designation.

I can confirm Welsh Government will provide support in the following areas and amounts:

1. Staff resources required to set up the project in Cardiff prior to the 1 October 2015. For 2015/16, the funding is estimated at £61,420.
2. Infrastructure set-up costs to include office, desks, telephone system, database and payment platforms etc. For 2015/16, the funding is estimated at £222,657.
3. Ongoing implementation costs, which cannot be covered by fee income are agreed at 15% of the cost of delivering the service, as set out by the financial modelling. For 2015/16, the funding is estimated at £149,452.
4. Marketing of the scheme prior to implementation and up to 1 October 2016 will be led and funded by Welsh Government.

Given assumptions have to be made for any new service or scheme, it is possible the expected income and/or costs vary from the forecast figures in the financial model. This could lead to in year financial pressures. In these circumstances, the Welsh Government will work with colleagues at City of Cardiff Council to determine the additional financial requirement for approval.

I am aware City of Cardiff Council has sought reassurance if circumstances changed and the Local Authority was later de-designated, Welsh Government accepts responsibility for any residual financial liability. The likelihood of a change in legislation or de-designation for any other reason is negligible. However, the Welsh Government will, in these circumstances, work closely with the Council to manage and reduce the financial impact over time and mitigate any residual liability. It will be particularly important for our officials to work together to address any remaining and ongoing concerns. This will also be important to considering the funding requirements for future years, which we will keep under constant review. These discussions will help to develop processes whereby, as far as possible, we ensure Cardiff Council receives the funding in a timely manner so the implementation of the new legislation is effective.

I am very grateful to your officers for the work undertaken in developing the business case for the registration and licensing of landlords and agents. This has been particularly important given the Hemming case, which has impacted upon the funding of the implementation of the new legislation. Inevitably, and as mentioned, assumptions have to be made in terms of the take-up of registration and licensing and thus the costs and income from fees. However, I am satisfied the estimates, which err on the upper end of the scale, are reasonable. I am, therefore, pleased to confirm the initial estimate of total grant funding of up to £433,529 will be made available to Cardiff Council in the next financial year (2015-2016) to reimburse costs incurred.

The consultation responses overwhelmingly endorsed the concept of a single licensing authority and I remain committed to working with you to deliver this. Thank you once again for your continued support. My officials will be in touch with your team very soon to make the necessary arrangements.

Regards



**Lesley Griffiths AC / AM**

Y Gweinidog Cymunedau a Threchu Tlodi  
Minister for Communities and Tackling Poverty





My Ref: CM30368

Your Ref: Scrutiny/Correspondence/Cllr Groves

Date: 11th March 2015

Councillor David Groves  
Chairperson of Community & Adult Services Committee  
c/o Scrutiny Services  
County Hall  
Atlantic Wharf  
Cardiff  
CF10 4UW

Dear / Annwyl David

**Community & Adult Services Scrutiny Committee Meeting - 4 March 2015  
Cardiff Council Designation as Single Licensing Authority for powers  
contained in Part 1 of the Housing (Wales) Act 2014 – Welsh Agent and  
Landlord Licensing Scheme**

Thank you for your correspondence concerning the above meeting and your support is noted. I am confident that the scheme will have a positive impact on the management standards of the private rented sector in Wales; which will inevitably have a consequential impact in others areas such as health.

It is very important to me, that whilst accepting that there are benefits to Cardiff Council of running a national scheme of this scale, that any risks, financial or otherwise, are avoided by good management and support from Welsh Government. I am pleased to be able to advise that written confirmation has been received today from Welsh Government outlining its commitment to the project and the financial support available for 2015/16. This will be given proper consideration by Cabinet prior to any final decisions being taken.

Yours sincerely  
Yn gwir

**Councillor / Y Cynghorydd Bob Derbyshire  
Cabinet Member Environment  
Aelod Cabinet Dros Yr Amgylchedd**

**PLEASE REPLY TO:** Cabinet Support Office, Room 514, County Hall, Atlantic Wharf,  
Cardiff CF10 4UW  
Tel (029) 2087 2631 Fax (029) 20872691





**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MARCH 2015**

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**HOME IMPROVEMENT LOANS**

**REPORT OF THE DIRECTOR OF COMMUNITIES, HOUSING AND  
CUSTOMER SERVICE**

**AGENDA ITEM: 15**

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**PORTFOLIO: HEALTH, HOUSING & WELLBEING (COUNCILLOR SUSAN  
ELSMORE)**

**Reason for this Report**

1. To seek Cabinet approval for amendments to the Private Sector Housing Policy including new arrangements for awarding private sector Home Improvement Loans making use of Welsh Government repayable funding.

**Background**

2. The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 empowers local authorities to assist with the improvement of private sector properties. The Council currently operates a number of schemes to assist private owners and landlords to improve their properties and these are set out in the Private Sector Housing Policy which is appended to the Housing Strategy. The Policy includes a number of schemes to assist private owners to improve their properties:

Home Improvement Grants for the Elderly

These grants assist people aged 65 and over who are in receipt of a means-tested benefits, with a home in Council Tax band A-E, to repair, and maintain their homes with the aim of keeping them warm, dry safe & secure. A charge is made on the property for a period of 5 years which is recoverable once the property is disposed of or changes hands. The Council currently provides capital funding for these grants although there is no statutory requirement for this. However in recent years this funding has been reduced and was proposed to be reduced further due to declining capital resources and will be phased out over 2 years.

Renewal Area Grants.

The Renewal Area was a 10 year Welsh Government funded programme to improve the housing and environmental conditions of an area in a strategic and co-ordinated manner over a period of time.



Cardiff had two Renewal Areas – West Adamsdown and North Grangetown. This funding ends 31<sup>st</sup> March 2015.

### Houses into Homes Loans

These loans are provided to renovate long term vacant property for sale or for rent. The loans are repaid over 2 years or 3 years. Significant Welsh Government funding was made available for this in recent years with Cardiff's allocation being in excess of £2m. The allocation forms a recyclable pot which may in the future need to be repaid to the Welsh Government. Cardiff has achieved success in the payment of the loans with only £8,000 remaining from the original allocation. Although recently there has been less interest and currently there are no completed applications awaiting processing at this time.

### Contribution for Owners Costs in Regeneration Schemes

General Fund Capital has been used together with other funding including Housing Revenue to deliver improvement schemes and improve energy efficiency. Owners or leaseholders often can not fund the work themselves and therefore a financial contribution towards the costs of the improvement work means that it more likely private owners will become involved in the scheme and holistic improvement work completed. To date a Capital allocation has been used to fund improvement work to leasehold properties. An example of this is the current programme to overclad post war BISF steel frame properties which are very poorly insulated due to non traditional build techniques used in their construction. While funding exists to upgrade the Council owned properties this is not appropriate unless adjoining private dwellings are upgraded at the same time. There is a limited amount of capital funding for this purpose.

### **Issues**

3. The Welsh Government have indicated their intention to make available repayable funding to Local Authorities to enable them to deliver a home improvement loan scheme to owners in the private sector.
4. The funding available for Cardiff is £743,493 in 2014/15 and £1,380,773 in 2015/16. A total of £2,124,266 over the two years. Schemes must be in place and the 2014/15 funding must be drawn down by 31 March 2015.
5. This funding must be repaid to the Welsh Government after 15 years. The Welsh Government will not charge interest on the repayable Loan Fund, however if the funds are not used within 6 months the interest earned on the balance must be added to the loan fund.
6. From similar schemes that have operated elsewhere the Welsh Government have estimated that 5% of the loans will not be repaid and have agreed to share this risk by writing off half of the first 5% of bad debt. The Council must underwrite the remaining bad debt.

7. Loan funding not committed or awarded in a reasonable time (not defined) must be either passed to another local authority or back to Welsh Government.
8. The repayable funding from Welsh Government is available in two instalments, the first can be drawn down by late 2015, and the second by March 2016. The second instalment cannot be drawn down if the first instalment has not been committed and awarded.

### **Purpose and Use of the Fund**

9. The repayable Loan Fund must be used to offer private sector homeowners a loan to make their properties warm, safe or secure. This is not a statutory duty of the Council.
10. It can be awarded for:
  - Providing loans to owner occupiers and the private rented sector to improve properties (the “Home Improvement Loans”) and
  - Providing loans to bring empty properties back into use (the “Houses into Homes Loans”)
11. Fifty percent of the funding must be used for Home Improvement Loans and 50% must be used for Houses into Homes.
12. Loans can be from £1,000 up to £25,000 per unit of accommodation up to a maximum of £150,000.

### **Regional Approach**

13. The Welsh Government have stipulated that a regional approach must be taken, however the way in which the products are awarded and repaid can vary between authorities.

### **Repayment**

14. All loans offered to private sector owners must be repayable. The loan will be interest free, but the local authority can charge an administration fee of up to 15% for Home improvement loans. For Houses to Homes there is an administration fee based on a sliding scale dependant on loan value
15. The Welsh Government have indicated that repayment by way of lifetime charge on a property would be acceptable, provided that the local authority is able to repay the loan within the set period.

### **Proposed Schemes**

16. Given the changes to funding arrangements it has been necessary to update the Private Sector Housing Policy, the amended draft is attached at appendix 1. The proposed schemes are outlined below:

### Extended Home Improvement Assistance for the Elderly

17. In line with the Corporate plan objective to assist the vulnerable and with the aim of supporting the elderly to live independently in their own homes it is proposed to continue the approach of focusing funding on those over the age of 65.
18. The purpose of the scheme will be to ensure that elderly people can remain in their own home, warm, safe, dry and secure. The eligibility scheme will be very similar to that of the current grant assistance offered. The clients will be assessed to ensure they do not have sufficient funds to cover the cost of work themselves.
19. It is proposed that all such assistance will be repayable by means of a lifetime charge set against the property. This will recover all monies paid out including the 15% administration charge when the property changes ownership, either by sale or transfer to another person.
20. The minimum amount of funds will be £3,000 with a maximum of £10,000, anything above this would be exceptional and determined on case by case basis.
21. Funds will be recycled for the first ten years, however at the end of this period all new payments will cease so that the capital can be returned to the Welsh Government in March 2030. As loans will not be repaid until the property is disposed of or changes hands there is a risk that all funds will not be recovered before the capital is repaid to the Welsh Government.
22. This scheme will be administered as part of the Independent Living Gateway Service and will operate in partnership with Care and Repair. Care and Repair are an external not for profit organisation advocated by Welsh Government which supports clients of 60 years and older. They will evaluate the best solution for the client, one of which could be the Home Improvement Loan. Other options will also be considered including equity release, charitable donations and external funding to ensure the best fit for the individual client. Care and Repair will also carry out Healthy Home Checks and benefit maximisation to ensure a full service for clients.

### Extend the Houses into Homes Scheme

23. These loans will be provided to renovate long term vacant property for sale or for rent. Preference will be given to properties where the Council will be able to nominate future tenants, for example where the property will be used to rent to homeless people or to those on the Common Waiting List.
24. The maximum amount of loan is £150k per person, based on a maximum of £25k per unit of accommodation provided. Thus a maximum loan of £25k is available for a single house, but up to £50k is available for 2 flats.

## Other Loan Schemes

25. Providing general repayable loans to other private sector residents has been considered and this is problematic for a number of reasons:
26. There are significant concerns about providing repayable loans to those who have little or no disposable income and with limited ability to make monthly repayments loans of this nature could put the individuals in financial difficulties. Those with higher disposable incomes could afford to raise the loans through normal banking arrangements at similar cost.
27. Granting and recovering loans for this group would be expensive in terms of administration and the allowable fee would not cover this cost. In addition previous attempts to operate loan schemes in Cardiff have proved unsuccessful with very little take up. It is not therefore proposed to use loans widely for private owners other than through the targeted elderly programme.
28. However, the use of a repayable loan to enable private owners to become involved in wider stock improvement programmes (such as non-traditional over cladding and BISF improvement schemes) being delivered by Cardiff Council would be advantageous.
29. In many cases owners may not be in a position to fund the work themselves and therefore a repayable loan option provided by Cardiff council could increase the number of private owners entering into the programme. Although other grant funding is sought and applied for and other sources of funding promoted, some schemes can be prevented from going ahead or can be significantly compromised due to the lack of capital to assist the homeowner and their inability to raise the finance themselves. Further work is currently underway to establish whether the use of repayable loans is appropriate for owner contributions to regeneration schemes where no other funding is available, if this is considered viable a report will be brought forward early in 2015/16.

## **Equality Impact Assessment**

30. An Equality Impact Assessment has been carried out and this is attached at appendix 2.

## **Reasons for Recommendations**

31. To agree amendments to the Private Sector Housing Policy and to put in place new arrangements for private sector Home Improvement Loans making use of Welsh Government repayable funding.

## **Legal Implications**

32. Assistance pursuant to the Regulatory Reform Order may include conditions including repayment of the assistance but before imposing any such condition or taking any steps to enforce the condition at a later

stage the Authority must have regard to the ability of the person concerned to make that repayment.

33. Consequently before the Authority provide any assistance they have to provide a statement in writing of the conditions to be applied and satisfy themselves that the person has received appropriate advice about the extent and nature of any obligation to which that person will become subject.
34. The adoption of the amended policy which is recommended in this report (and its public notification and provision for inspection and post to interested people) is necessary prior to the provision of any assistance under the proposed policy changes and the power to provide assistance must be exercised in accordance with the amended policy.
35. Other legal implications appear in the text of this Report.

### **Financial Implications**

36. The Council already acts as an agent for the WG Houses into Homes scheme. WG has introduced a further scheme and it is essential that any funds available from this WG scheme are utilised in support of Council objectives.
37. The new WG scheme is based on funds to be received from WG, which are to be returned to WG in 2030, or sooner if the funds cannot be utilised. Non utilisation of funds could incur an interest penalty unless returned to WG. Whilst the Councils approach to introduce a life time charge on properties for Loans in respect of Targeted elderly Home improvement Grants and a charge on properties where Houses into Homes loans are provided, there remains a risk of non recovery in relation to loans provided as part of Council regeneration schemes to owner occupiers. Such loans would supplement grant bids and signposting to owner occupiers of other funding available, which may require an assessment of affordability.
38. Whilst Welsh Government will only cover any default of up to 2.5% of the £2.124 million provided i.e £53,000. Any default in excess above this will be the responsibility of the Council, with £2.071 m required to be paid by to WG, irrespective of the sums actually remaining from the recyclable fund. Given the timing of recovery of any land charges, there may be a cash flow risk, however this is mitigated in part by ceasing the scheme up to 5 years before sums have to be returned to WG.
39. Any loans will need to be limited to the amounts available in the recyclable fund.
40. The report indicates that the detail of any loan schemes is to be delegated. Such detail will need to consider the significant additional administrative costs of managing the existing houses into homes scheme and introducing new loans schemes. This will need to consider processes and systems required to manage payments, receipts, charges,

financial vetting and ensuring the council complies with the terms and conditions of the recyclable funding. Any such costs will need to be recovered from any administration charges which can be levied on the loans (up to 15%) or be fully re-imbursable from the directorates existing revenue budget.

### **Human Resources Implications**

41. There are no Human Resource Implications for this report.

### **RECOMMENDATIONS**

Cabinet is recommended to:

1. recommend that Council approve the amendments to the revised Private Sector Housing Policy including the proposals set out in this report to provide Home Improvement Loans to elderly owner occupiers and Houses into Homes Loans to the private rented sector to bring empty properties back into use.
2. recommend that Council approve the use of Welsh Government repayable funding to meet the costs of these loans
3. recommend that Council that authority be delegated to the Director of Communities, Housing and Customer Service to put in place the detailed arrangements relating to the Home Improvement Loan schemes and to make minor changes to the schemes as necessary to their ensure effective operation.

### **SARAH MCGILL**

Director

13 March 2015

*The following appendices are attached*

Appendix 1 – Draft Private Sector Housing Policy

Appendix 2 – Equality Impact Assessment

# Private Sector Housing Policy 2015 - 2017





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## 1. Introduction

In July 2002 the National Government made significant changes to housing grant legislation, introducing the Regulatory Reform (Housing Assistance) (England & Wales) Order 2002. This Order allows local authorities to formulate their own flexible financial assistance policies to improve or repair private sector housing and to target funding to address local needs and priorities.

This Private Sector Housing Policy 2015–2017 details the range of options provided by the City of Cardiff Council, including:

- Grant aid
- Loans and equity release schemes
- Grant / loan mixes
- Advice and assistance

A decision has been taken to focus limited resources on those applicants aged 65 and over on low income (claiming a means tested benefit). Works will be undertaken as part of the Cardiff Grants Standard and primarily focus on the greatest identified risks, utilising the principles of Warm, Dry, Safe and Secure.

For many years the Council has supported the improvement of individual homes and neighbourhoods through a repair grant programme. This programme offered assistance to owners to complete repairs to their property. This has been achieved on both an individual basis and by grouping properties together.

The funding for projects has been substantially reduced and subsequently grant assistance provided has been targeted to specific types of work for specific groups of people. Alternative vehicles for the provision of financial assistance will also be explored. The Independent Living Service continue to provide assistance to a similar number of residents despite the reductions in funding. This has been achieved by careful specification of works through the application of the Independent Living Building Work Standard.

## **2. Strategic Context**

This Policy has been appended to the Cardiff Housing Strategy 2012-2017, where, using a more outcome-focused approach, each chapter includes objectives that will benefit citizens from a housing perspective. The outcomes required by this Private Sector Housing Policy have been identified in the Housing Strategy under Chapter 6 - People in Cardiff Achieve their Full Potential.

### **The Independent Living Service**

The Council has recently brought together access to a range of services for older people into a single gateway. The service has multi skilled visiting officers who can provide a range of assistance including access to disabled adaptations and home improvement loans as well as benefit maximisation and access to social activities and events to help keep older people independent in their own homes.

## **3. Partnerships**

The City of Cardiff Council recognises that poor housing condition is an issue that is best addressed through a partnership approach. A number of external organisations work with the Council in this area including:

- Welsh Government
- Care and Repair
- Age Cymru
- Registered Social Landlords (RSL's)
- South Wales Police
- The Cardiff Landlords Forum
- South Wales Fire Authority
- Local Universities
- The Council of Mortgage Lenders
- Community Forums
- Local Contractors
- South East Wales Energy Advice Centre

### **3.a. Cardiff Care and Repair**

Cardiff Care and Repair aims to identify holistic solutions to housing problems experienced by older and disabled people through partnership working. The Agency focuses on providing support and assistance to clients to complete repairs, small adaptations and improvements to their home, enabling them to live with increased safety and comfort. Their case-work approach is fundamental in delivering an intensive, client-centred service focussed on the provision of bespoke housing solutions.

Review of the Private Sector Housing Policy and the Disabled Facilities Service has recognised the added value of working in partnership with the local Care and Repair Agency to deliver an effective and economic service to clients outside of the formal grant route. The right to receive mandatory grants will remain, however development of the partnership will provide a broader service to meet specific needs.

### **3.b. Registered Social Landlords (RSLs)**

Through the development of new initiatives with RSLs, the Council is better placed to achieve the priorities identified in this policy. For example, a joint leasing scheme aims to bring vacant properties back in to use and will help increase the provision of affordable, good quality rented accommodation across Cardiff.

### **3.c. Private Sector Landlords**

The Council has worked effectively with private landlords to bring empty homes back into use using Welsh Government recyclable funding. Private sector landlords rent their properties to approximately 10,000 low income households in the city and are key partners in preventing homelessness.

## **4. Private Sector House Condition Survey**

In 2005 Cardiff Council commissioned a survey to assess the condition of housing in the private sector. A full copy of the survey is available on the Council's website ([www.cardiff.gov.uk](http://www.cardiff.gov.uk)). The survey considered the cost of undertaking repairs to properties in Cardiff. The results are detailed in the table below:

<b>Tenure</b>	<b>Urgent Repairs</b>	<b>Basic Repairs</b>
	Those needing to be done in the next year	Those needing to be done in the next 5 years
Owner- Occupier with no mortgage	£1,269	£1,969
Owner- Occupier with a mortgage	£1,007	£1,687
Register Social Landlords (housing associations)	£671	£1,023
Private Rented Accommodation	£1,333	£2,055
<b>Average</b>	<b>£1,114</b>	<b>£1,781</b>
Vacant dwellings	£3,152	£4,312

(Source: Cardiff House Condition Survey 2005)

*Table 1 Cost of Repairs by Tenure*

The results showed that properties owned by single older people, and houses built before 1919, have the highest repair costs for both urgent and basic repairs. The highest levels of repairs are needed in the private rented sector. One in four vacant dwellings are 'unfit', which hinders their rapid re-occupation.

## **5. People Aged Over 65 Receiving a Means Tested Benefit**

Evidence shows that older people often live in poor housing conditions, have very limited resources to maintain their homes, and limited prospects of changing their circumstances. The City of Cardiff Council will provide financial assistance (as detailed in this Policy) to older people in receipt of means-tested benefits to repair, maintain and

adapt their homes. The Council will provide this assistance in partnership with Cardiff Care and Repair who will provide information relating to home repair and maintenance for older and disabled people.

## **6. People in Need of Disabled Facilities**

The Council's Independent Living Service (ILS) manages the provision of financial assistance and adaptation works for disabled people living in all housing tenures. This includes the following:

- Disabled Facilities Grants (DFGs) – Available to provide adaptations, such as stair lifts and specialist bathing facilities, to enable a disabled person to live as independently and as safely as possible. Once the need for a DFG has been identified, the Council has a duty to determine the application as a mandatory grant which is means-tested.
- Discretionary Assistance – The Regulatory Reform Order 2002 gives councils powers to provide discretionary assistance including minor/low cost adaptation works and, where appropriate, additional funding where the maximum DFG limit is exceeded.

## **7. The Independent Living Service**

The Independent Living Service has revised and updated its policies to improve performance and working practices and ensure that services are delivered in a timely manner.

### **Energy Efficiency / Affordable Warmth**

The Service is currently developing processes to ensure that frail, elderly and disabled clients receive joined-up advice and support which helps them to remain in their homes and meets the objectives of the Council's Affordable Warmth Strategy.

Assisting clients to achieve affordable warmth will feature in all aspects of the Independent Living Service. Partnership working with energy professionals will allow relevant cases to be signposted for support, e.g. boilers, renewable energy, draft exclusion, loft insulation, cavity fill, caseworker support, etc. It is expected that the majority of referrals will be resolved through external agencies, but where this is not possible, or additional funding is required, any one of the existing means of support outlined in this Policy may be utilised. ILS will identify all support costs and the long term sustainability of this proposal will be subject to available resources when set against the mainstream services of providing adaptations.

## **8. Independent Living Building Work Standard (schedule of works)**

The Independent Living Work Standard provides Council Officers with guidance on the works which can be provided under each grant and loan stream, and helps to ensure that limited resources are targeted to essential repairs only, i.e. those required to achieve a warm, dry, safe and secure property. It also ensures uniformity of practice across the Council's Financial Assistance Services. The Standard is subject to review in

light of available resources and to meet the requirements of this Policy and local and national indicators.

## **9. Cardiff Council's Agency Service**

The Council operates a Grant Agency Service (The Agency) for eligible applicants. This service provides professional help and advice for the grant applicant to:

1. Appoint a contractor from the formally procured contractor list;
2. Arrange for contracts and call-off terms to be signed by both the builder and the homeowner;
3. Monitor the works to ensure completion to an acceptable standard;
4. Make payments direct to the contractor.

The Agency Service has a take up rate of over 90% for repair and adaptation works and provides reassurance for applicants concerned about unscrupulous contractors. The service is compulsory for applicants who take a loan to fund the cost of works.

The Council charges a fee, based on the total cost of works, excluding ancillary fees associated to the work. Should the conditions be breached, the Agency fee is not recoverable from the applicant (or their estate). Fees for mandatory grants will not be recovered.

## **10. Financial Assistance**

This section details the financial assistance available through this Policy. All assistance is subject to the availability of funding, and to specific terms and conditions unless otherwise stated.

The Council will deal with enquiries in date order, unless there are dangerous living conditions which have a significant effect on the health, safety and wellbeing of the occupant, or unless otherwise specified.

Enquiries will be processed under the Policy in place at the time of approval and not the Policy in place at the time the initial enquiry was received. If eligibility criteria, or the terms and conditions of a form of assistance change while there are outstanding enquiries, the clients affected will be notified of the changes. This process will enable the Council to more effectively manage the demand for its services within its given resources.

All discretionary assistance is subject to conditions relating to the ownership and use of the property and equipment. Depending upon the assistance received, the conditions will be registered as a charge either with the Land Registry or as a Local Land Charge.

Details of the administrative and processing requirements are contained in the Independent Living procedures and work instructions, which may be subject to periodic change to meet service demands.

## Home Improvement Loans

The Welsh Government has made funds available to provide Home Improvement Loans and Houses into Homes loans. The amount awarded to Cardiff is to be repaid after 15 years. This funding is to be used to finance the following schemes.

### 10a. Home Improvement Loans

With limited resources it is not possible to offer assistance to all owner-occupiers in Cardiff requiring home improvements. In line with Council priorities, financial assistance will be targeted to older people. However, some older persons will have the financial means to pay for works to their property, either through income or capital within their home. Financial assistance will therefore be targeted towards those in lower value properties on a low income. The criteria and assistance offered is:

Qualifying Criteria	<ul style="list-style-type: none"> <li>• The property must be registered with Land Registry in the applicant's name.</li> <li>• The property must be within Council Tax band A-D</li> </ul> <p>Eligible applicant must be:</p> <ul style="list-style-type: none"> <li>• Over 65 years old</li> <li>• On a means tested benefit</li> <li>• The Owner Occupier of the property</li> <li>• Have occupied the property as their only residence for 3 years prior to application</li> <li>• The property must be at least 10 years old</li> <li>• There must be equity within the property</li> <li>• Total borrowing will not exceed 80% of the property value- excluding outstanding loans</li> <li>• The client must have less than £16,000 in savings</li> <li>• There must be a level of disrepair</li> <li>• Not have received a repair grant in the last 5 years</li> </ul>
Eligible Works	Works to be determined by the Council in accordance with the current Independent Living Building Works Standard. The work undertaken aims to protect the health, safety and security of the applicant
Assistance Offered	Will be aimed at a need to remain warm, safe dry and secure and be within the equitable value of the property. The assistance will include an administration charge made at the time of offering assistance, and collected upon disposal of the property Maximum funding will be £25,000
Conditions of assistance	The property must remain in the applicant's name and be their only residence. Fee 15%.
Condition period	A Lifetime charge will be applied to the property, repayable in full upon disposal or change of ownership
Repayment of Assistance	Will be upon disposal of the property or change of ownership for both capital and fee.

*Table 2 Details of Home Improvement Loans*



## 10b. Houses into Homes Loan Scheme

The Welsh Government's Houses into Homes scheme offers interest-free loans to owners of empty properties, in order to assist them to:

- renovate a dwelling to a reasonable standard, free from any serious hazards (as a minimum), so that it is suitable for immediate occupation, whether by for sale (loan to sell) or to let (loan to let); or
- to convert an empty property or commercial building into one or more units to the Houses into Homes Standard (as a minimum), so that it is suitable for immediate occupation, whether by sale (loan to sell) or to let (loan to let).

The scheme is operated jointly by the Vale of Glamorgan Council and Cardiff Council. Eligibility for the loans and terms and conditions have been set nationally and are summarised below.

<b>Houses into Homes Loan Scheme</b>									
Qualifying criteria	<p>Person(s) applying for the loan may either be the existing or prospective owner(s), but must in either case be able to supply security for the loan as detailed below. The property must be in the applicant(s) name before the loan can be approved.</p> <p>The applicant must not have any debt owing to the Council.</p> <p>The applicant must not have been prosecuted by the Council for housing related offences.</p> <p>The property must have been vacant for a minimum of 6 months.</p>								
Works eligible for loans	<p>To be eligible works must: -</p> <ul style="list-style-type: none"> <li>• On completion, result in the property/units being suitable for immediate occupation as a dwelling(s),</li> <li>• Comply with all relevant Building Regulations, and</li> <li>• Achieve the Houses into Homes Standard. In summary this standard ensures the property               <ul style="list-style-type: none"> <li>• meets the current statutory minimum standard for housing</li> <li>• is in a reasonable state of repair</li> <li>• has reasonably modern facilities and services, and</li> <li>• provides a reasonable degree of thermal comfort, i.e. efficient heat and insulation.</li> </ul> </li> </ul>								
Assistance offered	Up to £25,000 per unit of accommodation, to a maximum of £150,000 per applicant.								
Conditions of assistance	<p><b>Fees</b></p> <p>An administration fee is payable to the Council on submission of the application as follows:</p> <table> <thead> <tr> <th><b>Loan amount</b></th> <th><b>Fee</b></th> </tr> </thead> <tbody> <tr> <td>£0 - £50,000</td> <td>£295.00</td> </tr> <tr> <td>£50,001 - £100,000</td> <td>£395.00</td> </tr> <tr> <td>£100,001-£150,000</td> <td>£495.00</td> </tr> </tbody> </table> <p>A Land Registry Fee is also payable to cover the Council's cost to register a first or second charge on the property being offered as security. This fee is as follows:</p>	<b>Loan amount</b>	<b>Fee</b>	£0 - £50,000	£295.00	£50,001 - £100,000	£395.00	£100,001-£150,000	£495.00
<b>Loan amount</b>	<b>Fee</b>								
£0 - £50,000	£295.00								
£50,001 - £100,000	£395.00								
£100,001-£150,000	£495.00								

- For loans up to £99,999 the fee is £50.00 per title
- For loans of £100,000 and over the fee is £70.00 per title

A Company applying for a Loan will also be required to pay a fee of £45.00 to cover costs associated with registering the charge at Companies House. Applications received without payment of the associated fees will not be processed.

**Terms and conditions of loan**

All loans paid under this scheme will be repayable.

All applicants will be required to enter into a legal agreement with the Council regarding the repayment of the loan.

Where the loan applied for and approved is a “Loan to Sell” the loan will be repayable immediately and no later than the date stipulated in the Loan Facility Agreement (maximum of 2 years).

Where the loan applied and approved is a “Loan to Let”, the loan will be repayable no later than the date stipulated in the Loan Facility Agreement (maximum of 3 years), unless there is an earlier disposal of the property or the units within the property are divided and all sold on the same day.

Where the property is converted into units and there is a disposal of one or more units (prior to the fixed dates set out in the terms of the Loan Facility Agreement), then on each such disposal of a unit, the applicant must repay the lesser amount of the gross sale proceeds and the amount of the loan outstanding. If, after all such disposals, monies are still outstanding under the loan, then the applicant must repay such monies on whichever occurs the earlier of the disposal of the final unit or the relevant date as set out in the loan agreement.

The applicant must undertake works to the property to meet the Houses into Homes Standard. Failure to do so will be a breach of the loan agreement and will trigger a repayment request

The applicant must complete the works to the property within the stated timescales. Failure to do so will be a breach of the loan agreement and will trigger a repayment request.

In the case of a loan to sell, where the property is not made available for sale within 12 weeks of the date set for completion of those works (*or by date to be agreed for the Houses into Homes scheme, if earlier*), a breach of loan conditions will be considered to have occurred.

In the case of a loan to let, where the property is not made available for let within 12 weeks of the date set for completion of those works, a breach of loan conditions will be considered to have occurred.

	<p>Where any sum is required to be paid, but is not repaid in accordance with the loan conditions, a breach of conditions will have occurred and the Council may demand immediate repayment of the loan and any interest. The Council will charge interest at 6%</p> <p>Failure to repay the loan at the end of the term or on demand where there is a breach will result in the Council taking legal action to recover the loan.</p> <p>All applicants must agree to a legal charge being placed on the property to secure the loan. Agreement may be made in exceptional circumstances to accept a charge on an alternative property.</p> <p>All legal charges must be either first or (where the Council receives confirmation from the first charge holder that it consents to a second charge) second charges. Third or subsequent charges will not be accepted.</p> <p>Where it is agreed to accept a legal charge on an alternative property that is not the subject of the loan application, the alternative property must be located in England or Wales and the valuation of that property must be submitted to the Council prior to the advance of any loan. The additional legal costs associated with this arrangement must be covered by the applicant.</p>
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*Table 3 Details of Houses into Homes Loans*

**10c. Group Repair**

<b>Group Repair – Contribution to owner / leaseholder costs in Regeneration Schemes</b>	
Qualifying criteria	Available to private owners and leaseholders in identified Regeneration Improvement schemes & Area Improvement strategies.
Work eligible for grant aid	Works identified by the Council to improve thermal efficiency or the external space, courtyards and general amenity space associated to a property or block of flats.
Assistance offered	Loan to cover an agreed element of the cost. Recovery to be by repayment or by lifetime charge on the property.
Conditions of assistance	The property must remain in the applicants name and only residence and within the determined scheme area. A charge will be placed on the property.
Condition period	Relevant to the repayment plan agreed.
Agency Service	Compulsory that the appointed contractor for the regeneration scheme should carry out the works. The council will appoint the contractor and manage the scheme.

*Table 4 Details of Group Repair*

## 11. Support for Disabled People under the Regulatory Reform Order

Mandatory Disabled Facilities Grants (DFGs) are administered under the Housing Grants, Construction and Regeneration Act 1996 (as amended). The Act details eligibility and conditions for the assistance.

Demand for assistance to adapt properties to meet the needs of disabled people is growing and creating pressure on the available resources. As a result, the City of Cardiff Council has reviewed its Disabled Facilities Service and in order to improve the timeliness and effectiveness of the assistance provided the following types of discretionary assistance have been developed. Whilst all discretionary grant applicants must qualify for mandatory assistance, the provision of discretionary grants will ensure the effective use of Council resources.

### 11a. Small Works Assistance

Small Works Assistance will be used to deliver small, low-cost works quickly and sensitively to meet the needs of mainly older/disabled people. The maximum value of work offered is prescribed by local policy. Works carried out through this assistance may include:

- Minor electrical work;
- Work to improve the security of the property;
- Installation of fire detection equipment;
- Works to help prevent slips, trips and falls around the home.

Such intervention can reduce the need for more costly Disabled Facility Grants or prevent hospital admissions due to slips, trips or falls.

<b>Small Works Assistance</b>	
Qualifying criteria	<ul style="list-style-type: none"> <li>• As per the Independent Living eligibility criteria at the time of referral</li> <li>• Works have to be to prevent slips, trips or fall</li> </ul> Or <ul style="list-style-type: none"> <li>• To keep a client warm, safe, dry and secure</li> <li>• To a value of £1,000 for Adults, or £2,000 for Children (the Council retains discretion to extend these limits following a case review).</li> </ul>
Work eligible for grant aid	Works as determined in accordance with Independent Living Building Works Standard valid at the time.
Assistance offered	100% of grant aid to a maximum prescribed by the prevailing policy (excluding VAT and agency fees). Not subject to a means test.
Conditions of assistance	No conditions
Condition period	No condition period
Agency Service	Compulsory

*Table 5 Details of the Small Works Partnership Grant*

## **11b. Stair Lift Scheme**

<b>Stair Lift Scheme</b>	
Qualifying criteria	<ul style="list-style-type: none"> <li>• Recommendation from Occupational Therapist</li> <li>• Or the need to replace a defective stair lift for the original recipient</li> </ul>
Work eligible for grant aid	Stair lift only
Assistance offered	Maximum £5k
Conditions of assistance	N/A
Condition period	N/A
Agency Service	Mandatory

*Table 6 Details of the Stair Lift Scheme*

## **11c. Enablement Support**

The project's objective is to provide clients with a 6 week enablement programme upon discharge from hospital, focusing on maximising independence and encompassing skills training, equipment provision and adaptations to the home. The service is proven to reduce care needs and increase functional independence, client autonomy and satisfaction. The emphasis is on the provision of alternative solutions to care management activities and reduction of further dependence on health, social care and housing services.

<b>Enablement Support</b>	
Qualifying criteria	<ul style="list-style-type: none"> <li>• Facilitate hospital discharge</li> <li>• Need a 6 week enablement package</li> <li>• Adaptations to negate/reduce the need for care</li> <li>• Will not require on going care past the enablement period</li> </ul>
Work eligible for grant aid	<ul style="list-style-type: none"> <li>• The applicant must have an assessed need for 'necessary and appropriate' assistance as an outcome of an assessment by a Council Occupational Therapist, and out of an options analysis completed by the Disabled Facilities Service the scheme is considered the most 'reasonable and practicable' means of meeting the assessed need</li> </ul>
Assistance offered	Maximum £5k
Conditions of assistance	N/A
Condition period	N/A
Agency Service	Mandatory

*Table 7 Details of Enablement Support*

### **11d. Community Alarm Grant**

A community alarm can be installed for qualifying applicants and monitored by Cardiff Community Alarm Service.

<b>Community Alarm Grant - Summary</b>	
Qualifying Criteria	All applicants must be: <ul style="list-style-type: none"><li>• Over 60 or registered disabled, <u>and</u></li><li>• In receipt of a means tested benefit.</li></ul> Proof of benefit receipt is required in the form of an award letter, book/card or bank statement.
Works eligible for grant aid	The cost of the installation of the alarm and any extra electrical or telephone sockets will be eligible.
Assistance offered	100% of the cost of the works will be covered by the grant.
Conditions of assistance	No conditions
Condition period	Not applicable
Agency Service	Not available

*Table 8 Details of the Community Alarm Grant*

### **11.e. Lifetime Property Charges to fund the additional cost of adaptations where the cost exceeds the mandatory grant limits**

This support will provide assistance where the cost of adaptation works exceeds the mandatory Disabled Facilities Grant limit (currently £36,000). Cases (particularly for children) can often be sensitive, complex and the required adaptations expensive to deliver. The Council has a corporate responsibility under The Children's Act 1989 to provide essential adaptations identified by the attending Occupational Therapist. Legislation limits the funding available via a Disabled Facilities Grant (currently £36,000), although occasionally the adaptations required exceed this limit. In the case of children, Section 17(7) of the Children's Act states that the Council may provide assistance that may be 'subject to' conditions for repayment.

The provision of this assistance will ensure needs are met (particularly of children), that the person is able to remain within the family unit and is able to develop a level of independence. Without this assistance, there is a possibility that the accommodation may be deemed 'unsuitable' as it would not meet the person's specific needs and may even have a detrimental impact on the health and safety of the person or their carers.

<b>Lifetime Property Charges</b>	
<b>When considered as a means of 'top up' for mandatory assistance</b>	
Qualifying criteria	<p>Available to support the delivery of adaptations where the mandatory limit of £36,000 will not cover the full cost of works, <u>and</u> where the client is not eligible for discretionary top up, <u>and</u> does not have the means to find the additional costs, <u>and</u> where Children's Services are unable to provide the cost.</p> <p>Available to disabled people (particularly children) in owner occupied or private tenanted properties.</p> <p>The applicant must have an assessed need for 'necessary and appropriate' assistance as an outcome of an assessment by a Council Occupational Therapist, and out of an options analysis completed by the Disabled Facilities Service the scheme is considered the most 'reasonable and practicable' means of meeting the assessed need.</p> <p>In order to access this assistance the prognosis for independent living is good, and it will ensure the person is able to remain within the family home.</p>
Works eligible for grant aid	Mandatory works of adaptation considered reasonable and practicable and subject to confirmation by a Service Manager, or similar responsible officer.
Assistance offered	All costs above the Mandatory limit of £36,000.
Conditions of assistance	<p>The recipients will at the time of disposing of the property pay back the authority the identified amount of financial assistance provided over the maximum grant limit in place at the time the assistance is provided (currently £36,000).</p> <p>It is intended that there is no discretion to apply a waiver to any part or portion of this condition.</p>
Condition period	Life time – in the case of a breach of this condition at any time within this period the whole amount of the top up will be recovered.

*Table 8 Details of the Lifetime Property Charges*

### **11.f. Disabled Urgent Assistance**

This assistance provides a timely help for the most vulnerable people outside of mainstream grants. The grant is to be utilised where a need for 'urgent' aid has been recognised by a Senior Occupational Practitioner, and the circumstances meet the Authority's criteria. This assistance is particularly useful in freeing up NHS beds where facilities are urgently required in a patient's home to facilitate safe discharge from hospital.



The criteria describes a maximum time (3 weeks) to complete the works with a notional maximum value (£12,000). However, the Council may consider the benefits of larger schemes in exceptional circumstances.

<b>Disabled Urgent Assistance</b>	
<b>When considering fast track assistance outside of mandatory grant aid</b>	
Qualifying criteria	<p>Available to disabled owner occupiers or private tenants. The work meets the criteria of 'necessary and appropriate' and 'reasonable and practicable' as defined in the provision of mandatory grant aid. Cases to be considered are within the definition of urgent e.g.</p> <ul style="list-style-type: none"> <li>• The client has a life limiting condition, which is rapidly deteriorating</li> <li>• Delayed transfer of care</li> </ul> <p>One or more of the above criteria must be used to facilitate a safe hospital discharge or prevent an imminent breakdown of the caring situation, which may result in admission to hospital or long term care</p>
Works eligible for grant aid	<p>Urgent adaptations which can be completed within 3 weeks of commencement on site and cost no more than £8,000 (excluding VAT &amp; Fees).</p> <p>Exceptional cases outside of the basic eligibility criteria will be considered for this form of funding where an options analysis confirms that this is the best course of action. A report from the Operational Manager will require the counter signature of the Occupational Therapy Manager.</p>
Assistance offered	100% grant aid

Conditions for assistance	None
Condition period	None

*Table 9 Summary of the Disabled Urgent Assistance*

### **11g. Adaptations Requiring Repair or Replacement**

Under normal circumstances equipment provided has a 12 month warranty from the date of installation and continuing maintenance and repair costs remain with the applicant. The prohibitive nature of these costs may result in faulty equipment placing the applicant at risk of falls and/or medical deterioration. Eventually the Authority is left with the burden of the cost of replacing the equipment plus (where a person's health has deteriorated as a result of the loss of equipment) the potential for continuing care costs.

The provision of grant assistance to provide a responsive repair service has been established as an 'invest-to-save' initiative i.e. a minor, cost effective repair at the time of breakdown will save the prohibitively high cost of replacement following an application for mandatory grant assistance.

In introducing this discretionary assistance it is recognised that levels of support will be subject to demand and available resources.

<b>Adaptation Repair &amp; Replacement Assistance</b>	
<b>When considering the need for repairing or replacing adaptations which have failed under reasonable use.</b>	
Qualifying criteria	<p>The equipment must have originally been provided for the applicant by the Local Authority via either mandatory or discretionary assistance.</p> <p>Where equipment has been ‘inherited’ assistance <u>will not</u> be available unless the need for the equipment is confirmed following an assessment by an Occupational Therapist <u>and</u> the work meets the criteria of ‘necessary and appropriate’ and ‘reasonable and practicable’ as defined in the provision of mandatory grant aid and would normally qualify for assistance out of the current <u>Repair &amp; Replacement policy</u>. Cases outside this criteria may be considered by a Service Manager.</p> <p>Evidence that demonstrates any type of misuse of the equipment may result in the withdrawal of assistance.</p> <p>Service will be provided in accordance with the current Qualifying operational guidance.</p>

Works eligible for grant aid	Qualifying work providing repair or replacement of adaptations which have failed out of reasonable usage or have come to the end of their reasonable working life. This would not normally exceed a nominal cost, but exceptional cases outside of the basic eligibility criteria will be considered for this form of funding where an options analysis confirms that this is the best course of action. A Senior Manager may review the recommendation for evidence of misuse which may result in withdrawal of assistance.
Assistance offered	Normally 100% assistance
Conditions for assistance	None
Condition period	None

*Table 10 Summary of the Repair and Replace Assistance*

### **11h. Disabled Relocation Grant**

The Council recognises that it may be appropriate for a disabled person to move to a more suitable property, where the adaptation of their current home is either not practicable or the costs are not reasonable. To support this move the Council will offer a Disabled Relocation Grant. This grant will be subject to a means test to determine an applicant’s contribution, but will help pay for the legal costs in buying and selling a property, moving between two properties and undertaking minor work to the new property to make it suitable for occupation.

<b>Disabled Relocation Grant</b>	
<b>Where the most effective means of meeting the need is to consider moving to a more appropriate property</b>	
Qualifying criteria	The applicant must meet the eligibility criteria for a mandatory DFG. The property being purchased must be a suitable property meeting, or capable of meeting, the assessed need in every way including any necessary minor assistance for low level adaptations. The cost of relocating to a suitable property is considered the most appropriate course of action out of a test of reasonableness and an options analysis.
Works eligible for grant aid	To assist in the purchase of a suitable property including estate agent fees, conveyance costs, stamp duty, and removal expenses.
Assistance offered	100% of the described costs up to maximum award of £36,000 which is inclusive of the cost of providing mandatory assistance.
Conditions of assistance	I The property must remain in the applicants name and only residence
Condition period	A Lifetime charge will be applied to the property, which upon disposal or change of ownership will be repaid in full, .Excluding the cost of the adaptations
Repayment of Assistance	Will be upon disposal of the property or change of ownership-

*Table 11 Details of Disabled Relocation Grant*

### **11i. Recovery of Specialised Equipment for the Disabled**

All of the services provided under grant assistance generally carry an agreement that the Council reserves the right to consider recycling items at their discretion. The right to exercise the discretion will primarily depend on the age and condition of the item and the current need for refurbished equipment. The costs involved include refurbishment and removal, storage and re-siting, but there may still be considerable benefits in considering this route. The following is a suggested form of words for recycling adaptations (Welsh Office Circular 59/96) which has been adapted to apply to all of the assistance provided through the Private Sector Housing Policy:

(1) Where an application for assistance has been approved under the Private Sector Housing Policy and the eligible works consist of or include the installation in the property of specialised equipment for the disabled occupant(s), the applicant shall notify the authority if and as soon as the equipment is no longer needed.

(2) The Authority, or the Social Services Authority on their behalf, shall be entitled, upon reasonable prior written notice given to the applicant either following the giving of the notification above, or at any time, to inspect the equipment and, subject to complying with sub-paragraph (3), to remove it.

(3) The authority agrees, within a reasonable time following an inspection of the equipment -

(a) To notify the applicant in writing whether the equipment is to be removed; and

(b) if the equipment is to be removed, to remove it or arrange for it to be removed and forthwith to make good any damage caused to the property (whether by the authority themselves or the social services authority) by its removal.

(4) Subject to the authority giving prior notice, the applicant or his representatives will arrange reasonable access to the property to the Authority or the Social Services Authority for the purposes of inspection and removal of the equipment.

### **11.j. Match Funding Assistance**

The Council recognises that the number of referrals for adaptations is outgrowing the available funding, which in turn creates a waiting list for mandatory assistance. The Council therefore offers clients on the DFG waiting list a choice to match fund the cost of providing assistance, in conjunction with discretionary funding.

The Authority would provide the first £5,000 of assistance, and 50% of the remaining costs. The client would be liable for the remaining 50% of costs over the £5,000 threshold.

This is a voluntary scheme; should a client not be able to, or not wish to match fund, this will not impact on their situation regarding mandatory assistance. However where a client does take up the offer of match funding, the cost and waiting times for the mandatory service may be reduced.

<b>Match Funding Assistance</b>	
<b>Giving the client a choice</b>	
Qualifying Criteria	Available to all owner occupiers or private tenants.  The applicant must have been assessed by the Council's Occupational Therapist, and meet the criteria for mandatory assistance. Where the cost of work must exceed £5,000, the total cost of providing assistance can be no more than £36k. The Authority will contribute the first £5,000, with the client match funding 50% of the remaining total cost of works, excluding administration fees.
Works Eligible for grant aid	Works which would meet the eligibility criteria for mandatory assistance.
Assistance offered	The first £5,000 and 50% of costs above £5,000 will be met by the Authority; the remaining 50% of the costs will be met by the client.
Conditions of assistance	The client will have to provide the Authority with evidence they can meet their required costs.
Condition period	Life time – in the case of a breach of this condition at any time within this period the whole amount of the match funding being recovered

*Table 12 Details of Match Funding Assistance*

### **12. Disabled Tenants in the Public Sector**

The City of Cardiff Council operates a single point of contact for disability services in both the private and public sectors.

## **13. Conditions of Financial Assistance**

The assistance detailed in this document is subject to conditions unless otherwise stated. The Policy provides a summary of the conditions for each type of assistance - full details of terms and conditions will be provided upon application.

### 13.a. Waiver of Conditions

The waiver of conditions to repay financial assistance will depend upon the assistance received and the circumstances of the applicant. If an applicant believes they may be eligible for a waiver of the assistance conditions (as set out below) they are advised to contact the Council for advice before they take any action which may constitute a breach of condition. The Council decision on a waiver application is final.

### 13.b. Home Loan Conditions

Home Loan assistance is provided on the condition it will be repaid. Therefore, waivers will not be considered in any circumstance. For example:

- If the applicant is required to move due to circumstances beyond their control, or
- if the applicant dies, but the property remains occupied, the amount as detailed in the secured charge will be recovered.

The secured charge will also be recovered on ownership transfer of the property regardless of the relationship of the new owner to the applicant. In certain circumstances if ownership passes to a family member, if that person is eligible, they may apply for a transfer of loan.

### 13.c. Grant Conditions

In exceptional circumstances the Council may consider the waiver of the terms and conditions of assistance given. However, it will be the applicant's responsibility to prove their exceptional circumstances to the Council. Applications for waiver must be made in writing. The decision of the Council is final. The relevant Operational Manager, in consultation with Internal Audit, will consider each application and the applicant will be informed of the outcome in writing. This decision will either be:-

- 1) approval of the waiver or,
- 2) refusal of the waiver or,
- 3) an agreement to a reduction in the amount to be repaid and/or
- 4) an agreement to amend the terms and conditions of grant aid

Application for waiver will be assessed according to the Renewal Policy in place at the time of that application for waiver, and not the policy under which the assistance was approved.

The main principle behind the Council's decision to agree an application for waiver will be whether the repayment of that grant assistance will cause significant financial hardship to the grant applicant, or the grant applicant's estate would be in deficit.

Applications for waiver must be made in advance of a breach of grant conditions. If it is not reasonably possible for the applicant to submit an application in advance of a breach of conditions, in very exceptional circumstances the Council may consider the application in retrospect if evidence is provided detailing why the application is in retrospect. The Council's decision is final.

#### 13.d. Recovered Grant Aid

All money recovered as a result of the breach of grant assistance will be returned to the appropriate funding stream within the Service Area. The return of this recovered grant aid will enable the Service Area to assist other applicants.

### **14. Further Development**

This Policy sets out details of the financial assistance currently offered by the City of Cardiff Council and the context within which these packages have been developed. However, the level of funding available to the Council to support repairs to privately-owned properties is reducing.

Alternative packages for owners who cannot afford to maintain or adapt their homes will need to be developed and regularly reviewed. Some of these packages are being developed in conjunction with the Welsh Government, such as the Home Improvement Loan.

### **15. Complaints**

Whilst the Council endeavours to meet the needs of all its customers, there may be circumstances when individuals feel aggrieved. This grievance may be due to the policy or about the standard of service. In all cases where a complaint is received, in accordance with the procedure outlined below, a formal response will be sent to the complainant.

#### Content of the Policy

To express any concerns regarding the content of this policy please write to the Independent Living Service, PO Box 345, Cardiff, CF11 0BA.

#### Eligibility

Each type of assistance has its own eligibility criteria. Individuals who fall outside the criteria may still be considered for assistance if they can prove exceptional circumstances. In these cases please write to the Independent Living Service, PO Box 345, Cardiff, CF11 0BA.

#### Complaints about the standard of service

Customers dissatisfied with the service received, resulting from activity undertaken through this Policy, should use the procedures laid out in Cardiff Council's Corporate Complaints Policy. Copies of the Policy are available on request.

## **16. Performance Indicators**

The Welsh Government and City of Cardiff Council set annual performance targets for the services provided through this Policy. Targets and results are published by the Welsh Government and the Council each year and are available on request from the Council's Housing Service.

## **17. Implementation Plan**

This Policy and the assistance detailed within it are effective from April 2015.

Applications for assistance will be dealt with under the Policy in force at the time of processing the application, not the date when the application was submitted.

Applications that have been completed under previous Policies must adhere to the conditions of grant aid set out in the appropriate policy until the end of the grant condition period. However, if an applicant wishes to apply for waiver of those terms and conditions, the waiver application will have to be made under the Policy in force at the time of approval of the grant or the last Policy adopted. Copies of the previous Policies are available from the Council's Private Sector Housing Service on request.

## **18. Policy Review**

Amendments to this Policy may be required from time to time. This may involve changes to the grant application pack and the mechanisms for processing grants. Minor changes to schemes to ensure their effective operation can be made by the relevant Corporate Director. Full review will be carried out periodically through the appropriate Council process.



Equality Impact Assessment  
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Appendix 2

<b>Policy Title: Private Sector Housing Policy</b>
<b>New/Existing/Updating/Amending: Updating 2015/17</b>

<b>Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?</b>	
Name: Jane Thomas	Job Title: Assistant Director Housing & Communities
Service Team: Housing & Communities	Service Area: Communities
Assessment Date: 13.2.15	

**1. What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?**

The Regulatory Reform (Housing Assistance) (England & Wales) Order 2002. allows local authorities to formulate their own flexible financial assistance policies to target their funding to address specific local needs and priorities. Cardiff Council provides a range of options including;

- Grant aid
- Loans and equity release schemes
- Grant / loan mixes
- Assistance with moving to more suitable accommodation
- Practical advice and assistance about how to get repairs done

These options provide for a better use of budget allocation and the provision of opportunities to attract private finance.

The Private Sector Housing Policy sets out the schemes that Cardiff Council operates to help private owners to improve their property. The Welsh Government have recently made available funding for the purpose of:

- Providing loans to owner occupiers and the private rented sector to improve properties (the “Home Improvement Loans”) and
- Providing loans to bring empty properties back into use (the “Houses into Homes Loans”)

This funding is repayable after 15 years so cannot be used to provide grants but must be repayable.

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**Home Improvement Loans** - there is a risk in using loans that low income households will be put into debt and their homes be at risk. Therefore the approach taken with home improvement loans is to focus on low income elderly home owners and to recover the funding only when the property is disposed of by putting a lifetime charge on the property. By partnership working between the Independent Living Service and Care and Repair loans will only be offered where no other funding source is available and in conjunction with a range of other measures to help the elderly stay independent in their own homes.

**The Houses into Homes loans** scheme will continue as at present, the aim of the scheme is to bring empty properties back into use for sale or rent and has operated successfully so far.

The Policy also allows for disabled adaptations to be carried out outside the mandatory framework. These remain as at present.

Also the scheme allows for owner contributions to regeneration schemes to be covered where no other funding sources are available. This funding is recoverable through a charge on the property.

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.]

Evidence shows that older people often live in poor housing conditions, have very limited resources to maintain their homes, and limited prospects of changing their circumstances. The policy will allow the Council to assist older people on means-tested benefits by making financial assistance available to repair, maintain and adapt properties. The Council will also support Cardiff Care and Repair who provide a 'help pack' of information relating to home repair and maintenance for older and disabled people.

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	x		
18 - 65 years	x		
Over 65 years	x		

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**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

The Home Improvement Loans will be offered to people over 65 only in line with the Councils objective to support the most vulnerable and the research that shows that the older people have less ability to maintain and improve their homes.

Other parts of the scheme are open to all ages.

**What action(s) can you take to address the differential impact?**

Help and advice can be offered to working age residents on how to source other funding to improve their homes such as Green Deal. As part of its regeneration schemes the Council will continue to identify alternative funding sources and make appropriate bids, such as recent bids for Arbed funding which have allowed overcladding schemes to go ahead.

**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	<b>x</b>		
Physical Impairment	<b>x</b>		
Visual Impairment	<b>x</b>		
Learning Disability		<b>x</b>	
Long-Standing Illness or Health Condition	<b>x</b>		
Mental Health		<b>x</b>	
Substance Misuse		<b>x</b>	
Other			

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

The Councils proactive approach to offering a range of ways that disabled adaptations can be funded has assisted a larger number of clients to access the adaptations they need. This will continue under the new policy.

**What action(s) can you take to address the differential impact?**

None as the differential impact is positive and appropriate.

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**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
<b>Transgender People</b> (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.**

No differential impact

**What action(s) can you take to address the differential impact?**

N/A

**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.**

No differential impact

**What action(s) can you take to address the differential impact?**

N/A

**3.5 Pregnancy and Maternity**

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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	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
No differential impact
<b>What action(s) can you take to address the differential impact?</b>
N/A

**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			

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
No differential Impact
<b>What action(s) can you take to address the differential impact?</b>
N/A

**3.7 Religion, Belief or Non-Belief**

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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	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
No differential impact
<b>What action(s) can you take to address the differential impact?</b>
N/A

**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	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
No differential Impact
<b>What action(s) can you take to address the differential impact?</b>
N/A

**3.9 Sexual Orientation**

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Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual		x	
Gay Men		x	
Gay Women/Lesbians		x	
Heterosexual/Straight		x	

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

No differential impact

**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.**

The Welsh Language scheme will be complied with in all publicity.

**What action(s) can you take to address the differential impact?**

N/A



## CARDIFF COUNCIL

### Equality Impact Assessment Corporate Assessment Template

#### 4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

No consultation has been undertaken for this amendment to the policy.

#### 5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	Information will be made available for homeowners / leaseholders who are not able to access funding through these schemes to improve their properties about other funding available such as Green Deal.
Disability	N/A
Gender Reassignment	N/A
Marriage & Civil Partnership	N/A
Pregnancy & Maternity	N/A
Race	N/A
Religion/Belief	N/A
Sex	N/A
Sexual Orientation	N/A
Welsh Language	N/A
Generic Over-Arching [applicable to all the above groups]	N/A

#### 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 : Jane Thomas	Date:
Designation: Assistant Director of Housing	February 2015
Approved By: Sarah McGill	
Designation: Director Communities, Housing and Customer	February 2015

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Equality Impact Assessment  
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Service	
Service Area: Communities	

- 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](mailto:citizenfocus@cardiff.gov.uk)

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MARCH 2015**

**FAIRWATER COMMUNITY POLL**

**REPORT OF THE CHIEF EXECUTIVE**

**AGENDA ITEM: 16**

**PORTFOLIO: SAFETY, ENGAGEMENT & DEMOCRACY (COUNCILLOR DAN DE'ATH)**

**Reason for this Report**

1. To allow the Cabinet to consider what action the Council should take in response to the Fairwater Community Poll held on 5 March 2015.

**Background**

2. A Community Poll is a ballot of local government electors in a Community on a question affecting that Community. The provision for Community Polls is made by law and is intended to allow local communities to express their views on a local issue. A Community Poll may be requested by electors at a Community Meeting (or by Community Councillors in an area with a Community Council), and if it is supported by 150 or 10% of the electors for the Community, the Council is legally obliged to comply with the request and hold a Community Poll.
3. At a Fairwater Community Meeting held on 9 February 2015, electors called for a Community Poll to be held on the following question:  
  
"Do you want the Council to re-open the Waungron Road Recycling Centre?" ('the Poll Question').
4. In accordance with its legal obligations, the Council held the Community Poll on 5<sup>th</sup> March 2015.

**Issues**

5. The result of the Community Poll is appended as Appendix A. Members will note that, in response to the Poll Question ("Do you want the Council to re-open the Waungron Road Recycling Centre?"), the majority vote was 'Yes'.
6. The legislation provides that, where a majority of those voting at the Community Poll were 'in favour' of the Poll Question, and the Monitoring Officer has served notice to confirm that the Poll Question relates to the functions of the Council, the Council must respond in one of a specified number of ways.

7. The Monitoring Officer has served notice on the Council to confirm that the Poll Question relates to functions of the City of Cardiff Council, as the waste disposal authority for Cardiff, pursuant to Part II of the Environmental Protection Act 1990. The Monitoring Officer's notice was served on 6 March 2015.
8. The response required from the Council is to perform one of the following actions:
  - (a) Exercise the Council's functions so as to comply with the Poll ;
  - (b) Consider, at a meeting of full Council, what action (if any) to take in response to the Poll;
  - (c) Initiate a public consultation exercise about what action (if any) the Council should take in response to the Poll;
  - (d) Hold a public meeting to seek views about what action (if any) the Council should take in response to the Poll;
  - (e) Initiate research to assist the Council to decide what action (if any) it should take in response to the Poll; or
  - (f) Refer the question of what action (if any) the Council should take in response to the Poll to a Scrutiny Committee with a request that the Scrutiny Committee reports back its conclusions to the Council.
9. The action must be taken within 2 months from receiving notice from the Monitoring Officer, that is, by no later than 6 May 2015.
10. After the 2 month period for action has expired, the Council is required to give notice to the Chair of the Community Meeting, describing the action it has taken and any further action proposed and to publish this notice on the Council's website for a period of at least 6 months.
11. Members may recall that the closure of Waungron Road Recycling Centre was agreed as part of the reduction of Household Waste Recycling Centres approved as budget savings in the Budget for 2014/2015; and no provision is made to allow the re-opening of this Centre in the 2015/16 Budget approved by Council last month. The call to re-open Waungron Road Recycling Centre cannot therefore be achieved within the approved budgetary framework.
12. Matters which are outside the budgetary framework can only be approved by full Council. This report therefore recommends that the results of the Fairwater Community Poll (held on 5<sup>th</sup> March 2015) be referred to full Council.
13. Members will be aware that the closure of Waungron Road Recycling Centre, as part of the budget proposals for 2014/15 and 2015/16, has been subject to full public consultation, rigorous scrutiny and debate. Provided Members are satisfied that the decision to close Waungron Road remains reasonable and appropriate in all the circumstances, it is submitted that Cabinet should recommend to Council that no further action should be taken in response to the Fairwater Community Poll.

14. Members may wish to note that a Community Meeting in the Community of Llandaff is also being held on 16<sup>th</sup> March 2015 to discuss the re-opening of Waungron Road Recycling Centre (and new housing developments in the area) and to call for a Llandaff Community Poll on this issue. However, if a Llandaff Community Poll is called, the earliest date on which the results of that Poll could be reported to Cabinet is (due to the statutory timescales for holding the poll and the scheduling of meetings around the UK General Election period) the end of May, which is after the statutory deadline for response to the Fairwater Community Poll. The Council therefore needs to agree its response to the Fairwater Community Poll before it is possible to know the outcome of any further Poll which may be called for at the Llandaff Community Meeting on 16<sup>th</sup> March 2015.

### **Reason for Recommendations**

15. To enable the Cabinet to consider what action the Council should take in response to the Fairwater Community Poll held on 5 March 2015.

### **Legal Implications**

16. The law governing Community Polls is set out in the Local Government Act 1972, Schedule 12, Part V (as amended by the Local Government (Wales) Measure 2011) and the Parish and Community Meetings (Polls) Rules 1987). The relevant legal provisions are set out in the body of the report.

### **Financial Implications**

17. The setting of the budget is a Council decision. The decision to close Waungron Road formed part of the 2014/15 and 2015/16 Council budget decision. All costs associated with the reopening of Waungron Road need to be identified in order to inform the decision. In the event of a decision to reopen Waungron Road, then alternative savings or funding mechanism to the level of the costs required would need to be determined and established in order to ensure that the Council budget for 2015/16 remains balanced.

## **RECOMMENDATIONS**

The Cabinet is recommended to:

1. Note the results of the Fairwater Community Poll held on 5<sup>th</sup> March 2015 (Appendix A to this report); and
2. Refer this matter to full Council, with a recommendation that no further action should be taken in response to that Poll.

### **PAUL ORDERS**

Chief Executive  
13 March 2015

*The following appendix is attached:-*

Appendix A - Declaration of Result of Poll, Fairwater Community Poll, 5<sup>th</sup> March 2015

*The following Background Papers have been taken into account:*

Monitoring Officer's Notice of Determination, dated 6<sup>th</sup> March 2015  
Council and Cabinet reports on the Budget 2014/15 (February 2014), and  
Budget 2015/16 (February 2015)

# Declaration of Result of Poll

## Datganiad Canlyniad y Bleidlais

### Fairwater Community Poll

### Pleidlais Cymuned Y Tyllgoed

A Poll of the Local Government Electors of the Community of Fairwater was taken on 5 March 2015 on the following question:

*Cynhaliwyd Pleidlais ymhlith Etholwyr Llywodraeth Leol Cymuned y Tyllgoed ar 5 Mawrth 2015 ar y cwestiwn canlynol:*

**Do you want the Council to re-open the Waungron Road Recycling Centre?**  
**Ydych chi eisiau l'r Cyngor ailagor Canolfan Ailgylchu Waungron Road?**

I give notice that the number of votes recorded was as follows:  
*Hysbysaf bod nifer y pleidleisiau a gofnodwyd fel a ganlyn:*

Question/Cwestiwn	Yes Ydw	No Nac ydw
Do you want the Council to re-open the Waungron Road Recycling Centre?  Ydych chi eisiau l'r Cyngor ailagor Canolfan Ailgylchu Waungron Road?	1869	4

The number of ballot papers rejected by me was as follows:  
*Roedd y nifer o bapurau pleidleisio a wrthodwyd gennyf fel a ganlyn:*

Reason/Rheswm	Number/ Nifer
(a) Want of an official mark/ <i>Angen marc swyddogol</i>	
(b) Voting both Yes and No/ <i>Pleidleisio am Ie a Na</i>	
(c) Writing or mark by which the voter could be identified/ <i>Ysgrifen neu farc lle gellir adnabod y pleidleisiwr</i>	
(d) Unmarked or void for uncertainty/ <i>Heb farc neu'n ddi-rym ar gyfer ansicrwydd</i>	3
(e) Rejected in part/ <i>Gwrthodwyd yn rhannol</i>	
<b>Total/Cyfanswm</b>	

I therefore declare that the question is \*carried/not carried\*  
*Rwyf felly yn datgan fod y cwestiwn wedi'i (\*gario / heb ei gario\*)*

Eligible Electorate <i>Etholwyr Cymwys</i>	Ballot Papers Issued <i>Nifer y Papurau Pleidleisio</i>	Turnout <i>Canran a Bleidleisiodd</i>
9687	1876	19.37%

Dated 5 March 2015  
 Dyddiedig 5 Mawrth 2015

*Christine Salter*  
 Christine Salter  
 Returning Officer/Swyddog Canlyniadau



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