

## PWYLLGOR CRAFFU ADOLYGU POLISI A CHRAFFU PERFFORMIAD

DYDD MAWRTH, 12 EBRILL 2016

Yn Cynghorydd Howells(Caedeirydd)

bresenol:

Y Cynghorwyr Hunt, McKerlich, Murphy, Thomas a/ac Sanders

1 : YMDDIHEURIADAU AM ABSENOLDEB

Derbyn ymddiheuriadau am absenoldeb.

1 : DATGANIADAU O FUDDIANT

I'w gwneud ar ddechrau'r eitem agenda dan sylw, yn unol â Chod Ymddygiad yr Aelodau.

3 : COFNODION

Cadarnhau bod cofnodion cyfarfod y cyfarfodydd a gynhaliwyd ar 17 Chwefror 2016 a 8 Mawrth 2016 yn gywir (i ddilyn)

4 : CYNLLUNIAU CYFLAWNI CYFARWYDDIAETHAU 2016-18

### **4a: Cynllun Cyflawni Adnoddau 4:35pm**

- (a) Gwahoddwyd y Cynghorydd Graham Hinchey, yr Aelod Cabinet dros Wasanaethau Corfforaethol a Pherfformiad i fod yn bresennol ar gyfer yr eitem hon;
- (b) Bydd Christine Salter, Cyfarwyddwr Corfforaethol – Adnoddau a Philip Lenz, Prif Reolwr Adnoddau Dynol, yn bresennol ar gyfer yr eitem hon;
- (c) Cwestiynau gan Aelod o'r Pwyllgor

### **4b: Cynllun Cyflawni Economaidd - 5:20pm**

(Noder: mae cylch gorchwyl y Pwyllgor yn cynnwys Ystadau Strategol a Pholisi Rhyngwladol yn unig o fewn y Gyfarwyddiaeth hon)

- (a) Gwahoddwyd yr Arweinydd, y Cynghorydd Phil Bale, i fod yn bresennol ar gyfer yr elfen Polisi Rhyngwladol ac Eiddo An-weithredol o'r Cynllun Cyflawni ac mae'n bosib y bydd am wneud datganiad;
- (b) Gwahoddwyd y Cynghorydd Graham Hinchey, Aelod Cabinet dros y Gwasanaethau Corfforaethol a Pherfformiad i fod yn bresennol ar gyfer yr elfen Eiddo Gweithredol o'r Cynllun Cyflawni ac mae'n bosib y bydd am wneud datganiad;
- (c) Bydd Neil Hanratty, Cyfarwyddwr Datblygu Economaidd a Helen Jones, Rheolwr Ystadau Strategol yn bresennol ar gyfer yr eitem hon.

**4c: Cynllun Cyflawni Cyfarwyddiaeth Cymunedau, Tai a Gwasanaethau Cwsmeriaid 5:50pm**

(Noder: mae cylch gorchwyl y Pwyllgor yn cynnwys yr elfennau Gwasanaethau Cwsmeriaid o'r Cynllun Cyfarwyddiaeth yn unig)

- (a) Gwahoddwyd y Cyngorydd Graham Hinchey, yr Aelod Cabinet dros y Gwasanaethau Corfforaethol a Pherfformiad i fod yn bresennol ar gyfer yr elfen Gwasanaethau Cwsmeriaid ac mae'n bosib y bydd am wneud datganiad.
- (b) Bydd Isabelle Bignall, Cyfarwyddwr Cynorthwyol Gwasanaethau Cwsmeriaid a Chymunedau yn bresennol ar gyfer yr eitem hon;
- (c) Cwestiynau gan Aelodau'r Pwyllgor

**4d: Cynllun Cyflawni Cyfarwyddiaeth Llywodraethu a Gwasanaethau Cyfreithiol 6:20pm**

- (a) Gwahoddwyd y Cyngorydd Daniel De'Ath, Aelod Cabinet dros Sgiliau, Diogelwch, Ymgysylltu a Democratiaeth i fod yn bresennol ac mae'n bosib y bydd am wneud datganiad;
- (b) Gwahoddwyd David Marr, Swyddog Monitro Dros Dro, Liz Weale, Rheolwr Cyfreithiol a Paul Keeping, Rheolwr Craffu a Chydraddoldeb i fod yn bresennol.

Cwestiynau gan Aelodau'r Pwyllgor

**5 : ARDOLL SEILWAITH CYMUNEDOL: CYDADRODDIAD GORCHWYL A GORFFEN Y PUM PWYLLGOR CRAFFU 6:40PM**

- (a) Bydd y Cyngorydd Paul Mitchell, Cadeirydd y Grŵp Gorchwyl a Richard Bowen, Prif Swyddog Craffu yn bresennol i gyflwyno'r canfyddiadau.

Cwestiynau gan Aelodau'r Pwyllgor

**6 : Y FFORDD YMLAEN:**

- (a) Cynllun Cyflawni'r Gyfarwyddiaeth Adnoddau Corfforaethol;
- (b) Cynllun Cyflawni'r Gyfarwyddiaeth Datblygu Economaidd;
- (c) Cynllun Cyflawni'r Gyfarwyddiaeth Cymunedau, Tai a Gwasanaethau Cwsmeriaid
- (d) Cynllun Cyflawni'r Gyfarwyddiaeth Llywodraethu a Gwasanaethau Cyfreithiol

Ardoll Seilwaith Cymunedol

**7 : DYDDIAD Y CYFARFOD NESAF**

Dydd Mawrth 10 Mai 2016

**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**12 April 2016**

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**DIRECTORATE DELIVERY PLANS 2016-18**

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**Purpose of this Report**

1. To provide Members with an overview of those Directorate Delivery Plans relevant to the Terms of Reference of this Committee, to facilitate scrutiny of the 2016-18 Plans.
2. To set in context the role of the Delivery Plans within the Council's overarching strategic planning framework.

**Reason for the Scrutiny**

3. The Committee's Terms of Reference confer responsibility for scrutinising a range of services that fall within four Directorate Delivery Plans. Two of the Plans, the *Resources Directorate Delivery Plan* and the *Governance and Legal Services Directorate Delivery Plan*, will be considered in their entirety, whilst the *Economic Development Directorate Delivery Plan* will be scrutinised for Strategic Estates matters only, and the *Communities, Housing & Customer Services Directorate Delivery Plan* will be scrutinised for all Customer Services matters.

**Structure of the Scrutiny**

4. This agenda item will therefore be structured in four parts in order to meet the Committee's responsibilities outlined above.
5. The relevant Cabinet Member and senior manager(s) will attend Committee to present a brief overview of achievements during 2015-16, aspirations for 2016-17;

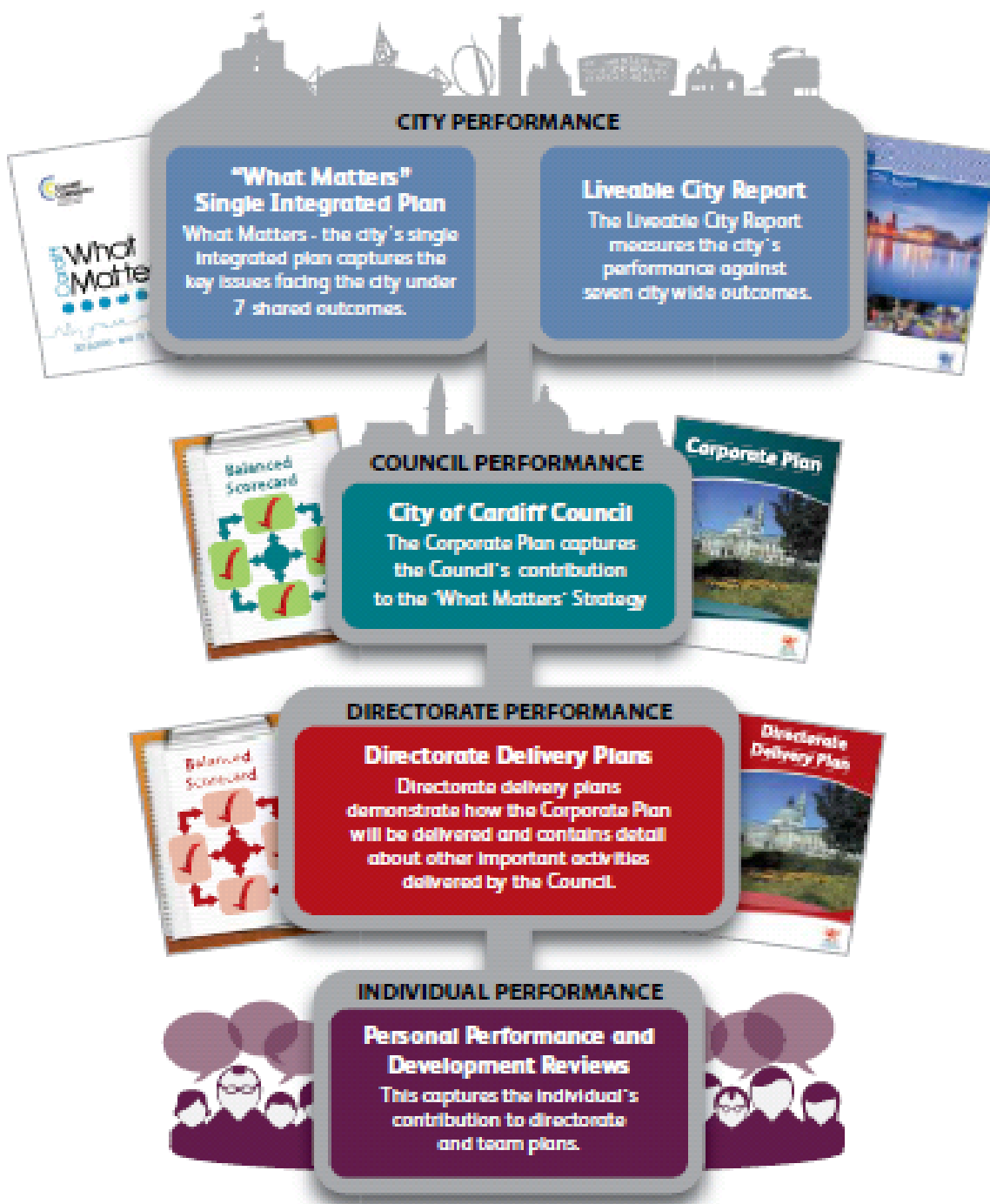
and action plans to deliver the Directorate's contribution both to the Council's Corporate Plan 2016-18, Cardiff Partnership Priorities, and Core Business, following which Members will have an opportunity for questions.

6. In addition, consideration of the four Plans will commence the Committee's work programming preparations for 2016-17. Members will have an opportunity to consider the challenges ahead for services within the Committee's remit, and highlight those areas they would like researched, to assess work programme opportunities for scrutiny impact.

### **The Council's Strategic Planning Framework**

7. The Council's integrated strategic planning framework (see diagram below) to deliver its vision of Cardiff as 'Europe's most liveable Capital City' spans **City Performance**, via the What Matters Single Integrated Plan and Liveable City Report; **Council Performance** via the Corporate Plan; **Directorate Performance** via Directorate Delivery Plans; through to **Individual Performance** via Personal Performance and Development Reviews.
8. The Corporate Plan 2016-18 was approved at Council on 25 February 2016. It set out four Priorities and Improvement Objectives for Cardiff:
  - a. Priority 1: Better education and skills for all;
  - b. Priority 2: Supporting vulnerable people;
  - c. Priority 3: Creating more and better paid jobs;
  - d. Priority 4: Working together to transform services.
9. The Corporate Plan 2016-18 explains how the Council's four priorities link both to Cardiff's seven shared outcomes of the What Matters Plan, and the seven national well-being goals, set out in the Well-being of Future Generations (Wales) Act 2015. A link to the Corporate Plan is provided below:

<http://cardiff.moderngov.co.uk/ieListDocuments.aspx?CId=149&MIId=2275>



10. Each of the Council's four priorities has three Improvement Objectives, and each Improvement Objective is determined by a set of commitments assigned to the lead Cabinet Member, and a set of targets by which progress will be measured.
11. The Corporate Plan confirms that each Directorate will publish a Delivery Plan which will provide greater detail on how objectives contained in the Plan will be delivered.

Directorate Delivery Plans should integrate financial and service planning, allowing directorate, team and individual employee objectives to be aligned, thus supporting the Council's drive to improve.

12. In March 2016 the Council welcomed the Wales Audit Office's (WAO) assessment of the Council's progress over the last two years, and acknowledged that, while progress has been made, momentum must be maintained to enable the Council to deliver improved services and better outcomes for the citizens of Cardiff within the next 12 months. Therefore the Council's Statement of Action addressing the 14 Proposals for Improvement identified in the Corporate Follow On Report promises to bring forward a report on the review and reshaping of the Council's Organisational Development Programme (ODP) for consideration by the Cabinet in June 2016.

13. Additionally, as part of its response to the WAO's Follow-On assessment, the Council has made a commitment in its Statement of Action to ensure Directorate Delivery Plans are 'SMART'<sup>1</sup> by the end of April 2016. As such, a peer review involving colleagues from across the Council's Directorates is underway, building on the Central Performance Team's own quality assurance process, to ensure the Council can meet this commitment. Whilst scrutiny consideration of the Directorate Delivery Plans is taking place earlier than usual and work is therefore ongoing, the focus of the peer review work will not be to make substantive changes to the commitments within plans, but to ensure they fully meet SMART criteria.

### **Structure of the Directorate Delivery Plans**

14. Following a standard format, each Delivery Plan covers:

- Directorate Introduction
- Achievements during 2015-16
- Key Aspirations for 2016-17
- Resources – Staff numbers and characteristics (e.g. number of Full Time Equivalent posts, staff composition, welsh speakers , and ethnicity)

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<sup>1</sup> SMART is an acronym usually taken to stand for 'Specific, Measurable, Achievable, Relevant and Timely'

- Finance
- Action Plan and Performance Measures, including:
  - Part 1 –Corporate Plan and Cardiff Partnership Priorities
  - Part 2 – Core Business Priorities (Budget, Improvement, Risk)
  - Part 3 – Planning for the Future
- Measuring Progress - Key Performance Indicators.

15. The four Directorate Delivery Plans to be scrutinised are attached to this report as follows:

**Appendix A:** Resources Directorate Delivery Plan

**Appendix B.** Economic Development Directorate Delivery Plan

**Appendix C:** Communities, Housing and Customer Services Delivery Plan

**Appendix D:** Governance and Legal Services Directorate Delivery Plan.

#### **4a: Resources Directorate Delivery Plan (Appendix A)**

16. The Corporate Resources Directorate comprises:

- Central Transport Services and Facilities Management (CTS & FM)
- Commissioning and Procurement (C&P)
- Enterprise Architecture (EA)
- Finance
- Health & Safety
- Human Resources People Services (HRPS)
- ICT
- Organisational Development
- Performance & Partnerships

All of the above fall within the Committee's remit.

17. The Directorate has contributed to Priorities 2 and 4 of the Corporate Plan and key achievements can be found on **page 6** of the Delivery Plan.

18. Key aspirations for 2016-17 can be found on **pages 8-10**. Of particular note are:

- a state of the art workshop and fleet management system for CTS;
- streamlining finance processes;
- providing a Health & Safety advisory service working with Caerphilly Borough Council;
- supporting implementation of the Workforce Strategy;
- embedding the Employee Charter;
- refreshing the Academy;
- embedding SharePoint throughout HRPS;
- rolling out all DigiGov applications across schools;
- promoting self service online transactions 24/7;
- improving the Council's financial resilience;
- establishing a Public Services Board;
- further developing and improving Performance Management;
- embracing an Open Data approach;
- further embedding the Make the Difference campaign;
- leading the response to emergency situations; and
- working to make the City as safe as possible in light of the severe threat from terrorism.

19. The Cabinet Member for Corporate Services and Performance, Councillor Graham Hinchey, has been invited to attend for this meeting. Christine Salter, Corporate Director Resources will be in attendance to give a presentation and answer Members' questions.

#### **4b: Economic Development Directorate Delivery Plan (Appendix B)**

20. Members are reminded that most of the work of the Economic Development Directorate falls outside of the remit of this Committee. Within scope is the Strategic Estates Department, which includes management of both the operational and commercial investment portfolios.



21. Achievements highlighted relevant to this Committee's Terms of Reference include publication of the inaugural Corporate Property Strategy, refurbishment of 2 secondary and 4 primary schools, and the establishment of a new corporate approach to property management.
22. Key aspirations for 2016-17 can be found on **pages 9-10**, and includes:
- a. office rationalisation;
  - b. agreeing a plan for City Hall;
  - c. delivering the Corporate Asset Management Plan targets for the operational estate - to reduce the gross internal floor area by 3%, total running cost by £1.6m, maintenance backlog of the estate by £3.8m, and capital receipts of £3.78m; and
  - d. implementing a successful restructuring of Strategic Estates.
23. The Cabinet Member for Corporate Resources and Performance, Councillor Graham Hinchey has been invited to attend for this item, supported by Neil Hanratty, Director Economic Development, and Helen Jones, Strategic Estates Manager. Officers will give a short presentation and answer Members' questions.

#### **4c: Communities, Housing and Customer Services Directorate Delivery Plan (Appendix C)**

24. Members are reminded that most of the work of the Communities, Housing and Customer Services Directorate falls outside of the remit of this Committee. Within scope is the following:
- Community Hubs
  - Corporate Customer Services (including Corporate Complaints and the Member Enquiry Service)
  - Technical Corporate Customer Service
  - Connect to Cardiff (C2C).
25. Achievements highlighted in 2015-16, relevant to this Committee's Terms of Reference, include the openings of Rumney and Grangetown Hubs, refurbishment of

Llanrumney Hub, and an extension to the St Mellons Hub; completed design of the core Customer Relationship Management solution; delivery of EDRM (SharePoint) into the contact centre; expansion of C2C to 127 call handlers, supporting two Looked After children into traineeship placements; offered thirteen 8 week placements on Workplace Volunteers programme for young adults.

26. Key aspirations for 2016-17 relevant to this Committee's Terms of Reference can be found on **pages 18 -19** and includes:

- a. opening several new hubs; Fairwater in May 2016, STAR Splott, Powerhouse, and Llandaff North & Gabalfa by winter 2016;
- b. work to increase Community Hub usage amongst the over 50 age group;
- c. C2C will take on responsibility for handling meter fault reports;
- d. achieve a minimum 3-star SOCITM status for the Council's website.

27. The Cabinet Member for Corporate Resources and Performance, Councillor Graham Hinchey has been invited to attend for this item, supported by Isabelle Bignall, Assistant Director Customer Services and Communities who will give a short presentation and answer Members' questions.

#### **4d: Governance and Legal Services Directorate Delivery Plan (Appendix D)**

28. The Governance and Legal Services Directorate comprises:

- Bilingual Cardiff;
- Committee & Members Services;
- Electoral Services;
- Equality Team;
- Glamorgan Archives;
- Legal Services;
- Scrutiny Services.

All of the above fall within the Committee's remit.

29. The department has contributed to Priority 4 of the Corporate Plan and key achievements of 2015-16 can be found on **pages 9-13** of the Delivery Plan.

30. Key aspirations for 2016-17 can be found on **pages 14-15** and includes:

- a Directorate wide aspiration to support the Council to deliver the Wales Audit Office recommendations relating to good governance;
- Complete recruitment of the new director;
- ensuring new vacant translator posts are filled to meet the growing demands of the service and requirements of the new statutory Welsh language standards;
- improving communications with Councillors;
- improving accessibility and engagement with the democratic processes through website; webcasting and social media;
- ensuring that the democratic process meets the requirements of the Welsh Language Standards;
- delivering Member Induction training programme that meets the needs of new and returning Councillors;
- Administration of the National Assembly for Wales and the Police and Crime Commissioner elections in May 2016;
- Administration of the EU Reference once a date has been announced;
- Administration of the Elected Mayor petition and running a Referendum if petition is valid;
- encouraging increased registration of electors;
- ensuring all Council Directorates deliver the highest standards of fairness and accessibility in the services they provide;
- preserving the region's past for future generations to use;
- introducing enhanced legal case management and IT hardware system;
- developing an income earning strategy;
- ensuring the Council's governance arrangements are of an impeccably high standard, informed by the most relevant and useful evidence;
- ensuring Members are equipped with good development opportunities and support to scrutinise the Council's work.

31. The Cabinet Member for Safety, Engagement & Democracy, Councillor Daniel De'Ath, has been invited to attend. David Marr, Interim Monitoring Officer, Liz Weale, Legal Manager, and Paul Keeping, Scrutiny Manager will be in attendance to give a presentation and answer Members' questions.

### **Scope of the Scrutiny**

32. This item will provide the Committee with an opportunity to gain an understanding of the services relevant to its Terms of Reference within the Corporate Resources, Economic Development, Communities, Housing & Customer Services, and Governance & Legal Services Directorates and the challenges and objectives each faces this year. It will also enable Members to explore the following areas:

- a. How the Directorate is supporting delivery of the Corporate Plan and the Council's four priorities;
- b. How the Directorate is contributing to the delivery of the Organisational Development Programme via the commitments detailed in the Action Plan;
- c. How the Directorate is planning for the future;
- d. The key challenges facing the Directorate and how it is planning to meet them;
- e. The Directorate's resource levels, workforce planning, and whether these are sufficient to resource the commitments in the Action Plan;
- f. How the Directorate's key issues and priorities were identified and what criteria were used;
- g. How it has been determined that the actions included in the Action Plan will help either improve the service, make it more effective, or enable it to deliver within the Council's financial context;
- h. How performance indicators and targets have been selected;
- i. Whether the commitments will help either improve or make more effective the service and whether the milestones and timescales are appropriate and achievable;
- j. Whether the performance measures are appropriate and fit for purpose;
- k. The key challenges facing the Directorate and how it is planning to meet them;
- l. The Directorate's key achievements during 2015/16.

## **Legal Implications**

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

## **Financial Implications**

34. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

35. The Committee is recommended to:

- i. consider the information presented in this report and at the meeting;
- ii. decide whether it wishes to make any comments or recommendations to the relevant Cabinet Member for each of the Directorates scrutinised.
- iii. discuss whether any of the issues considered should be built into the Committees work programme for 2016/17.

**DAVID MARR**

Interim Monitoring Officer

6 April 2016



# Resources

## Directorate Delivery Plan

### 2016-2018

DRAFT

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### 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.



## Introduction

### Corporate Business Plan

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.

### Measuring Progress

To ensure there is a 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

### 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 outcome) we want to achieve.

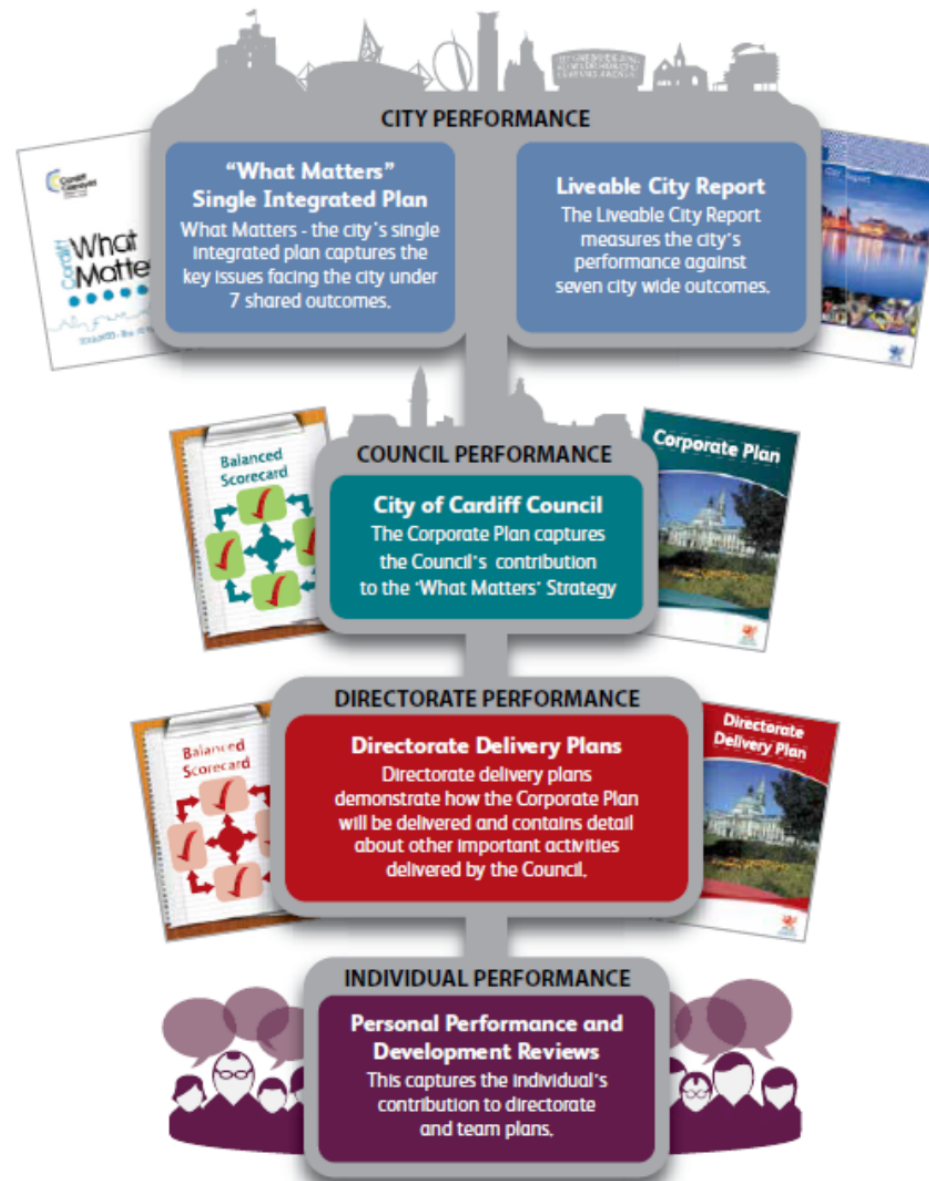
### Commitments

- 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.

# The Policy Framework



## Directorate Introduction

### Core Business

The Resources Directorate comprises of Finance, HR People Services (HRPS), ICT, Enterprise Architecture (EA), Central Transport Services & Facilities Management (CTS & FM), Health & Safety, Commissioning & Procurement, Performance & Partnerships (including Policy, Partnerships & Community Engagement, the Emergency Management Unit, the Prevent Team, Improvement & Information, Communications & External Relations and Cabinet Support & Policy) and delivery support for the Organisation Development Programme. The Directorate is responsible for a wide range of significant corporate functions serving the whole Council and partners, as well as developing partnership working and providing the Cabinet and Council with excellent policy advice, research, community engagement and performance management and improvement capability

The Directorate supports each of the four Corporate Priorities through advice to the Operational Directorates as well through delivery of its own objectives. The four Corporate Priorities are:

- 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

It also provides the Cabinet and Council with citizen engagement, consultation and communication across Partnership working, Governance, Freedom of Information and Data Protection as well as providing professional business support insight and guidance on Financial, Health & Safety, HR, ICT Commissioning & Procurement and Technological issues to all Services. Through these activities the Directorate supports the Cabinet's 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

## Our Achievements during 2015 – 16

During 2015-16 the Council faced continued difficult financial challenges as a result of significant funding reductions from Welsh Government which will continue fall over the next three years. As a result of increasing demands for our services the Council faces significant financial pressures across the medium term financial plan.

The Directorate provided Council Wide professional & technical support, governance and expert advice for project delivery, procurement, health & safety and HR, as well as activity undertaken through the budget monitoring and setting process. Enhanced financial monitoring allowed issues to be flagged up and actions to be taken to mitigate these issues.

Alongside this, the Directorate implemented improvements as a result of the Service Reviews in Finance, HRPS and ICT to continue to be able to deliver high quality services to Directorates whilst managing decreasing budgets and increasing demands.

The Directorate directly delivered against a number of commitments in the Corporate Plan contributing to Priorities 2 and 4; the key achievements to delivery this are highlighted below.

### **Priority Two - Supporting People in Vulnerable Situations**

- At a Cardiff level the delivery of Prevent related projects in the community to improve skills and confidence to tackle extremism issues has resulted in improved governance and processes around the agenda, delivery of key training and legislative updates to provide statutory partners with the relevant information to improve procedures.

### **Priority Four - Working with people and partners to design, deliver and improve services**

- Resources has provided professional, technical and governance advice & support to key Infrastructure ADM projects.
- Cross service work has been undertaken with customers to deliver a number of new technology based business improvements including:
  - The mobilisation of 300 social workers to allow agile and mobile working and the relocation of social workers to County Hall, allowing office space at Global Link to be released for alternative use and Social Workers to use their time more effectively
  - Online parking permits
  - Implementation of new systems for income management, debt management, moving traffic violations appeals, parking fines online appeals, council tax self-service balance enquiries and single person discount applications, a noise pollution out of hours system and a new commercial waste management system amongst others
  - The introduction of the new Customer Relationship Management system has enabled the Council to gain a single view of the customer across the organisation and a standard way of processing customers' as well as enabling Customers to access services through their preferred way. As a result of this Cardiff Council was the first European Public Sector Body to operationally use the SAP Cloud for a Customer Relationship Management (CRM) solution.

- HRPS worked with Directorates undertaking targeted and focussed work with specific areas in Directorates which has made significant improvements to the number of FTE days lost. This has resulted in a reduction of sickness quarter on quarter to achieve the best results in the last 5 years.
- Implementation of the Employee Engagement 2015/2016 including 11 Have Your Say sessions (121 employees from all directorates) and 36 Chief Executive Roadshows and the delivery of the Corporate Employee Survey, resulting in a 51.6 % response rate – Cardiff's most successful to date.
- HRPS rationalised payroll from 3 to 2 from June 2015 and rolled out DigiGov training programme for school staff to enable them to use on-line HR Systems.
- Amalgamation of Schools and FM cleaning departments to enable the provision of one effective and joint service
- Improvements to CTS contracts to provide a more efficient service and drive down costs
- Commissioning & Procurement supported Directorates to deliver XXXX of savings in 2015/16.
- Successfully rolled out the use of technology to a number of directorates, including social care, to enable them to undertake their own sourcing events thereby delivering process efficiencies across the Council
- City of Cardiff Council became a Living Wage accredited employer
- The Emergency Management team successfully delivered several bespoke multi-agency resilience assurance projects relating to major events in the city, which included the Rugby World Cup 2015 and the inaugural Velothon Wales 2015.
- The Council's digital first strategy has seen huge growth in social media audience with twitter followers increasing from 32,000 to more than 53,600 as well as building a presence on Facebook with 4,600 followers. The Council has been recognised as having the 9<sup>th</sup> most influential Twitter site in Wales.

## Key Aspirations for 2016 - 17

The Resources Directorate plays a vital role in supporting and assisting Directorates in the delivery of the four Corporate Plan priorities. It also contributes to the progression of Priorities Two and Four, which includes commitments for two of the three Corporate Plan improvement objectives in 2016/18: The Directorate acts as “Gatekeepers for Value for Money” and provides professional business support insight and guidance to all Council Services; and aspires to continue providing a high level service, whilst also striving to continually improve their own and council services through the advice and support it gives to Directorates.

These aspirations are aligned to the Authority’s key priorities:

- **People at risk in Cardiff are safeguarded**
- **Working together to transform services**

Page 20 At a Directorate level Resources aims to support the development of Alternative Delivery Models (ADMs) and other opportunities to increase profitability and to provide a more performance focussed approach to efficient service delivery. Major focuses for the Directorate include upskilling of staff to enable the continuing provision of high level services in a continually evolving environment; the introduction of apprenticeships across the council as well as within Resources’ own services and the introduction of agile working through mobilising the workforce.

Key aspirations for specific areas of the Directorate include:

### **Central Transport Services & Facilities Management (CTS & FM)**

CTS & FM aim to maximise income generation via state of the art workshop for CTS, develop a fleet management system to effectively and efficiently manage the Authority’s fleet and the integration of FM security provision with the ARC in order to maximise income.

### **Commissioning & Procurement (C&P)**

The Commissioning & Procurement Team will engage and work with staff across the Council to ensure that they have the skills, knowledge and tools to be able to work more effectively and independently. We will ensure that procurement opportunities are open and accessible to the market and that we maximise the economic and social value we can achieve for our communities and minimise the environmental impact. We will continue to actively engage with suppliers, contractors and service providers to deliver greater value and drive innovation.

### **Enterprise Architecture (EA)**

The Enterprise Architecture team seeks to support Council wide strategic planning and sustainable change through the maintenance of a Global Roadmap for the whole organisation. The Enterprise Architecture team highlights and supports the planned reduction of organisational costs and risks across the Council, and introduces innovative technologies and efficiencies that are cost effective and sustainable.

### **Finance**

Finance's key aspirations are to enable a step change to ensure that the Financial Services provided to the Authority and Directorates are relevant and timely. Finance aims to streamline processes and connect with customers to ensure that they are providing value added services whilst maintaining a high level, professional and technical service.

### **Health & Safety**

Health & Safety aim to provide a professional, competent Health & Safety advisory and auditing service to the Council through the joint working with Caerphilly Borough Council.

### **Human Resources People Services (HRPS)**

HRPS aim to support the implementation of the Workforce Strategy and embed the Employee Charter, refresh the design and delivery of the Academy capabilities and achieve successful colocation of the Social Services and Education Training Units., as well as embed SharePoint throughout HRPS, roll out all DigiGov applications across schools and the corporate body and fully implement digital personal files.

### **ICT**

A major aspiration for ICT is to enable the provision of positive online user experiences promoting digital first to enable customers to transact online 24/7 through their preferred method, whether that be a mobile device or via a PC in a manner that is easy and accessible. This will enable internal efficiencies, reduce costs and improve services. This links to the desire to promote and develop digital awareness and the digital skills capacity within the organisation and the ability to self-serve for internal and external customers.

### **Organisation Development**

The Organisation Development Team will continue to deliver and support key projects and initiatives under the Organisational Development Programme that are essential to improving the Council's financial resilience and service delivery performance in the medium term.

## **Performance & Partnerships**

In 2016-17 Performance & Partnerships will continue to develop the capacity and resilience of the teams in this area, exploring and exploiting synergies between different areas of activity.

Performance & Partnerships will establish a Public Services Board that works to deliver the outcomes that matter most to the city, and will mainstream partnership policy and performance to ensure that everyone in the organisation can trace their work through the overall impact we as an organisation have in achieving the What Matters Plan and continuing to improve Cardiff's liveability.

Performance & Partnerships will build on the strong progress made over the last two years to further develop and improve the organisation's approach to Performance Management, embedding a culture of accountability, and ensuring that the reporting process we employ are timely and proportionate, allowing all levels of the Council to use relevant performance information effectively to inform decision making.

Tied into this is our ambition to become a more transparent organisation that embraces an Open Data approach and ensures our key performance information is shared with the widest possible audience. This will also link with the digital first strategy, further growing the Council's audience on social media in order to deliver news and engage directly with the city's citizens

In parallel, Performance & Partnerships will continue to develop the ways in which we communicate with our own staff, further embedding the Make a Difference campaign.

Performance & Partnerships will continue to ensure the Council is best placed to lead the response to emergency situations within the city and ensure there are appropriate contingency arrangements in place for the most vital services. Performance & Partnerships will also continue to work with a broad range of partners to make the city, its residents and its visitors as safe as possible in light of the severe threat from terrorism and other related incidents.



## Resources

The Resources Directorate recognises the importance of the workforce having the appropriate skills and competencies required to deliver its Delivery Plan Commitments. This is about having the right people, with the right skills, in the right place, at the right time and cost. Workforce planning should be used to develop a profile of our current workforce, decide what we need in the future and how we are going to achieve this; this includes Directorates developing an action plan to 'bridge the gap' between our current and future workforce needs.

Resources has approximately 1206 staff across the directorate providing professional and technical services to the Authority. With 54% of the Directorate's workforce over the age of 45 and the risk of a reduction in staff, loss of expertise & knowledge and a higher expectation of doing more with less, it is important that mitigations are in place to manage this.

A key challenge is to retain, update and increase the skill mix across the Directorate, this is particularly important to enable the support of the Alternative Delivery Models and the ongoing work to deliver the Commercialisation Strategy. A cross directorate commitment has been developed for workforce planning to enable the directorate to undertake analysis of the directorate, identify the skills required, where there are gaps and put in action plans to meet these gaps.

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## Staff Numbers & Characteristics

	Number	
<b>FTE Post</b>	919	
<b>Number of Staff</b>	1206	
	<b>%</b>	<b>No</b>
<b>Temp (Contract Type)</b>	03	40
<b>Perm</b>	97%	1166
<b>2014/15 Staff Turnover</b>	0%	0

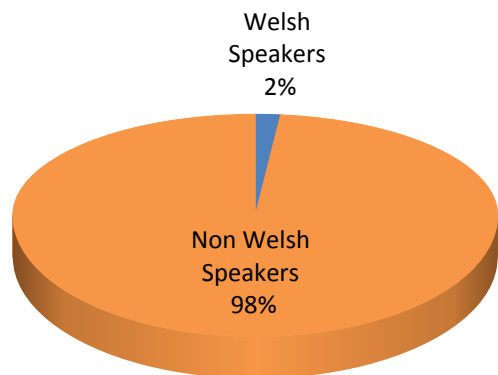
Age Group by Gender/Salary Band	Female	Male
<b>16-24</b>	15	13
<b>25-34</b>	86	125
<b>35-44</b>	152	120
<b>45-54</b>	223	188
<b>55-64</b>	144	95
<b>65+</b>	29	16
<b>Total</b>	649	557

Salary Band	Number
<b>Below £16k</b>	445
<b>£16k-£22,999</b>	330
<b>£23k-£27,999</b>	132
<b>£28k-£32,999</b>	135
<b>£33k -£39,999</b>	112
<b>£40k +</b>	52
<b>Total</b>	1206

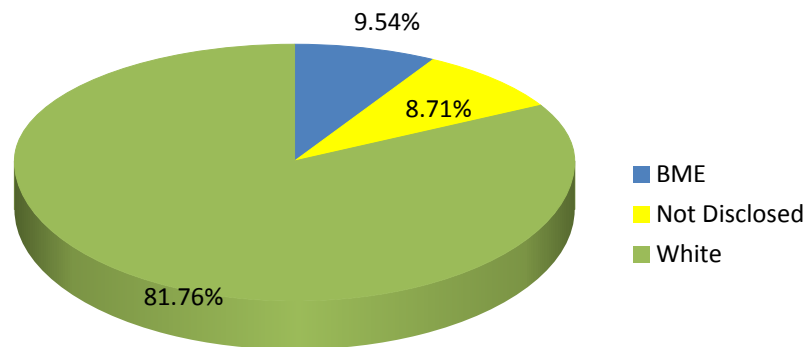
Gender	%	No
<b>Male</b>	46%	557
<b>Female</b>	54%	649
<b>Total</b>		1206

Directorate Level						
Age Profile	16-24	25-34	35-44	45-54	55-64	65+
% of Staff	2.32%	17.50%	22.55%	34.08%	19.82%	3.73%
Number of Staff	28	211	272	411	239	45
Commissioning & Procurement						
Age Profile	16-24	25-34	35-44	45-54	55-64	65+
% of Staff	4%	24%	20%	48%	4%	0.00%
Number of Staff	1	6	5	12	1	0
CTS & FM						
Age Profile	16-24	25-34	35-44	45-54	55-64	65+
% of Staff	2%	12%	17%	33%	29%	7%
Number of Staff	9	72	104	197	174	42
Enterprise Architecture						
Age Profile	16-24	25-34	35-44	45-54	55-64	65+
% of Staff	8%	25%	42%	25%	0	0
Number of Staff	1	3	5	3	0	0
Finance						
Age Profile	16-24	25-34	35-44	45-54	55-64	65+
% of Staff	1%	21%	26%	40%	12%	
Number of Staff	2	55	69	107	33	
HRPS						
Age Profile	16-24	25-34	35-44	45-54	55-64	65+
% of Staff	2%	20%	27%	35%	14%	2%
Number of Staff	2	22	30	38	15	2
ICT						
Age Profile	16-24	25-34	35-44	45-54	55-64	65+
% of Staff	8%	29%	25%	30%	8%	0
Number of Staff	9	34	30	35	9	0
Performance & Partnerships						
Age Profile	16-24	25-34	35-44	45-54	55-64	65+
% of Staff	5%	25%	38%	24%	7%	1%
Number of Staff	4	19	29	18	5	1

### Welsh Speakers



### Ethnicity



## Finance

The Council, like all UK local authorities is facing the impact of the UK Government's austerity measures. The Council alone has had to make over £190m savings during the last decade. Over the next 3 years the Council faces a shortfall of approximately £78m. Reducing budgets means 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.

The employee budget for 2016/17 is £40,407, (including all Cardiff Works agency staff under the HR budget) which also includes a grant funded posts for the delivery of Prevent. The table below shows the expenditure analysis across the Directorate.

Budget	Budget 2016/17			Savings 2016/17	Employee Expenditure
	Expenditure £000	Income £000	Net £000	£000	£000
Central Transport Services (CTS)	(106)	(454)	(560)	(524)	1,338
Commissioning & Procurement	1,243	(624)	619	(63)	1,209
Enterprise Architecture	713	(16)	697	(128)	510
Facilities Management (FM)	92	(1,720)	(1,628)	(1,675)	10,037
Finance	8,997	(3,718)	5,279	(601)	8,775
Health & Safety	275	(63)	212	(5)	249
Human Resources	4,363	(1,013)	3,350	(271)	9,989
ICT	5,539	(896)	4,643	(280)	4,265
Organisational Development	1,226	(121)	1,105	(1)	1,077
Performance & Partnerships	8,279	(4,625)	3,654	(243)	2,957
<b>Total</b>	<b>30,621</b>	<b>(13,250)</b>	<b>17,371</b>	<b>(3,791)</b>	<b>40,407</b>

## Key Context & Challenges

The net controllable budget for 2016/17 is £17,371 million. The Resources Directorate had to find savings of £3,791m for 2016/17. This represents 22% of the net controllable budget and will be achieved by actions identified in the budget report and through commitments identified in the Service Review action plans. Enhanced financial monitoring and reporting will support other directorates in meeting their budgets savings as well as the Resources Directorates own savings. However further significant savings will need to be found for 2017/18.

A decrease in budgets across the Authority and an increase in demand on services provided by Resources means that the Directorate needs to explore new ways of working, establish a baseline of services required by Directorates and services that can be offered in order to deliver services and projects linked to the strategic priorities.

As part of this the Council is undertaking community engagement and consultation; involving the public in meeting the challenges we face, and supporting community groups and residents to take on greater responsibility within their local area, in order to design new and sustainable approaches to delivering services. This will give local people more opportunities to step up and get actively involved in providing services or running local facilities.

Other ways of managing with decreasing budgets include:

- Alternative Service Delivery Models
- Partnerships/collaboration with other Public bodies
- Strong financial control and advice
- Income generation
- Partnership working
- Community Asset Transfers

# Action Plan and Performance Measures

## Part 1 – Corporate Plan and Cardiff Partnership Priorities

<b>Outcome</b>		<b>People in Cardiff are Safe and feel Safe and Cardiff is Fair, Just and Inclusive</b>			
<b>Priority</b>		<b>Priority 2: Supporting vulnerable people</b>			
<b>Improvement Objective</b>		People at risk in Cardiff are safeguarded			
<b>Commitment</b>		Ref No	Introduce and deliver within the school curriculum a WJEC accredited “Challenging Extremism” module to raise awareness and prevent radicalisation		
<b>Partners</b>					
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
Page 28	Introduce and deliver within the school curriculum a WJEC accredited “Challenging Extremism” module to raise awareness and prevent radicalisation	Joe Reay	Q1 Undertake training programme for Pilot Schools to enable the module to be piloted	Number of children participating in the Challenging Extremism module	Build strong & cohesive communities where people feel safe and able to celebrate Cardiff's diversity
			Q2 Implementation of Pilot programme during in Summer/Autumn Term		
			Q3 Evaluation of feedback to understand the benefits of the programme		
			Q4 Embed the programme into other Schools to raise awareness and prevent radicalisation		

<b>Outcome</b>		<b>People in Cardiff are Healthy and Cardiff is clean and sustainable</b>			
<b>Priority</b>		<b>Priority 4: Working together to transform services</b>			
<b>Improvement Objective</b>		<b>Communities and partners are actively involved in the design, delivery and improvement of highly valued services</b>			
<b>Commitment</b>		Ref No	In line with the agreed commercialisation strategy, develop and implement a continuing programme of specific commercial opportunities to commence by October 2016		
<b>Partners</b>					
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
2	In line with the agreed commercialisation strategy, develop and implement a continuing programme of specific commercial opportunities to commence by	Ian Allwood	Q1 Work with identified service units in order to develop individual action plans and business cases to enable to commence delivery of commercial opportunities by October 2016. This will include developing information sharing opportunities in order to capture key learning		

	October 2016		points. The action plans and strategies will cover both short term and medium term commercial objectives.		
			Q2 Design and implement marketing strategies in order to target customers to maximise the commercial opportunities. Review and monitor progress of action plans which will include the testing of assumptions made in terms of income and prospective number of customers.		
			Q3 Review the Commercial approach of each service unit to ensure that they are fit for purpose and commercially viable. Develop a list of future commercial opportunities and consider the next set of priority services to be supported		
			Q4 Deliver a report that details the impact that the Council's commercial approach has had on the service units. This will contain a lessons learned section as well as setting out the strategic direction for the following three years. Approval of next set of service units to be supported in delivering commercial opportunities.		

<b>Outcome</b>	<b>People in Cardiff are Healthy and Cardiff is clean and sustainable</b>				
<b>Priority</b>	<b>Priority 4: Working together to transform services</b>				
<b>Improvement Objective</b>	<b>Communities and partners are actively involved in the design, delivery and improvement of highly valued services</b>				
<b>Commitment</b>	Ref No	Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018			
<b>Partners</b>					
<b>Ref</b>	<b>Directorate/Service Action</b>	<b>Officer Responsible</b>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>	<b>Link to Equality Objective</b>
3	Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018 to enable Customers to access services through their preferred way and gain a single view of a customer across the organisation and a standard way of processing customers'	Ross Maude	Q1 Complete Business for Phase 2 and have this agreed by Investment review board Q2 Run procurement and initiate project to deliver agreed scope for phase 2 Q3 Delivery of Phase 2 project milestones as contracted Q4 Complete Business Case for Phase 3 and have this agreed by Investment Review Board	Delivery of Phase 2 of CRM	Support wider access to Council information and environments and participation in Council services

<b>Outcome</b>	<b>People in Cardiff are Healthy and Cardiff is clean and sustainable</b>	
<b>Priority</b>	<b>Priority 4: Working together to transform services</b>	
<b>Improvement Objective</b>	The City of Cardiff Council has effective governance arrangements and improves performance in key areas	
<b>Commitment</b>	Ref No	Further reduce sickness absence by March 2017 through continued monitoring, compliance and support for employees and managers
<b>Partners</b>		

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
4	Further reduce sickness absence by March 2017 through continued monitoring, compliance and support for employees and managers	Philip Lenz	<p>Q1 Maintain sickness absence management as a 2016/17 cascaded PP&amp;DR objective: all managers to proactively manage sickness absence in accordance with Council's Attendance &amp; Wellbeing Policy and ensure compliance with requirements of the policy e.g. Return to Work (RTW), stage interviews, etc.</p> <p>Q1 Regular provision of sickness data for Directorate management team meetings, Senior Management Team (SMT), etc.</p> <p>Q1 Central sickness team continuing to support Directorates with high sickness levels</p> <p>Q1 Establish Council wide Health &amp; Wellbeing project group to oversee development of specific Health &amp; Wellbeing initiatives including development/consultation on new Employee Health &amp; Wellbeing Strategy prior to Cabinet consideration and signing of Time To Change Wales (TTCW) pledge</p> <p>Q2 Regular provision of sickness data for Directorate management team meetings, Senior Management Team (SMT), etc.</p> <p>Q2 Central sickness team continuing to support Directorates with high sickness levels</p> <p>Q2 Submission to Cabinet of draft Employee Health &amp; Wellbeing project, mapping of Council arrangements against bronze Corporate Health Standard criteria, roll out of publicity and pilot training to support Time To Change Wales (TTCW)</p> <p>Q3 Regular provision of sickness data for Directorate management team meetings, Senior Management Team (SMT), etc.</p> <p>Q3 Central sickness team continuing to support Directorates with high sickness levels</p> <p>Q3 Assess impact of Time to Change Wales (TTCW) roll out, prepare for formal assessment for CHS bronze award and review EAP impacts</p> <p>Q4 Potential to review Attendance &amp; Wellbeing, subject to Q4 data</p>	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	Meet our specific Equality Duties and build equality into everything we do



			<p>outcome against Council wide target of 8.5 Full Time Equivalent</p> <p>Q4 Regular provision of sickness data for Directorate management team meetings, Senior Management Team (SMT), etc.</p> <p>Q4 Central sickness team continuing to support Directorates with high sickness levels</p> <p>Q4 Review impacts and outcomes for any Health &amp; Wellbeing initiatives introduced and agree work programme for Health &amp; Wellbeing project group for next 12 months</p>		
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<b>Outcome</b>	<b>People in Cardiff are Healthy and Cardiff is clean and sustainable</b>				
<b>Priority</b>	<b>Priority 4: Working together to transform services</b>				
<b>Improvement Objective</b>	The City of Cardiff Council has effective governance arrangements and improves performance in key areas				
<b>Commitment</b>	Ref No	Further improve completion rates, quality and consistency of personal performance and development reviews by March 2017 through continued provision of support and training for employees and managers			
<b>Partners</b>					

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
Page 31 5	Further improve completion rates, quality and consistency of personal performance and development reviews (PPDR) by March 2017 through continued provision of support and training for employees and managers	Philip Lenz	<p>Q1 Ensure that PPDR cascade objective for 2016/17 for all managers and ensure PP&amp;DR policy and associate learning support e.g. eLearning module is update.</p> <p>Ensure that all Managers have "Setting SMART objectives in 2016/17" included in their PPDR as an objective</p> <p>Q1 Assess compliance for completion of 2015/16 reviews and setting objectives for 2016/17.</p> <p>Q2 Provision of compliance data</p> <p>Q3 Review quality of PPDR process through Employee Survey</p> <p>Q3 Review compliance with completion of 6 month review requirement.</p> <p>Q4 Commence 2016/17 objective review, confirm PPDR requirements for 2017/18 and update PP&amp;DR policy and system as required</p>	% of personal performance & development reviews completed for permanent staff	Meet our specific Equality Duties and build equality into everything we do

<b>Outcome</b>	<b>People in Cardiff are Healthy and Cardiff is clean and sustainable</b>				
<b>Priority</b>	<b>Priority 4: Working together to transform services</b>				
<b>Improvement Objective</b>	The City of Cardiff Council has effective governance arrangements and improves performance in key areas				
<b>Commitment</b>	Ref No	Develop a strategy for the temporary, casual and agency workforce taking account of social inclusion and youth engagement by March 2017			

Partners					
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
6	Develop a strategy for the temporary, casual and agency workforce taking account of social inclusion and youth engagement by March 2017	Philip Lenz	Q1 Undertake background work through liaison with other Directorates and third sector of the requirements to develop a strategy for temporary, casual and agency workforce	Approved Strategy	Meet our specific Equality Duties and build equality into everything we do & Provide support to those who may experience barriers to achieving their full potential
			Q2 Review current processes to determine changes required and new processes which will require implementation to develop a strategy for temporary, casual and agency workforce		
			Q3 Develop strategy and processes to implement strategy in line with Corporate requirements		
			Q4 Submission of strategy to Cabinet for approval to enable implementation of the strategy for a temporary, casual and agency workforce		

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<b>Outcome</b>	<b>People in Cardiff are Healthy and Cardiff is clean and sustainable</b>				
<b>Priority</b>	<b>Priority 4: Working together to transform services</b>				
<b>Improvement Objective</b>	The City of Cardiff Council has effective governance arrangements and improves performance in key areas				
<b>Commitment</b>	Ref No	Further embed performance management tools consistently across the Council to ensure continuing performance improvement in key areas by 2017			

Partners					
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
7	Further embed performance management tools consistently across the Council to ensure continuing performance improvement in key areas by 2017	Joe Reay	<p>Q1 Quality Assure all Directorate Delivery Plans to ensure all plans include SMART objectives</p> <p>Communicate with the Improvement community on how actions should be Red/Amber/Green rated to ensure a consistent approach</p> <p>Improvement team to increase level of performance management and challenge to enable consistency and transparency and improved engagement without performance management across the council</p> <p>Develop and implement a Balanced Scorecard approach that focuses</p>	Improved Quality of Delivery Plans and Quarterly Reporting SMART objectives in place for Delivery Plans	Meet our specific Equality Duties and build equality into everything we do

			<p>on those KPIs which best measure the Council's performance and outcomes consistently across the Council</p> <p>Update the framework element of the Performance Management Strategy to reinforce these areas to enable further development of the overall strategy</p>		
			<p>Q2 Review and refresh the Performance Management Strategy to focus on the role of Corporate Enablers and make recommendations for improvement</p>		
			<p>Q3 Service planning framework to be developed focusing on providing a robust and proportionate approach to collating, analysing and using performance information data not captured within Directorate Delivery Plans</p>		
			<p>Q4 TBC</p>		

## Directorate/Service Priorities (Core Business)

### Part 2 – Core Business Priorities

- Budget
- Improvement
- Risk

<b>Outcome</b>		<b>People in Cardiff are Healthy and Cardiff is clean and sustainable</b>			
<b>Priority</b>		<b>Priority 4: Working together to transform services</b>			
<b>Improvement Objective</b>		The City of Cardiff Council has effective governance arrangements and improves performance in key areas			
<b>Commitment/Strategy</b>		Ref No			
<b>Partners</b>					
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
Page 34  8	Increase directorate capacity to deliver bilingual services in order to meet the Welsh Language Standards	Christine Salter	Q1 Identify teams that provide frontline services in accordance with the Welsh language standards	Mapping exercise	Meet our specific Equality Duties and build equality into everything we do
			Q2 Assess the identified frontline teams' capacity to deliver a bilingual service without fail	Completed linguistic assessment tool	
			Q3 Put measures in place to address any shortfalls in the team's ability to <i>guarantee</i> a bilingual service at first point of contact	Evidence including no and % of staff on Welsh courses and no and % of posts designated Welsh essential	
			Q4 Provide information collated from the Q1-Q3 milestones to the Bilingual Cardiff team for inclusion in the Annual Monitoring Report	Annual Monitoring Report to Welsh Language Commissioner	

9	Benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors	Christine Salter	Q1 Clearly identify area/s to be benchmarked (e.g. cost, quality and performance, customer satisfaction and customer demand) clarify desired outcome and report to the Central Performance Team		Support wider access to Council information and environments and participation in Council services
			Q2 Scope comparable core cities/best in class organisations to benchmark with		
			Q3 Confirm most suitable comparators		
			Q4 Collate results and report key lessons learned from the benchmarking activity to Central Performance Team		
10	Ensure that all <b>Resources</b> staff complete a personal performance review to ensure all staff and teams can clearly identify and deliver their responsibilities and objectives that support the strategic priorities of the Authority	Christine Salter	Q1 All staff to have PPDR initiated	Resources PPDR PI	Meet our specific Equality Duties and build equality into everything we do
			Q2 All staff to have objectives finalised by Line Manager Dip sampling undertaken a cross section of PPDRs to ensure they are of a quality standard		
			Q3 All staff to have completed six month review		
			Q4 All staff to have completed end of year PPDR		
Page 35	Reduce levels of sickness absence in <b>Resources</b> through increased monitoring and support for staff and management	Christine Salter	Q1 Reporting of quarterly result	Resources Sickness PI	Meet our specific Equality Duties and build equality into everything we do
			Q2 Reporting of quarterly result		
			Q3 Reporting of quarterly result		
			Q4 Reporting of quarterly result		
12	Undertake Stakeholder engagement with Directorates to evaluate performance of the Resources Directorate	Christine Salter	Q1 N/A	Outcomes/ Feedback from engagement activity	Support wider access to Council information and environments and participation in Council services
			Q2 N/A		
			Q3 Identify stakeholders to carry out engagement and format that engagement will take to enable feedback to be gained		
			Q4 Undertake stakeholder engagement, analyse and feedback to understand where improvements can be made		
13	Undertake a Workforce Planning exercise for <b>Resources</b> to ensure the Directorate is appropriately skilled to deliver a high level service	Christine Salter	Q1 Develop a process to initiate a skills audit to identify skill requirements and current skill levels required to deliver Resources functions	Skill gaps identified and action plans developed	Meet our specific Equality Duties and build equality into everything we do
			Q2 Undertake skills audit and develop a plan to address the skill gaps and requirements to deliver Resources Functions taking into account ADM requirements		
			Q3 Initiate plans to build capacity and skills to enable the workforce to		

			be appropriately skilled		
			Q4 Review progress against plan to ensure capacity and skill gaps are being developed		
14	Develop and implement an action plan to deliver the improvements to be made within HRPS and Communications to meet the requirements of the Welsh Language Standard	Christine Salter	Q1 Communications and HRPS to develop action plan to meet the requirements of the Welsh Language Standard	Completion of action plan	Meet our specific Equality Duties and build equality into everything we do
			Q2 HRPS and Communications to implement identified actions to meet the requirements of the Welsh Language Standard		
			Q3 HRPS and Communications to implement identified actions to meet the requirements of the Welsh Language Standard		
			Q3 Review actions implemented and identify any further actions required to meet the requirements of the Welsh Language Standard		
5 Page 36	Explore the feasibility of establishing a Service Level Agreement (SLA) with schools to provide an improved level of Health & Safety Support	H&S	Q1 TBC		Meet our specific Equality Duties and build equality into everything we do
			Q2 TBC		
			Q3 TBC		
			Q4 TBC		
16	Explore the feasibility for Caerphilly Borough Council to provide Health & Safety training to Cardiff Council Employees when the existing Health & Safety training framework expires on the 31 <sup>st</sup> August 2016	H&S	Q1 TBC		Meet our specific Equality Duties and build equality into everything we do
			Q2 TBC		
			Q3 TBC		
			Q4 TBC		
17	Implement the ICT Service Review action plan to deliver process efficiencies and achieve savings	Phil Bear	Q1 Create draft charging model for corporate customers to demonstrate clear and transparent charges and levels of support offered	SLA's and charging model in place and delivery of a balanced budget for service	Support wider access to Council information and environments and participation in Council services
			Q2 Create new charging model for non-corporate customers to enable a transparent approach to charging for services		
			Q3 Create new service level agreements		
			Q4 Implement new SLA's and charging models to enable a transparent approach to charging for services		
18	Replacement of ageing hardware, servers and desktops to support the core elements of the IT Strategy to ensure ICT meet the Council's overall service	Phil Bear	Q1 Replace 50 Windows 2003 servers and create design for supplementary file storage solution	Re certification of PSN accreditation	Support wider access to Council information and
			Q2 Replace 50 Windows 2003 servers and implement supplementary file storage solution		

	requirements		Q3 Complete decommissioning of all Windows 2003 servers		environments and participation in Council services
			Q4 Replace 400 thin client devices		
19	Develop new ICT models to deliver ICT infrastructure and application services to support the Alternative Delivery Models	Phil Bear	Q1 – work with service areas in scope of ADM discussions on business case for new delivery models	New delivery and charging model for new structures	Support wider access to Council information and environments and participation in Council services
			Q2 – Create delivery model for new models and agree with service		
			Q3 – Create charging model for new delivery models and agree with service		
			Q4 – Implement new delivery and charging model		
Page 37	Implement and deliver the technology, infrastructure and governance to mobilise the workforce to support Phase 2 of the Agile Mobile Working Project – Adults & Children	Dean Thomas	Q1 Complete rollout to Social Workers including Office 365 capability and identify secondary cohorts Evaluate Microsoft Enterprise Mobility Suite and deliver the Agile working components to be available corporately	Increase in the number of mobilised users from existing baseline 520 Social Workers mobilised	Support wider access to Council information and environments and participation in Council services
			Q2 Rollout of Agile Working to secondary cohorts, identify tertiary cohorts Implement Microsoft Mobility Suite and roll out Agile working		
			Q3 Rollout of Agile Working to tertiary cohort, business case of O365 across the council Evaluate Microsoft Azure Cloud Platform and roll out Agile Working		
			Q4 Rollout of Agile Working, complete delivery for all identified cohorts. Build Microsoft Azure core infrastructure and roll out Agile working		
21	Implement Corporate Digital Strategy	Ross Maude	Q1 Digital Strategy taken to Cabinet	Strategy Approved	Support wider access to Council information and environments and participation in Council services
			Q2 Digital Delivery Team Recruited and in place		
			Q3 Agile Working components available corporately		
			Q4 Core Cloud infrastructure established		
22	Implement the Corporate SharePoint solution to ensure the delivery of the EDRMS to enable electronic Document	Ross Maude	Q1 Complete 8 services currently in progress, deliver offline storage solution to accelerate delivery	1,500 users online	Support wider access to Council
			Q2 Engage 4 further service areas through agreed statement of works		

	Management		Q3 Engage 4 further service areas through agreed statement of works		information and environments and participation in Council services
			Q4 Engage 4 further service areas through agreed statement of works		
23	Conduct a comprehensive review of the Organisational Development Programme (ODP) with a view to ensuring that key projects and initiatives reinforce the need to achieve a step change in delivering improved outcomes for citizens.	Dean Thomas	Q1 – Review the ODP with SMT and Cabinet. This will include: <ul style="list-style-type: none"> <li>• A review of current projects within the ODP;</li> <li>• Map out the next steps for key projects and initiatives that are essential to improving the Council’s financial resilience and service delivery performance in the medium term;</li> <li>• Ensure all projects within the ODP have effective financial and performance management plans and measures in place</li> </ul>	Financial and Performance Management measures developed and in place	Support wider access to Council information and environments and participation in Council services
			Q2 – As part of the budget setting process for 2017/18 ensure that saving plans are directly linked to the ODP.		
			Q3 – Conduct a 6 monthly review of the ODP.		
			Q4 – Ensure key projects and initiatives for 2017/18 have been captured and robust project plans are in place to ensure effective monitoring via the ODP.		
24	Develop and implement a total FM income generation and marketing strategy to maximise income	Lesley Ironfield	Q1 Identify marketing across all FM services Develop marketing strategy for all FM services Identify income generation opportunities across all FM Services including Public Sector bodies	Income Generation	Meet our specific Equality Duties and build equality into everything we do
			Q2 Investigate and collaborate with the management and housing of sheltered complexes to seek income generating opportunities Explore opportunities for “insourcing” a window cleaning service for Council owned buildings		
			Q3 Explore opportunities with other authorities for income generation Develop, consult and agree marketing strategy		
			Q4 Implement marketing strategy		
25	Investigate the feasibility of implementing Mobile working and scheduling with Building Services to increase productivity and efficient working practice	Lesley Ironfield	Q1 Managers to consult with Enterprise Architecture and develop Business Case including timescales and costings Q1 Appoint Project Manager	Mobile & Scheduling in place	Support wider access to Council information and environments and participation in Council
			Q2 Develop and commence implementation plan		
			Q3 Develop training plan		
			Q4 Implement and train staff Q4 Undertake review and evaluate project		



					services
26	Establish and implement identified ADM strategies within CTS and FM	Lesley Ironfield	Q1 Develop Business Implementation Plan for each strand of the strategy Develop a staff engagement plan Establish strategy actions and accountability with PPDR process	Income Generation	Support wider access to Council information and environments and participation in Council services
			Q2 Implement staff engagement strategy Implement Business Implementation Plan		
			Q3 TBC		
			Q4 TBC		
27	Financial Skills in the Public Sector – Cardiff Manager Training to improve compliance and the quality of information provided to finance	Ian Allwood	Q1 Assess and evaluate previously run training programme. Produce material and exercises in order to support a new programme building on previous course.	Number of staff who feel the training was beneficial and can apply the rules	Support wider access to Council information and environments and participation in Council services
			Q2 Deliver training and monitor feedback		
			Q3 Complete cohort training		
			Q4		
28	Provide financial expertise and advice to support the delivery of Major Projects	Ian Allwood	Q1 Procurement for Leisure ADM and Cultural Arts to be completed. Production of complete financial model in respect of Transport Interchange and associated development. Financial tracking and support of City Deal development		Support wider access to Council information and environments and participation in Council services
			Q2 Major Projects Report to be issued in terms of activity, deadlines for particular financial advice.		
			Q3 Major Projects Report to be issued in terms of what has been achieved and what remains outstanding		
			Q4 Effective financial advice has been provided for the City Deal and Central Square development. There is the challenge of remaining aware of the most up to date information on projects to ensure effectiveness.		
29	Production of financial resilience snapshots in order to inform SMT and Cabinet of the long term financial implications of decisions already taken and inform financial strategy options going in to the medium and long term	Ian Allwood	Q1 Production of snapshots of financial health and report to cabinet and Senior Management for consideration for 2017/18 Financial Strategy	Financial Snapshots produced	Support wider access to Council information and environments and participation in
			Q2 Review Q1 snapshot for continued relevance and appropriateness		
			Q3 Production of financial resilience snapshots which will produce an annual review of the position in order to inform the annual governance statement and the 2017/18 Budget Report		

			Q4		Council services
30 Page 40	Develop the 2016/17 and medium term financial strategy culminating in the production of a balanced budget for 2017/18 by March 2017.	Ian Allwood	Q1 Facilitate the identification of an updated budget strategy including budget information packs and workshops Guidance to be finalised on the identification of savings by directorates with a view to proposals being ready for consideration by the end of June 2016. Budget Strategy to be developed and put forward to Cabinet by end of June/Early July 2016 for approval	Medium Term Financial Strategy Balanced Budget	Support wider access to Council information and environments and participation in Council services
			Q2 Continue to review and support the development of 2017/18 Budget proposal delivery plans combined with a review for due diligence as well as identifying all financial pressure requests. This will include further developing fees and charges proposals and detailing the proposal Capital Programme. Further work to support the development and detail of future year budget proposals specifically 2018/19 and 2019/20. Undertake budget consultation to take on board the views of citizens in respect of budget proposals		
			Q3 Undertake further work on the Medium Term Financial Plans and production of the proposed Capital Programme. Undertake the coordination and review of the planning and risk status for each budget saving proposal to ensure they are achievable		
			Q4 Ensure the delivery of a balanced budget by March 2017 including an approved Capital Programme and a robust Medium Term Financial Plan		
31	Delivery of the Finance Service Review action plan deliver process efficiencies and achieve savings	Ian Allwood	Q1 Map the opportunities for improvement across Finance including the use of online forms, CRM and, share point. Undertake process reviews specifically of Business Support, the Closing process and the identification of Skills & Development to identify process efficiencies, and ensure staff are appropriately skilled Monitor the delivery of the Finance Service Review and capture the benefits delivered		Support wider access to Council information and environments and participation in Council services
			Q2 Agree a plan of action across Finance Function. Undertake targeted communication with directorates on how to work effectively with finance to develop a more efficient service Review the progress and momentum against finance service review action plan to identify further work		
			Q3 Annual Benchmarking to be undertaken against all activities by 31 December 2015 to evaluate performance		

			Q4 Ensure the delivery of improvements through actions completed against the Finance Service Review Action Plan and with a clear vision are identified		
32	Provide Capital and Revenue monitoring and management information for member, directorates, schools and corporate reporting. This will enable monitoring of in-year spend against revenue and capital budgets in order to aid budget holders to proactively manage change. This monitoring will lead in to an effective closure of the 2016/17 directorate revenue accounts in April 2017.	Ian Allwood	Q1 Produce Directorate monitoring report for first three months with a view to the Directorates monitoring reports at Month 3 in order to inform Cabinet and individual cabinet member monitoring report at month 4. Capital monitoring report issued for Month 3.	Monitoring Reports produced	Support wider access to Council information and environments and participation in Council services
			Q2 Issue Directorate and cabinet member Budget monitoring reports at Month 4, 5 and 6 respectively in order to inform Cabinet monitoring report at month 6. Issue Capital monitoring report for Month 6. Undertake Balance Sheet Review for Month 9. Undertake review of 2016/17 closure of accounts process to understand lessons learnt and identify opportunities		
			Q3 Issue Directorate and Cabinet Member Budget monitoring reports at Month 7, 8 and 9 respectively in order to inform Cabinet monitoring report at month 10. Issue Capital monitoring report for Month 10. Produce targeted communication to directorates re closing of accounts. Complete Balance Sheet Review for Month 9		
			Q4 Issue Directorate and cabinet member budget monitoring reports at months 10, 11 respectively in order to inform Cabinet outturn report		
33	Maintain and improve collection rates for Council Tax to generate income for the Council through the review of collection and enforcement processes	Ian Allwood	Q1 Build on work currently taking place in reviewing processes and identifying further means in improving the collection rate and review and monitor progress	Council Tax Collection Rates	Meet our specific Equality Duties and build equality into everything we do & Provide support to those who may experience barriers to achieving their full potential
			Q2 Monitor the impact of the reviews in process both in terms of enforcement and collection of Council Tax		
			Q3 Monitor the impact of the reviews in process both in respect to enforcement and collection of Council Tax		
			Q4 Reporting on the impact of process changes in respect to enforcement and collection rate of Council Tax		
34	Maintain and improve collection rates for Business Rates	Ian Allwood	Q1 Build on work currently taking place in reviewing processes and identifying further means in improving the collection rate for Business	Business Rates	Meet our specific

			<p>Rates and put in place arrangements in order to review and monitor progress</p> <p>Q2 Monitoring the impact of the reviews in process both in terms of enforcement and collection of Business Rates</p> <p>Q3 Monitoring the impact of the reviews in process both in respect to enforcement and collection of Business Rates.</p> <p>Q4 Reporting on the impact of process changes in respect to enforcement and collection rate of Business Rates.</p>	Collection Rates	Equality Duties and build equality into everything we do
35 Page 42	To further extend the circulation of the Control Risk Self-Assessment Tool in order to maximise assurance with a limited staff resource. To also provide clear mapping assurance for Cardiff Council in reviewing governance, risk management and internal control matters	Ian Allwood	<p>Q1 Gather information of any regulatory, inspection or audit regimes to enable an assessment of how this may contribute to assurances in relation to governance, risk management and the control environment. Produce First Quarter snapshots of evidence against risk, governance and financial controls</p> <p>Q2 Review and reduce duplication to enable more effective use of audit resources. Evaluate Self-assessment as a tool by sampling some of the evidence used and provide report back on effectiveness of this way of working.</p> <p>Q3 Use findings to shape Audit plan priorities for Quarters 3 and 4</p> <p>Q4 Impact assessment of the extended delivery of the Risk Self-Assessment Tool on the Council's Control and governance environment.</p>		Support wider access to Council information and environments and participation in Council services
36	Engaging citizens, communities and subject matter experts in planning for future services by making data available by for use by others	Ian Allwood	<p>Q1 'Go Live' of phase 1 of the Open Data Strategy (publication of 44 data sets) [subject to web team and ICT] to enable data to be publicly available Improvement &amp; Information Team to identify additional data sets for publication and forward to Cabinet and SMT for approval to enable further data sets to be publicly available</p> <p>Q2 Review data sets published and organise an internal 'event' with key service officers (champions) to aid understanding of requirements for publishing and benefits of proactive publication.</p> <p>Q3 Organise an external 'event' on the Future of Open Data in Cardiff with communities of interest, including University and application developers</p> <p>Q4 Review the outcomes of the 'event' to develop the next steps of an Open Data approach across the public sector in Cardiff. Finalise an options appraisal for taking forward the Open Data approach and forward to SMT for a decision</p>	Publication of data sets	Support wider citizen consultation and engagement with the Council and the decisions it makes
37	Facilitate the Council's proactive work	Ian Allwood	Q1 Agree the funding model with SMT for taking the Wales Accord on	Delivery of	Support wider

	with partners by enabling the appropriate sharing of information to plan the future provision of services		<p>the Sharing of Personal Information (WASPI) arrangements forward through a central model</p> <p>Q2 Complete an analysis of existing Information Sharing Protocols and identify the need for new Information Sharing Protocols to enable information to be shared with partners. Establish a work programme for developing and managing of Information Sharing Protocols</p> <p>Q3 Provide a report to SMT outlining the current position of Information Sharing Protocols and work programme</p> <p>Q4 Review central model and funding of the Wales Accord on the Sharing of Personal Information (WASPI) support work to be forwarded to SMT for approval</p>	new model for the WASPI arrangements	access to Council information and environments and participation in Council services
Page 43	Enable the mobilisation of services through the appropriate digitisation of records	Ian Allwood	<p>Q1 Manage and deliver the project to cleanse all live and dead HRPS files</p> <p>Q2 Finalise the cleansing of all live files and present options for managing and delivering phase 2 (scanning of the files)</p> <p>Q3 Manage and deliver the scanning of 'live and dead' HRPS files, subject to approval of option for managing the scanning of the files, to enable files to be held electronically</p> <p>Q4 Undertake an analysis and deliver an agreed and costed schedule for service take on for 2017/18</p>	Delivery of phase 2	Support wider access to Council information and environments and participation in Council services
39	Delivery of year one of the Workforce Strategy Programme to create a flexible, skilled, engaged and diverse workforce	Philip Lenz	<p>Q1 Employer Pledge for Time to Change Wales</p> <p>Q2 Corporate Health Standard Assessment Review of the training delivered by the Cardiff Academy</p> <p>Q3 Integration of Business/Budget and Workforce Planning</p> <p>Q4 Carry out an organisational wide skills audit and GAP analysis IT Solution for Workforce Planning Research best practice in Local Government Talent Management Strategy's</p>		Support wider access to Council information and environments and participation in Council services
40	Further develop the Corporate Apprenticeship and traineeship programme to contribute to promoting career development and retaining a highly skilled workforce	Philip Lenz	<p>Q1 Publicise Apprenticeship Scheme to Directorates (including application process) and recruit to vacant posts</p> <p>Q2 Provide support and guidance to Directorate in regards to recruiting apprentice posts</p> <p>Q3 Provide an overview of the progress with apprenticeships</p> <p>Q4 Undertake a review of the apprenticeships programme to understand the benefits for young people and the organisation</p>	10 apprentices for 2016/17	Provide support to those who may experience barriers to achieving their full potential

41	Implementation of HRPS Service Review action plan to deliver process efficiencies and achieve savings	Philip Lenz	Q1 Review Schools SLA for 2016/17 Academic year and extend activity logging	Achievement of Savings	Support wider access to Council information and environments and participation in Council services
			Q2 Extend the DigiGov application on a rolling programme to all schools		
			Q3 Undertake an initial review of revised Disciplinary arrangements		
			Q4 Review of HRPS structure		
Page 44	Establish a Local Authority Trading Company (LATC) to enable income generation to reduce the overall cost of the function	Steve Robinson	Q1: Finalise Business Case and Company Business Plan and present Commissioning & Procurement Local Authority Trading Company (LATC) proposals to PRAP, Joint Partnership Board and SMT to gain approval Take Commissioning & Procurement Local Authority Trading Company (LATC) report to May Cabinet for approval	LATC company in place and trading Income Generation of £90,000	Support wider access to Council information and environments and participation in Council services
			Q2: Establish Commissioning & Procurement Local Authority Trading Company (LATC) and governance arrangements to enable trading to commence Start trading through the LATC and seek business opportunities to enable income generation		
			Q3: Continue Trading to enable income generation		
			Q4: Secure external work through the LATC in 2016/17 to generate income of £90,000		
43	Lead the development and implementation of the Council's Procurement Strategy 2016-20 to set the procurement priorities of the organisation over the next 5 years	Steve Robinson	Q1: Finalise the Procurement Strategy for 2016/2020 Publish Procurement Forward Plan for 2016/17 to help plan the procurement priorities of the Council	Approval of the strategy Implementation of the forward plan	Support wider access to Council information and environments and participation in Council services
			Q2: Take Procurement Strategy to PRAP for comments and Cabinet for approval to enable the strategy to be implemented		
			Q3: TBA		
			Q4: TBA		
44	Lead the development and implementation of updated Contract Standing Orders and Procurement Rules to support the delivery of the procurement strategy, enable consistency and efficiencies through the use of technology	Steve Robinson/Liz Weale	Q1: Develop updated CSOPR to reflect new EU Regulations and the Wales Procurement Policy Statement to enable consistency and efficiency across third party spend	Compliance reports Number of staff who feel the training was beneficial and can apply	Support wider access to Council information and environments and participation in
			Q2: Take revised CSOPR to Constitution Committee to gain approval Once revised CSOPR approved roll out training on revised CSOPR to enable staff to apply a consistent approach to procurement		
			Q3: Continue to roll out training on revised CSOPR enable staff to		

			<p>apply a consistent approach to procurement</p> <p>Q4: Continue to roll out training on revised CSOPR enable staff to apply a consistent approach to procurement</p>	the rules	Council services
45	Continue to implement Council's Living Wage accreditation Action Plan, including exploring the potential to introduce a Social Responsibility Charter to encourage suppliers and contractors to adopt the Living Wage	Steve Robinson	<p>Q1: Develop a Promoting Living Wage through Procurement Legal Briefing paper in collaboration with partners to clarify the legal options for encouraging suppliers to adopt the living wage</p> <p>Q2: Develop Social Responsibility Charter Options Paper to encourage suppliers to adopt a set social responsibility principles Establish a Social Responsibility Board to help drive the agenda and encourage suppliers to adopt the living wage</p> <p>Q3: Work with Cardiff University and Citizen UK to establish a Social Care Commission to look at issues around rolling the Living Wage out to the social care sector.</p> <p>Q4: Develop case studies on how the Council is delivering Community Benefits</p>		Provide support to those who may experience barriers to achieving their full potential
Page 46	Develop and implement a Council-wide approach to contract management to ensure a consistent approach	Steve Robinson	<p>Q1: Determine and agree approach to develop council wide contract management</p> <p>Q2: Develop documentation and training material to enable staff to be trained in the proposed contract management approach</p> <p>Q3: Pilot training to test the success of the training before rolling out Council wide</p> <p>Q4: Training rollout to enable staff to be able to apply contract management in a consistent approach</p>	Approved approach to contract management Number of staff who feel the training was beneficial and can use the approach successfully	Support wider access to Council information and environments and participation in Council services
47	Develop and implement improved use of eProcurement throughout the Council to enable compliance with EU regulations and enable a self-service approach	Steve Robinson	<p>Q1:</p> <ul style="list-style-type: none"> <li>Finalise the e-Procurement Strategy for 2016/2020 to enable self-service</li> <li>Extend the use of PROACTIS for use of mini-competitions on approved Frameworks <ul style="list-style-type: none"> <li>Increase use of spend analytics tool</li> </ul> </li> <li>E-trading / Basware – prioritising suppliers to enable content and increase the use of e-invoicing</li> </ul> <p>Q2:</p> <ul style="list-style-type: none"> <li>Take eProcurement Strategy to PRAP for comments and Cabinet for approval and to enable self-service:</li> <li>Roll out PROACTIS training programme in advance of new</li> </ul>	Approval of e-Procurement strategy Number of staff who feel the training was beneficial and can use the approach successfully	Support wider access to Council information and environments and participation in Council services

			<p>CSOPR</p> <ul style="list-style-type: none"> <li>• Work with Education to re-launch e-trading for schools programme</li> <li>• Present options paper on Invoice Centralisation / Paper Invoice Reduction</li> </ul>		
			<p>Q3: Once new CSOPR approved roll out PROACTIS functionality to enable self-service by :</p> <ul style="list-style-type: none"> <li>• Run Quotations and Quick Quotes across the Council</li> <li>• advertise tender opportunities between £25,000 and OJEU</li> </ul>		
			<p>Q4: Continue to roll out new PROACTIS functionality to enable self-service by :</p> <ul style="list-style-type: none"> <li>• Run Quotations and Quick Quotes across the Council</li> <li>• advertise tender opportunities between £25,000 and OJEU</li> </ul>		
Page 46	Develop and publish Category Group Strategies to set a clear direction to Officers and Members and drive improvement through stakeholder engagement	Steve Robinson	Q1: Agree format and draft wave 1 strategies to set a clear direction to Officers and Members	Publication of Wave 1 and Wave 2 strategies	Support wider access to Council information and environments and participation in Council services
			Q2: Consult key stakeholders on wave 1 strategies Draft wave 2 strategies to set a clear direction to Officers and Members		
			Q3: Publish wave 1 strategies and continue to draft and consult on strategies to set a clear direction to Officers and Members		
			Q4: Publish wave 2 strategies and continue to draft and consult on strategies to set a clear direction to Officers and Members		
49	Work with partners to ensure resilience assurance for the delivery of major events 2017	Joe Reay	Q1 Review the plans and readiness/response activities likely to be required (in line with Resilience Assurance Process).	Delivery of Events	Meet our specific Equality Duties and build equality into everything we do
			Q2 Review and exercise the Cardiff Emergency Management Plan		
			Q3 Mitigate the gaps illustrated by the review.		
			Q4 Implement a readiness/response program which meets the expectations of UCL 2017.		
50	Ensure that the Cabinet is supported through high quality business and secretarial support	Joe Reay	Q1 Review Cabinet Business Process in response to new legislation	Cabinet Decisions / support are compliant with new legislation	Meet our specific Equality Duties and build equality into everything we do
			Q2 Undertake review of Cabinet Support as part of wider work on member support		
			Q3 Implement recommendations of the review		
			Q4 Finalise induction plan for Cabinet post-election		
51	Develop and implement the Digital First Strategy to manage communications campaigns	Joe Reay	Q1 Launch new Cardiff Newsroom website with enhanced social media connectivity	Increase in the number of social media	Support wider citizen consultation
			Q2 Integrate GovDelivery e-mail system to deliver personalised		



			communications to residents via subscription service	followers	and engagement with the Council and the decisions it makes
			Q3 Grow audience figures for GovDelivery user base. Grow audience across social media channels (Facebook and Twitter) to communicate with a wider audience through social media		
			Q4 Grow audience figures for GovDelivery user base. Grow audience across social media channels (Facebook and Twitter) to communicate with a wider audience through social media		
52	Implement the "Make the Difference/Employee Voice" campaign to engage with officers	Joe Reay	Q1 Complete project brief for Employee Voice and deliver calendar of employee engagement events. Launch staff survey (schools) to engage with employees	Increased numbers of staff participating in the employee survey	Support wider access to Council information and environments and participation in Council services
			Q2 Develop Make the Difference Moments campaign for internal communications creating "pride in the job" and creating content for internal and external communications		
			Q3 Launch Employee Survey 2016 with aim of growing participation numbers to engage with employees		
			Q4 Introduce more digital methods of communicating internally with staff, e.g. Cover it Live Q&A sessions, video to engage with a wider range of employees		
			Q1 Produce the Annual Review 15/16 of What Matters.	Annual Review Report produced and reported to relevant forums	Support wider citizen consultation and engagement with the Council and the decisions it makes
53	Deliver the Council's contribution to the city's new Public Services Board	Joe Reay	Q1. Establish the new Public Services Board and agree Terms of Reference	Board meetings held in accordance with statutory guidance for Well-being of Future Generations (Wales) Act 2015	
			Q2 Develop a What Matters Review Action Plan.	Production of Action Plan with Partners which	

				incorporates the Well-being Goals.	
			Q4 Agree well-being objectives for Public Services Board	Well-being objectives agreed by PSB	
Page 48 54	Provide a corporate research & engagement service through the Cardiff Research Centre	Joe Reay	Q1 Review Council's Research and Engagement programme in response to new legislation	Ensure CRC is providing service to Council and meeting requirements of new legislation	Support wider citizen consultation and engagement with the Council and the decisions it makes
			Q3 Undertake the Ask Cardiff Resident Survey	Inform the Council of citizen satisfaction with the city and individual services through high quality engagement activities.	
			Q3 Complete Wellbeing Assessment as required by the Future Generations Act	Well-being Assessment completed.	
			Q3 Complete Population Assessment under Social Services and Well-being Act	Population Assessment Completed	
			Q3-4. Developing and managing the Budget Consultation 2017-18	Production of high quality research that is able to influence finalisation of 2017-2018	

				budget.	
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## Directorate/Service Priorities (core business)

### Part 3 - Planning for the future

Actions will be taken during 2016-17 to mitigate the potential impacts in 2017-18 and 2018-19:

- Budget
- Improvement
- Risk
- Legislative changes

<b>Outcome</b>		<b>People in Cardiff are Healthy and Cardiff is clean and sustainable</b>			
<b>Priority</b>		<b>Priority 4: Working together to transform services</b>			
<b>Improvement Objective</b>		The City of Cardiff Council has effective governance arrangements and improves performance in key areas			
<b>Commitment/Strategy</b>		Ref No			
<b>Partners</b>					
<b>Ref</b>	<b>Potential Impacts</b>	<i>Officer Responsible</i>	<b>Mitigating Actions</b>	<b>Performance Measures / Evidence Ref</b>	<b>Link to Equality Objective</b>
55	Reduction of capacity	All	Review and revise HRPS Service Level Agreements (SLA's) to develop a tiered structure		Support wider access to Council information and environments and participation in Council services
			Investigate the feasibility of the OD Team using the Council's Apprenticeship Scheme to recruit an apprentice to the team		Provide support to those who may experience barriers to achieving their full potential
			Introduce a blended and agile approach to technology to enable officers to use the most appropriate channels/solutions		Meet our specific Equality Duties and build equality into everything we do
			Collaborate with partners to enable officers to access systems at multiple sites with partners through Wi-Fi		Support wider access to Council information and environments and participation in Council services
56	Generation of income	All	Generation of income for Enterprise Architecture		Support wider access to Council information and environments and participation in Council services

			Generation of revenue within Commissioning & Procurement to mitigate against a reduction in base budget and retain expertise and knowledge to provide a flexible service		Support wider access to Council information and environments and participation in Council services
			Increase the ability for Officers to self-serve in respect of commissioning & procurement utilising technology and training		Support wider access to Council information and environments and participation in Council services
			Implementation of the 5 year strategy through the rationalisation of the fleet, introduction of fleet management technology and establishment of income streams		Support wider access to Council information and environments and participation in Council services
			Implementation of the 5 year strategy through the introduction of technology, upskilling of staff and the marketing of the whole Facilities Management package		Support wider access to Council information and environments and participation in Council services
Page 51 57	Increased demand on services provided by Resources	All	Review the current finance model in relation to the provision of services to ADMs		Support wider access to Council information and environments and participation in Council services
			Investigate innovative ways of engaging with young people to change the current workforce including the working with the Cardiff and Vale College on the feasibility of Junior Apprenticeships (14-16 years)		Provide support to those who may experience barriers to achieving their full potential
			Review of ICT charging model to enable ICT to demonstrate clear costs of service provision and have a tiered approach to charging models for provision of ICT services to Directorates		Support wider access to Council information and environments and participation in Council services
			Development of the Performance & Partnership Teams to provide a flexible and resilient service		Support wider access to Council information and environments and participation in Council services

## Directorate/Service Priorities (core business)

### Measure Progress

#### Key Performance Indicators

The suite of indicators below link to actions being delivered that support the four Corporate Outcomes for Cardiff Citizens. There are a number of indicators across the eight areas of the directorate at a local indicator level and these feature in team plans.

Ref	Performance Indicator	2014-15 Result	2015-16 Result	2016-17 Target	2017/18 Target	Action Ref
	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	10.11	TBC	8.5	8	
	% of personal performance & development reviews completed for permanent staff	89%	TBC	95%	95%	
	% of middle managers at grade 7 and below to complete the Cardiff Managers Programme	N/A	TBC	50%	90%	
	% of the revised set of National Strategic Indicators and Public Accountability Measures that are in the top two quarters Nationally	40%	TBC	50%	50%	
	% of revised set National Strategic Indicators and Public Accountability Measures that meet set target	56%	TBC	60%	TBC	
	% of revised set of National Strategic Indicators and Public Accountability Measures that show an improving trend	60%	TBC	75%	TBC	
	Maintain customer/citizen satisfaction with Council services	88.8%	80.8%	69.3%	TBC	
	Number of children participating in the Challenging Extremism module	N/A	N/A	1000	1000	
	Council Tax Collection rates - The percentage of council tax due for the financial year which was received by the authority	97.03%	TBC	96.8%	TBC	
	NNDR Collections - The amount of non-domestic rates received during the year, net of refunds	95.63%	TBC	96%	TBC	
	The percentage of final grant claims processed and submitted by the service area within externally set deadlines	84%	TBC	95%	TBC	
	Number of users operationally using the ERDMS	100	TBC	3,000	TBC	
	Reliability of top 10 applications-	99.99%	TBC	99.90%	TBC	
	Internal Customer Satisfaction of ICT services	88.97%	TBC	90%	TBC	

	Number of Corporate Apprenticeships and traineeships offered	4	<b>TBC</b>	10	TBC	
	Reduce the levels of sickness absence to** (full time equivalent days) in 2015-16 (Resources)	7.29	<b>TBC</b>	<b>TBC</b>	TBC	
	Increase the % of personal performance & development reviews completed for permanent staff to 90% in 2015-16 (Resources)	<b>71%</b>	<b>TBC</b>	<b>95%</b>	<b>95%</b>	
	Internal Customer Satisfaction for HRPS First Point of Contact	<b>N/A</b>	<b>N/A</b>			
	CTS –Income generation	£206,197	<b>TBC</b>	TBC	TBC	
	Cleaning - Income generation	£5.8m	<b>TBC</b>	TBC	TBC	
	% of information requests meeting the statutory deadline (FOI)	75%	<b>TBC</b>	TBC	TBC	
	% of information requests meeting the statutory deadline (SAR)	92.72%	<b>TBC</b>	TBC	TBC	
	Number of Social Media Followers (Facebook and Twitter)	38,772	<b>62,127</b>		<b>TBC</b>	

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# **Economic Development Directorate Delivery Plan 2016-2018**

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<b>Measures</b>	-		
page	Key Performance Indicators		23

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## 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

# Introduction

## Corporate Business Plan

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.

### Measuring Progress

To ensure there is a 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

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 outcome) we want to achieve.

### 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.

# The Policy Framework



## Directorate Introduction

The City of Cardiff Council's Economic Development service provides an important facilitative role in promoting the growth and development of the Cardiff economy.

The service has steadily reduced its subsidy from the Council over a number of years as it aims to become self-sufficient and resilient to financial pressures faced by the Council. In this context a significant level of service has been maintained through successful partnership working with a range of public and private sector partners.

The service would therefore like to acknowledge the important role of our partners, particularly the private sector in helping the service to achieve its successful outcomes for the city and the city-region.

## Core Business

**Economic Development** has a key role in supporting growth in the Cardiff economy and the wider city region by raising the profile of the city, attracting investment, supporting business growth and facilitating the delivery of key business infrastructure.

**Culture, Tourism, Venues and Events (CTVE)** is responsible for the management and operation of key Council facilities such as New Theatre, St David's Hall and the Castle; for attracting, supporting and delivering a range of major events; attracting visitors and managing their experience of the city; and delivering the Council's Commercial Catering and Protocol services. Tourism covers the destination marketing efforts of the city and manages a destination website through [www.VisitCardiff.com](http://www.VisitCardiff.com), account manages a membership network, a full Cardiff Convention Bureau service, an operational Tourist Information Centre and the strategic tourism agenda for the capital.

The **Strategic Estates** Department serves as the corporate landlord for the Council's property portfolio. It manages strategic use of the operational estate and advises all services within the Council in respect of any property requirements. It also manages the Council commercial investment portfolio made up of assets that held with the sole purpose of generating income.

**Major Projects** supports public and private sector partners to deliver a range of major infrastructure projects around the city including Central Square, the International Sports village, Dumballs Road, and other key sites and projects across the city centre and Cardiff Bay.

**Projects, Design & Development (PDD)** provides a multi-disciplinary 'one stop' shop' range of professional services for the delivery of built environment solutions serving all internal service areas within the Council.

## Our Achievements during 2015 – 16

The Economic Development Directorate consist of 137 people engaged in the delivery of strategic economic development and property related services; and 139 people that manage and operate key Council venues including the Castle, City Hall, St David's Hall and New Theatre. It has been a very productive year in the face of an extremely challenging financial pressures. Some highlights are listed below:

- Secured the UEFA Champions League Final 2017
- Delivered the new Ice Arena Wales
- Supported the successful City Deal process
- Delivered the inaugural 2015 Velothon Wales Cycling event
- Secured the Volvo Ocean Race transatlantic leg of the race
- Delivered the new Welsh Language and Culture Hub
- Delivered the Tramshed refurbishment
- Initiated the Coal Exchange restoration
- Secured over 3,900 new or safeguarded jobs
- Published a new Tourism Strategy & action plan for Cardiff 2015-2020
- Worked with businesses to attract over £10 million in external finance
- Initiated the Business Improvement District (BID) process
- Managed over 300 capital programme projects
- Established a new Social Innovation Fund
- Office rationalisation project implemented move of circa 800 people
- Secured the BBC HQ at Central Square
- Published inaugural Corporate Asset Management Plan
- Secured Cardiff's place in the UK Core Cities group
- Developed the City Centre and Bay draft Masterplans
- New and improved management of Central Market
- Delivered the IAAF Cardiff University World Half Marathon 2016
- Completed 2 secondary school and 4 primary school refurbishment projects
- The New Theatre delivered the highest grossing show ever, Aladdin achieving £1.23 million
- Established a new corporate approach to property management
- Hosted 8 matches of the Rugby World Cup, Fanzone and created the 'ball in the wall' spectacular
- Delivered 5 Regional Tourism Engagement Fund Tourism projects
- Supported the preparations for the Roald Dahl 100 celebrations
- Delivered the Cardiff Convention 2015
- Cardiff Story Museum awarded a Visit Wales Gold Accolade
- Delivered £6.7 million capital receipts

**Economic Development** has actively supported an improvement in the local economy and has been directly involved in the delivery of almost 4,000 new or safeguarded jobs in Cardiff. Overall, business activity has improved and unemployment has fallen consistently over the course of the year from 2.6 in May 2015 to 2.3 in November 2015.

Working with 10 local authorities across the Cardiff Capital City Region we have agreed proposals with central and Welsh government for a City Deal with an investment fund of £1.2 billion. The Cardiff Capital Region City Deal aims to deliver up to 25,000 new jobs and bring forward at least £4 billion of additional investment from local partners and the private sector by 2036.

**Culture, Tourism, Venues and Events (CTVE)** developed and/or supported the delivery of over 40 events in 15/16 including 8 Rugby World Cup 2015 fixtures (valued at in excess of £315m to the city), supporting Fanzone and the 'ball in the wall' spectacular and the World Half Marathon Championships. Supported the successful Champions League Final 2017 bid valued in excess of £40m. Secured £63,200 in grant funding for Cardiff Story Museum and a further £481,000 for the Museum's community partner projects. City Hall, Cardiff Castle, New Theatre and St David's hall have all exceeded retained income targets with the New Theatre delivering both the highest ever grossing week-long show, Rocky Horror Show taking £241k and the highest grossing show ever, Aladdin achieving £1.23 million. Coupled with the highest average attendance for over 20 years the year has been by far the most successful ever at the New Theatre box office with sales exceeding £4.9 million gross. St David's Hall successfully staging Cardiff Singer of the World 2015 and delivered an all-time record of paid attendances with 215,000 tickets sold across the year and a record retained income result of £1.45m. A new Tourism Strategy and action plan 2015-17 has been approved and is being implemented. Visit Cardiff successfully managed and delivered five RTEF (Regional Tourism Engagement Fund) projects worth £251,000 on behalf of Cardiff and other Local Authorities in South East Wales. VisitCardiff.com was also successfully re-launched as the official destination website for the city.

**Strategic Estates** has exceeded the majority of targets set out in the Corporate Asset Management Plan (CAMP). The gross internal floor area of the estate was reduced by 3.5%, the property maintenance backlog was reduced by in excess of £4.4m, the running cost of the estate was reduced by £1m and more than £6.7m was realised in capital receipts. A new approach to Corporate Property Management has been introduced. A range of transactions were achieved through freehold and leasehold disposals, Community Asset Transfers (CATs) and relinquishment of assets by way of lease surrender.

**Major Projects** has delivered, with partners, 180,000 square feet of Grade A offices as part of a new business district in the vicinity of central station with a further 135,000 sqft of speculative grade A space under construction. Lease signed by the BBC for a new HQ of 180,000 sqft is also under construction. A £400m funding deal between Rightacres and Legal & General has been secured. The Ice Arena Wales building has been completed at the International Sports Village (ISV).

**Projects, Design & Development (PDD)** worked on over 300 projects, the more significant of which were: Pontprennau Primary, extensions to Mount Stuart Primary, Hywel Dda, Llanishen High, Whitchurch High and delivery of the City Centre Hub and St. Mellons Phase 1 Hub. BREEAM accreditation was achieved on all significant schools projects.

## Key Aspirations for 2016-17

- Unlock the Dumballs Road regeneration scheme
- Agree a plan for City Hall
- Deliver the Corporate Asset Management Plan targets for the operational estate
- Progress Phase 2 of the ISV development
- Deliver the Central Transport Interchange Project
- Launch the City Centre and Cardiff Bay Masterplans
- Prepare for the Champions League Final & the Volvo Ocean Race
- Establish a new Sales & Marketing team in CTVE
- Implement the successful restructuring of the Castle
- Attract a major inward investment project
- Deliver a Business Improvement District ballot
- Agree a signature event for Cardiff with partners
- Complete the Culture ADM
- Create a new Investment Property Board to improve revenue potential
- Unlock the Callaghan Square redevelopment
- Support delivery of the City of the Unexpected event
- Progress delivery of the City Deal
- Agree a plan for the spatial expansion of Cardiff University
- Progress the Multi-purpose Indoor Arena project
- Implement the successful restructuring of Strategic Estates
- Unlock the Brains Brewery regeneration scheme
- Secure the Government Property Hub project
- Develop a further family attraction for Cardiff Castle
- Establish a Cardiff Ambassador programme for all key venues and attractions to support the TIC offer.
- Further promote public sector property partnership opportunities

### **Economic Development**

- Reduce unemployment, increase average earnings and reduce the number of NEETS.

### **Culture, Tourism, Venues and Events**

- Further implement partnership working with the private sector to ensure delivery of a substantial major events programme.
- Develop a close relationship with the wider region to successfully grow the value of tourism over the next five years delivering increased length of stay, repeat visits and greater economic benefits for the region. During 2016/17 we aim to increase tourism numbers and overnight stays by 2%.

### **Strategic Estates**

- Deliver new targets in the 2016/17 Corporate Asset Management Plan to continue to reduce the gross internal floor area by 3.2%, total running cost by £1.6m and maintenance backlog of the estate by £3.8m, and deliver capital receipts of £3.78m.
- Implement a better and reinforced corporate landlord model through more robust and intensive asset management



# Resources

## Staff Numbers & Characteristics

	Number	
FTE staff	245	
Number of Staff (Headcount)	276	
	%	No
Temp (Contract Type)	3%	8
Perm	97%	268
	<b>Total</b>	<b>276</b>

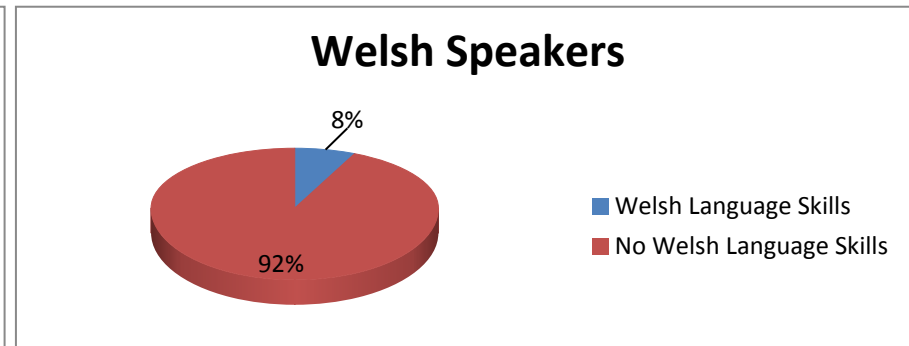
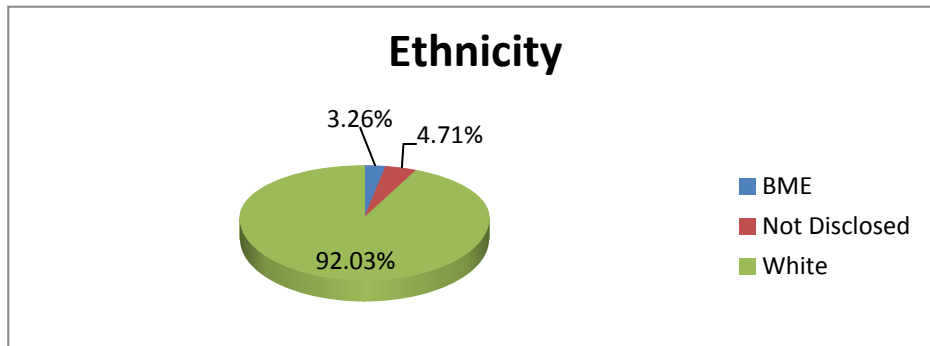
Age Group by Gender	Female	Male	Total
16-24	3	4	7
25-34	25	21	46
35-44	32	34	66
45-54	40	42	82
55-64	20	47	67
65+	4	4	8
<b>Total</b>	<b>124</b>	<b>152</b>	<b>276</b>

Salary Band (FTE)	Total	%
Below £16k	39	14%
£16k-£22,999	93	34%
£23k-£27,999	38	14%
£28k-£32,999	37	13%
£33k -£39,999	51	18%
£40k +	18	7%
<b>Total</b>	<b>276</b>	

Directorate Level							
Age Profile	16-24	25-34	35-44	45-54	55-64	65+	Total
% of Staff	2.54%	16.67%	23.91%	29.71%	24.28%	2.90%	
Number of Staff	7	46	66	82	67	8	276

Gender	%	Total
Male	55%	152
Female	45%	124
<b>Total</b>		<b>276</b>

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Strategic Estates is in the process of being restructured to improve operational delivery and to deliver savings.

CVTE is being restructured to create a new consolidated Sales & Marketing team to improve cross-selling and Cardiff Castle is being restructured to reduce the requirement for overtime and agency staff.

## Finance

### Directorate Budget for 2016/17

Budgets	Budget 2016/17			2016/17 Savings £000	2016/17 Employee Expenditure £000
	Expenditure £000	Income £000	Net £000		
Business & Investment	1,685	-1046	639	-250	746
City Centre Management	262	-259	3	-170	86
Construction Design	2,859	2,858	1	0	1,792
Culture, Venues & Events	19,696	-17,352	2,344	-659	7,256
Major Projects	1,950	-792	1,158	-91	286
Property	2,049	-5,247	-3,198	-117	964
Service Management & Support	216	-88	128	-89	193
Tourism, Development & Visitor Services	585	-429	156	-36	375
<b>Total</b>	<b>29,302</b>	<b>-28,071</b>	<b>1,231</b>	<b>-1,412</b>	<b>11,698</b>

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### Key Context & Challenges

The directorate has worked closely with trade unions to deliver budget savings in 2015-16 mainly through voluntary severance, increased income and capitalisation of posts. Despite ongoing public sector austerity we intend to meet the 2016-17 budget savings of £1,286,000 by redesigning services to reduce staffing costs and implementing additional income streams.

Budget savings have been identified through an alternative delivery model for operating arts venues and delivering construction and design services. We have commenced the procurement process for arts venue operators in order to reduce our operational costs. Once completed the new operating model will deliver significant savings for the Council while ensuring a sustainable future for cultural venues. In addition, a decision on whether to progress an Infrastructure alternative delivery model for construction and design services will be determined by Cabinet in May 2016.

# Action Plan and Performance Measures

## Part 1 – Corporate Plan and Cardiff Partnership Priorities

<b>Outcome</b>	Cardiff has a Prosperous Economy				
<b>Priority</b>	Creating more jobs and better paid jobs				
<b>Improvement Objective</b>	<i>Cardiff has more employment opportunities and higher value jobs</i>				
<b>Commitment</b>	<b>Ref No CP1</b>	<b>Facilitate growth in the Financial and Professional Service sector by working with partners to deliver 300,000 square feet of Grade A office accommodation within the Cardiff Central Enterprise Zone by March 2018.</b>			
<b>Partners</b>	Private Sector Property Developers and stakeholders				
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
1	Progress the Central Square regeneration scheme	John Worrall	Q1 Agree funding package for Interchange building	ED005	n/a
			Q2 Secure planning permission for building 2		
			Q3 Agree masterplan for land north of Wood Street		
			Q4 Submit planning application for St Davids house demolition		
2	Progress Central Square public realm	John Worrall	Q1 Agree fixed price contract	ED005	1
			Q2 Consultation with stakeholders to agree phasing plan		
			Q3 Commence underground infrastructure works		
			Q4 Progress underground infrastructure works		

<b>Outcome</b>	Cardiff has a Prosperous Economy				
<b>Priority</b>	Creating more jobs and better paid jobs				
<b>Improvement Objective</b>	<i>Cardiff has more employment opportunities and higher value jobs</i>				
<b>Commitment</b>	<b>Ref No CP2</b>	<b>Implement governance arrangements and a delivery plan for the Cardiff Capital Region City Deal by March 2017.</b>			
<b>Partners</b>	SE Wales Local Authorities, WG, the business community and UK Government Department				
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
3	Progress the City Deal	Ken Poole	Q1 Outline agreement with UK Government on Heads of Terms	Governance and agreed programme	n/a
			Q2 Draft new project prioritisation framework		
			Q3 Establish governance		
			Q4 Final agreed programme		

4	Attract a public sector hub project for Cardiff	Ken Poole	Q1	Finalise business cases	Public sector hub site secured	n/a
			Q2	Obtain approval from government to commence		
			Q3	Agree preferred development approach		
			Q4	Secure site		

<b>Outcome</b>	Cardiff has a Prosperous Economy				
<b>Priority</b>	Creating more jobs and better paid jobs				
<b>Improvement Objective</b>	<i>Cardiff has more employment opportunities and higher value jobs</i>				
<b>Commitment</b>	<b>Ref No CP3</b>	<b>Progress delivery of the Multi-Purpose Arena project by March 2017.</b>			
<b>Partners</b>					

Ref	Directorate/Service Action	Officer Responsible	Milestones		Performance Measures / Evidence Ref	Link to Equality Objective
5	Secure a preferred site for the delivery of the Multi-Purpose Arena	John Worrall	Q1	Clarify new delivery approach	n/a	n/a
			Q2	Secure option on preferred site		
			Q3	Complete detailed site appraisal and masterplan		
			Q4	Finalise detailed cost plan		

<b>Outcome</b>	Cardiff has a Prosperous Economy				
<b>Priority</b>	Creating more jobs and better paid jobs				
<b>Improvement Objective</b>	<i>Cardiff has more employment opportunities and higher value jobs</i>				
<b>Commitment</b>	<b>Ref No CP4</b>	<b>Work with Cardiff University to deliver the masterplan for the Civic Centre heritage quarter including a detailed options appraisal for the City Hall by March 2017.</b>			
<b>Partners</b>	Cardiff University				

Ref	Directorate/Service Action	Officer Responsible	Milestones		Performance Measures / Evidence Ref	Link to Equality Objective
6	Commence development of the Civic Centre Heritage Quarter	Tim Levenson	Q1	Report on proposals and implementation priorities	Authorisation to commence	7
			Q2	n/a		
			Q3	Agree implementation programme		
			Q4	Commence implementation programme		
7	Complete a detailed options appraisal for City Hall	Tim Levenson	Q1	Agree brief and appoint consultant	Draft detailed option appraisal	1
			Q2	Complete draft detailed options appraisal		
			Q3	n/a		
			Q4	Report on appraisal		

<b>Outcome</b>	Cardiff has a Prosperous Economy				
<b>Priority</b>	Creating more jobs and better paid jobs				
<b>Improvement Objective</b>	<i>Cardiff has more employment opportunities and higher value jobs</i>				
<b>Commitment</b>	<b>Ref No CP5</b>	<b>Develop Cardiff Bay as a creative industries cluster including a plan for the regeneration of the Mount Stuart Square heritage quarter and the continued development of the Cardiff Bay waterfront by March 2017.</b>			
<b>Partners</b>	Welsh Government and private sector partners				

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
8	Facilitate the regeneration of the Mount Stuart Square Heritage Quarter by attracting investment in key heritage buildings.	Tim Levenson	Q1 – Q4 Identify investors for key sites such as the Coal Exchange, the derelict sites on James St, the former Bute Street Station and the former Custom House and identify opportunities for investment in public realm improvements.	n/a	n/a
9	Develop Porth Teigr, Cardiff Bay as a creative industries cluster, including: <ul style="list-style-type: none"> <li>The C Shed</li> <li>Doctor Who</li> </ul>	Tim Levenson	Q1 The C Shed - seek agreement on the diversion of Cargo Road Doctor Who – investigate potential future uses for the building	n/a	n/a
			Q2 The C Shed - review future development options		
			Q3 The C Shed - facilitate agreement on option to develop		
			Q4 Doctor Who – agree future use in advance of end of lease.		

<b>Outcome</b>	Cardiff has a Prosperous Economy				
<b>Priority</b>	Creating more jobs and better paid jobs				
<b>Improvement Objective</b>	<i>Cardiff has more employment opportunities and higher value jobs</i>				
<b>Commitment</b>	<b>Ref No CP6</b>	<b>Progress Phase 2 of the International Sports Village development by March 2017.</b>			
<b>Partners</b>	Private Sector Property Developers and stakeholders				

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
10	Implement Phase 2 of the Development Agreement	John Worrall	Q1 Prepare Retail 3 site for parking	n/a	1
			Q2 Prepare Retail 3 site for parking		
			Q3 Agree development plan for phase 2 with developer		
			Q4 Enter contract for delivery of phase 2		

<b>Outcome</b>	Cardiff has a Prosperous Economy				
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<b>Priority</b>	3: Creating more jobs and better paid jobs					
<b>Improvement Objective</b>	3.1: Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure					
<b>Commitment</b>	<b>Ref No: CP7</b>	<b>Work with 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</b>				
<b>Link to Medium Term Financial Strategy</b>						
<b>Partners</b>	Public Transport Operators, Architectural and Design Team					
Ref	Directorate/Service Commitments	Officer Responsible	Milestones		Performance Measures / Evidence Ref	Link to Equality Objective
11	Progress delivery of the new Central Transport Interchange project	Claire Moggridge	Q1	Completion of Transport Assessment in support of preparation of planning application and commencement of demolition works	Project Plan / Highlight Report	2
			Q2	Submit planning permission		
			Q3	Commencement of groundworks		
			Q4	Discharge of reserved matters		

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<b>Outcome</b>	Cardiff is a Great Place to Live, Work and Play					
<b>Priority</b>	Working together to transform services					
<b>Improvement Objective</b>	<i>The City of Cardiff Council makes use of fewer but better buildings</i>					
<b>Commitment</b>	<b>Ref No CP8</b>	<b>Deliver the approved Property Strategy.</b>				
<b>Partners</b>	<<List key partners organisation>>					
Ref	Directorate/Service Action	Officer Responsible	Milestones		Performance Measures / Evidence Ref	Link to Equality Objective
12	Establish a new agreed strategy for the Council's Investment Estate by March 2017	Helen Jones	Q1	n/a	Advisor appointed	1
			Q2	Appoint advisor and fully implement governance and reporting structure		
			Q3	n/a		
			Q4	Report income and set out proposals for future years		
			Q1	Deliver annual targets as set out in the Corporate Asset Management Plan	ED014 reduction in	

	management of the Operational Estate		Q2 Deliver annual targets as set out in the Corporate Asset Management Plan	running cost (£1.6m), ED018 capital receipts (£3.78m)	
			Q3 Deliver annual targets as set out in the Corporate Asset Management Plan		
			Q4 Deliver targets as set out in 2016/17 Corporate Asset Management Plan		
14	Implement the next phase of the Office Rationalisation project	Helen Jones	Q1 n/a	Relinquish-ment of Assets	
			Q2 n/a		
			Q3 Complete staff moves into County Hall		
			Q4 Establish business case for core office use for future years		
15	Develop a single system to hold appropriate asset management information	Helen Jones / Matt Seymour	Q1 Finalise full business case including option appraisal	Business Case reviewed by IRB	
			Q2 Submit business case to the Investment Review Board (IRB) for approval		
			Q3 n/a		
			Q4 n/a		

## Directorate/Service Priorities (Core Business)

### Part 2 – Core Business Priorities

<b>Outcome</b>		Cardiff has a thriving and prosperous economy				
<b>Priority</b>		Creating more jobs and better paid jobs				
<b>Improvement Objective</b>		Cardiff has more employment opportunities and higher value jobs				
<b>Commitment/Strategy</b>		Ref No	n/a			
<b>Partners</b>						
Ref	Directorate/Service Action	Officer Responsible	Milestones		Performance Measures / Evidence Ref	Link to Equality Objective
16	Deliver 4 successful Social Innovation Fund (SIF) project funding applications	Ken Poole	Q1	Deliver 1 successful SIF project funding applications	4 SIF applications	7
			Q2	Deliver 1 successful SIF project funding applications		
			Q3	Deliver 1 successful SIF project funding application		
			Q4	Deliver 1 successful SIF project funding application		
17	Progress proposals for a city centre Business Improvement District	Ken Poole	Q1	Finalise Business Plan	Ballot outcome	1
			Q2	Hold Ballot		
			Q3	If successful work with BID to establish working arrangements		
			Q4	n/a		
18	Attract or support business to expand or locate in Cardiff	Ken Poole	Q1	Secure at least 1 new inward investment or expansion project	EEI001	1
			Q2	Secure at least 1 new inward investment or expansion project		
			Q3	Secure at least 1 new inward investment or expansion project		
			Q4	Secure at least 1 new inward investment or expansion project		



<b>Outcome</b>		<b>Cardiff is a great place to live, work and play</b>				
<b>Priority</b>		<b>Working together to transform services</b>				
<b>Improvement Objective</b>		<b>Communities and partners are actively involved in the design, delivery and improvement of highly valued services</b>				
<b>Commitment/Strategy</b>		Ref No	<b>Tourism Strategy and action plan 2015-2020</b>			
<b>Partners</b>		<i>Private and public sector stakeholders</i>				
Ref	Directorate/Service Action	Officer Responsible	Milestones		Performance Measures / Evidence Ref	Link to Equality Objective
19	Deliver the approved Tourism Strategy	Heledd Williams	Q1	Deliver Regional Tourism Engagement Fund projects	PED013 ECR15a	
			Q2	Deliver the agreed plan		
			Q3	Deliver the agreed plan		
			Q4	Deliver the agreed plan		
20	Rationalise CVT&E Sales, Marketing and Sponsorship Functions	Kathryn Richards	Q1	Review current structure and realign service against financial targets	Realign service	
Page 71 27	Complete Cultural Alternative Delivery Model	Kath Richards	Q1	Invitation to submit final tender draft May 2016 ODR to approve final Tender Documentation June 2016		1
			Q2	Issue final Tender documents Evaluation of tender documentation July 2016 TU consultation Aug. 2016 Confirm award to successful bidder Sept 2016		
			Q3	Final Scrutiny, Cabinet and Council consideration		
			Q4	Implementation complete January 2017		
22	Work with partners to complete preparations for the Volvo Ocean Race 2018	Kathryn Richards	Q1	Establish VOLVO Local Organising Committee (LOC)	Preparations delivered against event milestones	1
			Q2	Work with partners to develop event milestones		
			Q3	Monitor against event milestones and report progress on a monthly basis to Cabinet Member.		
			Q4	Monitor against event milestones and report progress on a monthly basis to Cabinet Member.		
23	Deliver arrangements to host the UEFA Champions League 2017 in Cardiff	Kathryn Richards	Q1	Establish internal authority delivery group (ADG) with responsibility for the management and fulfilment of the Host City Agreement.	Deliver event within budget and resources	1
			Q2-4	Monitor against event milestones and report progress on a monthly basis to Cabinet Member.		

<b>Outcome</b>	<b>Cardiff is a great place to live, work and play</b>					
<b>Priority</b>	<b>Working together to transform services</b>					
<b>Improvement Objective</b>	<b>Communities and partners are actively involved in the design, delivery and improvement of highly valued services</b>					
<b>Commitment/Strategy</b>	Ref No	<b>Tourism Strategy and action plan 2015-2020</b>				
<b>Partners</b>	<<List key partners organisation>>					
<b>Ref</b>	<b>Directorate/Service Action</b>	<i>Officer Responsible</i>	<b>Milestones</b>		<b>Performance Measures / Evidence Ref</b>	<b>Link to Equality Objective</b>
<b>24</b>	Implement Building Information Modelling (BIM) into Projects Design & Development (PDD) working practices	Phil Dee	Q1	Liaise with ICT to work through adaptations to Sharepoint necessary to allow BIM to function. Instigate a trial project and within the Execution Plan involving Strategic Estates Department (SED) and Facilities Management as key participants	Smooth integration of BIM throughout trial project	1
			Q2	Facilitate PDD/SED/FM monitoring meetings during design phase		
			Q3	Facilitate PDD/SED/FM monitoring meetings during construction phase		
			Q4	Review trial project and level of SED and FM integration into process. Disseminate lessons learnt.		

## Directorate/Service Priorities (core business)

### Part 3 - Planning for the future

<b>Outcome</b>		<b>Cardiff is a Great Place to Live, Work and Play</b>			
<b>Priority</b>		<b>Working together to transform services</b>			
<b>Improvement Objective</b>		<b>Communities and partners are actively involved in the design, delivery and improvement of highly valued services</b>			
<b>Commitment/Strategy</b>		Ref No	n/a		
<b>Partners</b>					
Ref	Potential Impacts	Officer Responsible	Mitigating Actions	Performance Measures / Evidence Ref	Link to Equality Objective
25 Page 73	To develop alternative methods of delivering the Cardiff Story Museum services, focussing on increasing off-site provision in addition to on-site permanent galleries	Kathryn Richards	Develop partnerships with Cardiff's communities to establish programme of off-site events and exhibitions.	n/a	
			Develop concept of major project Guerrilla Museum to establish shadow museum to tour temporary exhibitions to locations across Cardiff.		
			Prepare business case, consultation with community, identify funders and sponsors		
			Seek funding and sponsorship for 'Guerrilla Museum' project		
26	Develop a new family attraction at Cardiff Castle	Kathryn Richards	Develop a business case for a new family attraction at Cardiff Castle potentially incorporating the Black Tower.	n/a	
27	Commercial catering to explore feasibility of professional plated banqueting and chill system	Kathryn Richards	Consider the business case for potential investment in a plated banqueting and chill system.	n/a	
28	Review the financial viability of all remaining commercial retail units	Kathryn Richards	Review current operation and establish future options for delivery	n/a	

## Directorate/Service Priorities (core business)

### Measure Progress

#### Key Performance Indicators

Ref	Performance Indicator	2014-15 Result	2015-16 Result	2016-17 Target	2017/18 Target	Action Ref
<b>Council Wide Performance Measures</b>						
1	The number of working days/shifts per full-time equivalent (FTE) lost due to sickness absence	4.22	Target: 6 Result:			
2	% PPDR Completion	97.2%				
<b>Economic Development Team</b>						
3	(ED005) Sq ft of 'Grade A' office space committed for development in Cardiff (*Q3 result) (measuring grade 'A' office space from commencement of development; previously this was based on approval of grade 'A' planning applications)	n/a	n/a	150,000	150,000	
4	(EEI001) New and safeguarded jobs in businesses supported by the Council, financially or otherwise (*Q3 result)	2,395	Target: 1,000 Result: 2,099*	500	500	
5	(ED006) The amount of grant aid and private sector finance attracted by companies assisted by the Council	Target: £2 million Result: £3,816,513	Target: £3 million Result:	£3 million	£3 million	
6	(F&ED D) GVA per capita (compared to UK average)	Target: 100% Result: 98.3%	Target: 98% Result:	98%	98%	
7	(F&ED E) Unemployment (compared to Welsh average) (2.9% Feb 2014 - 2.6% Wales)	Target: (below Wales av) Result: 2.9%	(below Welsh av)	(below Welsh av)	(below Welsh av)	

Ref	Performance Indicator	2014-15 Result	2015-16 Result	2016-17 Target	2017/18 Target	Action Ref
8	(ED007) The percentage of Council workshops let	Target: 90% Result: 92.1%	Target: 90% Result:	90%	90%	
9	(ED011) Customer Satisfaction (Workshop Tenants)	New	Target: 75% Result: 83.3%	75%	75%	
10	(ED012) Customer Satisfaction (Businesses)	New	Target: 75% Result: 84.4%	75%	75%	
11	(CCM001) City Centre Footfall	Target: 40 million Result: 38.98m	Target: 40 million	40 million	40 million	
<b>Strategic Estates Team</b>						
12	(ED014) Reduction in Gross Internal Area (GIA) of buildings in operational use	2.5%	Target: 3.5% Result:	3%	5%	
13	(New) Reduction in total running cost of occupied operational buildings (measuring total running cost; previously this was based on average running cost)	n/a	n/a	4.2%	4.4%	
14	(ED018) Reduction in maintenance backlog	£900k	Target: £4.3m Result:	£3.2m	£6.7m	

Ref	Performance Indicator	2014-15 Result	2015-16 Result	2016-17 Target	2017/18 Target	Action Ref
15	(New) Revenue savings delivered through Property Rationalisation (savings achieved through a reduction in the operational estate running costs)	n/a	n/a	£1.6m	£1.58m	
16	(New) Capital receipts delivered through Property Rationalisation (income generated through the sale of Council land and buildings)	n/a	n/a	£3.78m	£21.6m	
17	Investment Portfolio Income (rental income from land and buildings managed by the Council)	£4.023m	Target: £4.3m Result:	£4.436m	tbc	

**Culture, Venues & Events Team**

18	(PED013) Number of overnight stays in Cardiff	1.9m (2014)	Baseline 1.9m	+2%	+2%	
19	(ECR15a) Number of visitors to Cardiff	19.5m (2014)	Baseline 19.5m	+2%	+2%	
20	(CUL/01) Number of Paid Attendances at St David's Hall and New Theatre	382,000	Target: Result:	392,000	tbc	
21	(CUL/06) Retained Income For St David's Hall and New Theatre	£1,289,492	Target: Result:	£1,483,480	tbc	
22	(VT 2b) Total Income For City Hall	£752,540	Target: Result:	£662,610	£700,000	
23	(VM1a) Number of Attendances At Cardiff Castle (paid admissions)	274,285	Target: Result:	tbc	tbc	
24	(VT 2c) Cardiff Castle Total Income	£3,367,462	Target: Result:	tbc	tbc	

**Projects, Design & Development Team**

25	(DC2) Design Construction Management (DCM) End User project satisfaction	Target: 75% Result: 80.25%	Target: 75% Result:	75%	75%	
26	(DC2A) Design Construction Management (DCM) Internal Client Satisfaction Survey PDD Service area client annual survey - overall service provided	Target: 75% Result: 79.55%	Target: 75% Result:	75%	75%	



# **Communities, Housing & Customer Services Directorate Delivery Plan 2016-17**

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## Introduction

### Corporate Business Plan

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.

### Measuring Progress

To ensure there is a 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 requires 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 outcome) we want to achieve.

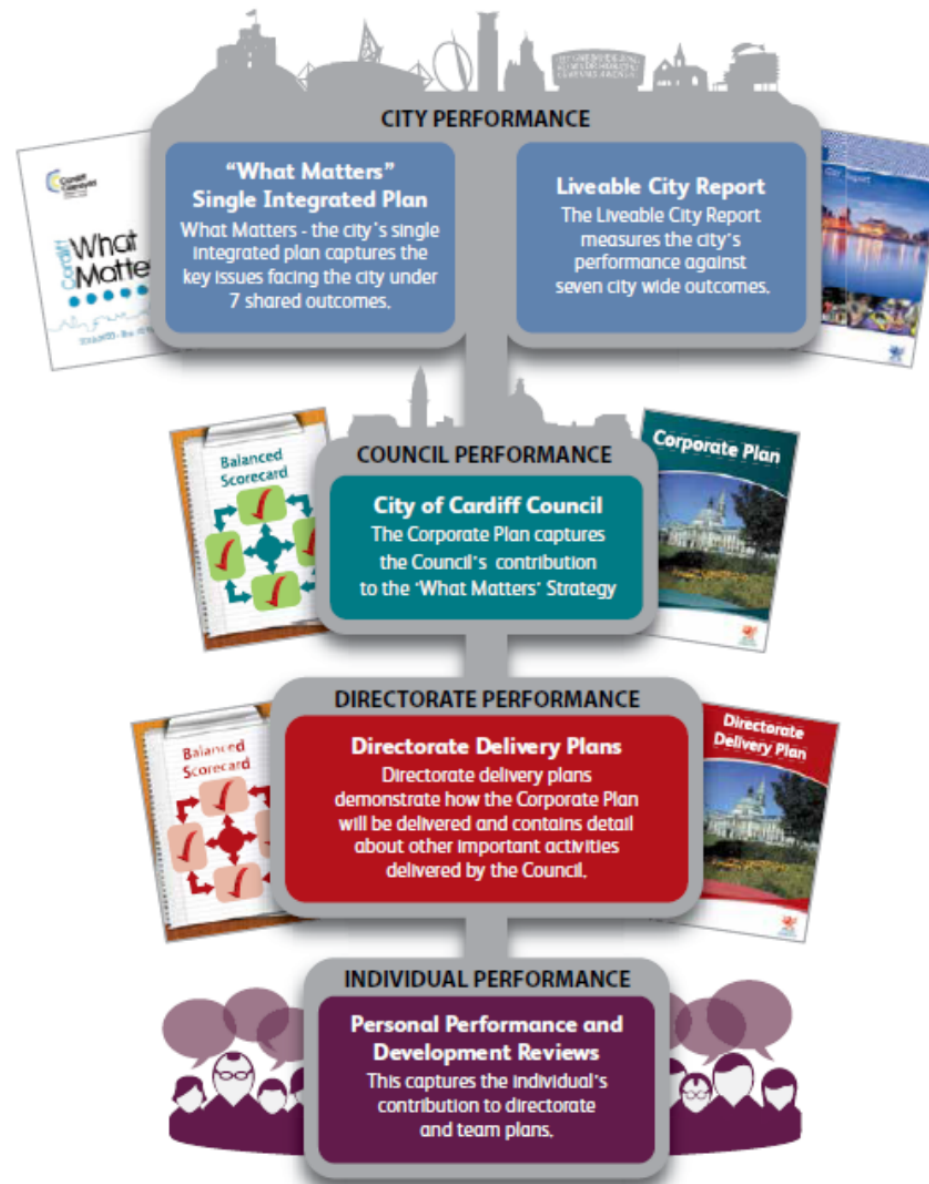
### Commitments

- 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.

# The Policy Framework



### Housing & Communities

#### Council Housing

- The service manages and maintains 13,586 council homes, 1,193 leaseholder properties and 2 Gypsy sites across the city.
- The **Community Maintenance Service** manages and provides a responsive maintenance and improvement service that ensures homes meet the Welsh Housing Quality Standard and are safe and secure. The service also carries out a planned programme of improvements and delivers disabled adaptations for both council and private properties.
- The **Tenancy Team** ensures that council tenants and leaseholders comply with their tenancy conditions, offering help and advice to tenants. The team ensures that occupied properties are well looked after and takes enforcement action where necessary to ensure that this is the case.
- The **Finance Teams** work to prevent and recover rent arrears, housing benefit overpayments and recoverable repairs.
- The **Caretaking Services** Team maintains the cleanliness of over 800 council blocks.
- The housing **Anti-Social Behaviour Team** works with those suffering from anti-social behaviour, as well as the perpetrators, to resolve the issue where possible, or to take action against the perpetrator if necessary.
- The **Social Lettings Unit** manages the Common Housing Waiting List and the Common Allocation process, working closely with Housing Associations to ensure that properties are let to those most in need. The unit also manages empty properties (voids) and ensures they are let promptly.

#### The Benefit Service

- The service helps nearly 38,000 households within Cardiff to pay their rent or Council Tax through payment of Housing Benefit and the Council Tax Reduction Scheme. The service also manages a Discretionary Housing Payment fund, helping the most vulnerable people in Cardiff. A Take-Up service is provided for potential customers, as well as a dedicated support service for private landlords. The service further assesses claims for Free School Meals and Uniform Grants.

#### Community Hubs

- The service manages community hubs in St Mellons, Llanrumney, Rumney, Ely and the City Centre Advice Hub in Central Library and provides key services in the Butetown Hub. All hubs offer a wide range of services such as library services, housing and benefit advice, Into Work advice and deal with general council enquiries, such as waste management and street lighting.

### Advice Services

- The **Housing & Benefit Enquiry** service provides housing, benefit and related advice across the city.
- **Into Work Services** provide Job Clubs, work based training and provides local labour market support and expertise to employers.
- **Housing Advice** – A Housing Solutions service is offered in hubs across the city, with all applicants to the Common Waiting List offered tailored housing advice to meet their needs. The Cardiffhousing.co.uk website offers information about rented and affordable accommodation in Cardiff and aims to help those looking for a home make choices about the most suitable option for them. It also gives landlords the opportunity to advertise their properties, and provides information about required accommodation standards, accreditation options and other issues.
- **Money Advice** is provided by the Council's Money Advice Team in the Advice Hub, previously located at Marland House. The Advice Hub also provides guidance on a wide range of topics such as Welfare Benefits, Council Tax, Debt, Consumer, Savings, Loans, Gas and Electricity from partners including the Citizens Advice Bureau.

### Homeless Outreach, Hostels and Gypsy & Traveller Sites

- The **Outreach Team** works with statutory and non-statutory partners to provide one to one support to people sleeping rough, including access to suitable accommodation and other support services as appropriate.
- Manages the Council's hostels and temporary accommodation schemes for vulnerable clients in need of support and accommodation.
- Works to provide and manage two sites to meet the cultural need of Gypsies and Travellers in Cardiff.

### First Point of Contact

- The **First Point of Contact** is a dedicated phone line that provides advice and assistance about a wide range of support that is available to promote independence, reducing demand on Social Services.

### Independent Living Service

- Helps clients' independent living and quality of life within their own home environment by providing a holistic service, including advice about specialist housing solutions, disabled adaptations, income maximisation and activities to prevent social isolation.
- The service also provides targeted loans to older people to repair homes within the private sector.

### Supporting People

- The **Supporting People** programme delivers housing-related support to vulnerable clients in a variety of settings. The team plan and develop services with the aim of maximising independence. Services are provided in house, and by a range of partner support providers who are monitored to ensure the services provided are of a high quality.

### Neighbourhood Regeneration

- Improves the environmental quality and safety of housing estates through the implementation of comprehensive estate regeneration schemes for priority areas.
- Implements the Neighbourhood Renewal Schemes programme, based on regeneration ideas put forward by local councillors.
- Improves local community facilities, including delivery of Community Hub projects and the regeneration of local shopping centres.
- Delivers the alley-gating programme, which helps reduce crime and anti-social behaviour associated with rear lanes and gullies.

### Housing Development

- Delivers new build council housing projects such as the Housing Partnership Programme, and develops strategies to improve Housing Revenue Account (HRA) Land and Assets.
- Delivers the Social Housing Grant programme throughout Cardiff, working with Registered Social Landlords (RSL) to deliver new Affordable Housing schemes and manage the delivery of the Council's Low Cost Home Ownership Scheme.
- Implements stock remodelling/improvement schemes that focus on removing hard-to-let properties and tackle issues associated with poor design, inappropriate stock and anti-social behaviour.
- Manages enquiries relating to the management and sale of HRA land.

### Health & Safety

- **The Compliance Team** coordinates programmes of work and associated resources in relation to the HRA. It also plans, checks and reviews issues of health and safety compliance for the service area, incorporating internal and external workforces and other stakeholders.

### Partnership Delivery

- Cardiff's **Neighbourhood Partnership** arrangements bring services closer to people and help partners understand local needs and aspirations. The structure is delivered through six Partnership areas, aligned with the What Matters Strategy. Neighbourhood Partnerships provide a forum to engage local service providers with neighbourhood issues. They enable a close working relationship between service areas within the Council, Neighbourhood Policing teams, Probation, health workers, Housing Associations, Communities First, Families First, Flying Start and other agencies.
- **Communities First** is a community-focused programme that supports the Welsh Government's Tackling Poverty agenda. It supports the most disadvantaged people in our most deprived areas with the aim of contributing to alleviating persistent poverty. Communities First Delivery Teams work with residents, community organisations, businesses and other key agencies in areas called "clusters" and focus on actions leading to the long-term sustainability and wellbeing of communities.
- The Partnership team works with partners to develop Community Asset Transfers using the **Stepping Up** toolkit and supporting the delivery of services.

# Communities & Customer Services

## Corporate Customer Services

- Our **Corporate Complaints** Team has corporate responsibility for complaints sent to the Council. Support is provided to all Directorates, including training and ensuring adherence to the Council's Complaints Policy. The team also liaise and advise service areas that require support when dealing with customer complaints, and act as the first point of contact for the Public Services Ombudsman for Wales.
- The **Member Enquiry Service** is facilitated by this section, and staff support Members who require assistance with their enquiries. They produce reports on enquiries uploaded onto the system, ensure enquiries are answered within required timescales and support Directorate Coordinators in using the system.

## Adult Community Learning

- **Adult Community Learning** provides a broad range of adult learning opportunities in a variety of locations across the city. The courses are targeted at a wide spectrum of learners, from those living in the most deprived areas of the city who are disengaged from learning and in need of further education or training, to those wanting to participate in learning as a recreational activity or for personal development, health and wellbeing.

## Technical Corporate Customer Service Team

- The **Technical Corporate Customer Service Team** are responsible for the development of a customer management strategy. The team is also developing a single customer view customer management approach through the use of SAP CRM. The team is responsible for managing and developing the Council's web presence.

## Cardiff 24/7 Services

- Cardiff **24/7 Services** offers a number of services to a diverse range of customers across the city. Many of the services delivered are available 24 hours a day, every day, including bank and public holidays:
  - **Telecare Cardiff** provides a 24-hour support service to over 4,000 customers through dispersed and hard-wired alarms, sensors and monitors. The team includes a Mobile Response Warden Service, which provides assistance to people in their own homes and often at times of distress (e.g. after a fall). This service is accredited by the Telecare Services Association.
  - **Sheltered Accommodation Services** provide approximately 300 older people with a scheme-managed housing provision.
  - **Out of Hours Services** supply call and incident management for a range of council and partner agencies.
  - The **Alarm Receiving Centre** (ARC) has a virtual concierge based at Willcox House that monitors CCTV and door entry at 9 high-rise council blocks, in addition to Litchfield Court. The ARC will also begin monitoring intruder alarms, fire alarms and lone-worker devices early in 2016-17.

### Connect to Cardiff (C2C)

- **C2C** offers access through 10 channels, including a bilingual telephone service, email, web chat, fax, SMS text messaging, voicemail, Minicom, internet and letter. C2C is open 8:30am – 6pm Monday to Friday. C2C handles and signposts all council-related enquiries and our core services are:
  - Council House Repairs;
  - Waste Management;
  - Council Tax & Recovery;
  - Housing benefit and Council Tax reduction;
  - Highways defects, including potholes and faults to street lights;
  - Parking Enforcement & moving traffic contraventions;
  - Housing Enquiries.

### Libraries

- **Libraries** deliver reading, information and digital services to Cardiff citizens. This is achieved through a network of buildings including:
  - Central Library;
  - 16 full-time branch libraries (2 within leisure facilities, 7 within Community or partnership Hubs);
  - 3 part-time branch libraries;
  - A prison library within HMP Cardiff;
  - Stacks and Stock Support Department;
  - A mobile and housebound service.

### Rent Smart Wales

- The City of Cardiff Council is the host licensing Authority for **Rent Smart Wales**, a Welsh Government scheme which works to prevent rogue letting agents and landlords letting and managing properties through registration and licensing. The scheme seeks to drive up standards in the private rented sector and to raise awareness amongst tenants, landlords and letting agents of their rights and responsibilities. The **Rent Smart Wales** team operates to ensure that landlords and letting agents comply with their legal obligations under the Housing (Wales) Act 2014.

## Our Achievements during 2015 – 16

### Education and skills for people of all ages

**Into Work Advice Services** – Employer engagement events took place across the city, including guaranteed interviews, and employers who assisted in recruitment included Bierkeller, Co-op, Rent Smart Wales and John Lewis. Two “More Than” jobs fairs were held in partnership with Job Centre Plus, attracting more than 60 employers and 3,000 jobseekers. Almost 100 more skills-focused workshops were run this year, and the pass rate for accredited courses remains high at an average of 92%. The Into Work Advice Service Training Team became an Approved Centre for Highfields Awarding Body, reducing the council spend on accreditation and allowing faster production of the certificates for service users. Into Work Advisers assisted over 300 jobseekers into employment, and the total number of Into Work service users exceeded more than 35,000 during 2015/16. Approximately 35 new volunteers have been recruited over the year, and 43% of all volunteers returned to work.

**Adult Community Learning (ACL)** – ACL achieved a learner success rate of 87% for 2014/15, which far exceeded the corporate partnership target of 83%. A new Accreditation Officer post was also created, allowing ACL to increase the number of accredited courses on offer. The Learning for Work priority programme, designed to support learners back into employment, volunteering or further education, delivered 660 courses and a total of 6,665 hours of work-related learning to priority learners.

Furthermore, as part of the Curriculum Planning Group within Cardiff and Vale Community Learning Partnership, the Learning for Work Programme responded to knowledge from Job Centre Plus, Careers Wales and Communities First in order to deliver training that reflects the requirements of the current job market. The team continues to work closely with Job Centre Plus in light of the introduction of Universal Credit, offering courses to improve digital skills. Engagement has also taken place with primary and secondary schools to offer appropriate learning to parents and carers in a local and familiar setting.



## Supporting vulnerable people

**Community Hubs** – Two new Hubs opened, including Rumney Hub on 23<sup>rd</sup> November in conjunction with East Cardiff Llanedeyrn & Pentwyn (ECLP) Communities First cluster, and the Grangetown Hub on 11<sup>th</sup> January. Each of these facilities offers a number of council and partner services, in addition to a library provision, an ICT suite and a coffee shop. Furthermore, refurbishment of Llanrumney Hub is well underway, along with an extension to the St Mellons Hub. Footfall in all Community Hubs remains high and exceeds that of 2014/15.

**Landlord Services** – The new Allocations Policy has been implemented and the Welfare Liaison Team was created to assist tenants with ongoing welfare reform changes. In addition, the Finance Team has continued to successfully manage arrears and under-occupation cases, despite the challenges posed by welfare reform.

**Cardiff 24/7 Services** – The Alarm Receiving Centre is now in operation and houses 24/7 Services comprising Telecare Cardiff, ARC virtual concierge, the Emergency Duty Team and the Out Of Hours Environmental Health team. The facility monitors all council-owned blocks of high-rise flats across the city and includes CCTV and concierge services. New visitors to the Telecare website have increased overall by 88.2%, and work is ongoing to promote partnership working within the community as well as to raise awareness of the service.

**Advice Services** – Money Advice assisted over 4,000 customers and helped gain over £9 million in weekly benefits. In collaboration with the Into Work Advice Services, the Discretionary Housing Payment back to work scheme for those affected by the benefit cap assisted 124 clients, 25 of whom have found work. The Advice Contract process and implementation was successful in seeing Citizens Advice, Speakeasy and Diverse Cymru become a consortium, forming the Cardiff Advice Service.

**Welfare Liaison Team** – The new team were appointed to assist tenants with welfare reform changes, such as the benefit cap. The team has already put procedures and fact sheets in place to assist tenants with the changes, and is seeing increasing referrals from partners.

**Housing Development** – Housing Development completed the procurement process to appoint a partner developer for the Housing Partnership Programme. This will deliver up to 1500 new properties across Cardiff in collaboration with Wales Living Space. In addition, work commenced on the remodelling of 150 Thornhill Road into designated older person accommodation, as well as at Meteor Street for the “closer to home” project that will support vulnerable people. This year also saw the commencement of the £2m refurbishment of the sheltered housing block in Sandown Court, Caerau.

**Community Maintenance Services** – Additional internal resource allowed the majority of responsive repairs to be undertaken internally, minimising the amount issued externally and reducing costs. Tenant satisfaction with the work carried out has increased month on month over the year to an average 85%. The Vacants team implemented a new process to further improve performance, and the Planned team have delivered the Capital programme across many schemes, including additional work on Hubs. The Disabled Facilities Services team were awarded additional funding to address the volume of adaptations needed, and further delivered an award-winning Smart House and six Step Down accommodation units to assist with discharges from hospital.

**Tenant Participation** – Tenant engagement has been very successful this year, with events such as the Blooming Marvellous competition encouraging tenants to engage with the team. The Tenant Participation Team held the first Tenants' Conference, which proved to be a huge success. A high volume of new attendees took the opportunity to engage with all aspects of council plans, discuss issues and share their opinions and ideas with other tenants and staff.

**White Ribbon Campaign** – The White Ribbon Campaign held a number of events this year to raise awareness of violence against women and domestic abuse. Activities held included the "Walk a mile in her shoes" event, attended by 60 men from various organisations including Councillors, Council Staff and Welsh Government Ministers. A White Ribbon flowerbed was also planted at Cardiff Castle, creating a prominent display that attracted international social media interest. In addition, a till receipt campaign was carried out with Argos over the Christmas period, with information on domestic violence support services included on the back of all receipts issued from the 30<sup>th</sup> of November, reaching over 120,000 people.

**Communities First** – Through the Prosperity Theme, Communities First has helped 352 people to secure employment this year, and 510 participants have gained qualifications in employment-related courses. From the Healthy Theme, 517 people are now reporting eating fresh fruit and vegetables daily and 497 have increased their physical activity. In the Learning Theme, 1,865 parents are more engaged with their children's school due to parental engagement activities, including providing parental support from within the school environment. Furthermore, 1,400 children now understand the importance of school, 1,826 children have improved academic performance, 1,536 parents feel more confident supporting their child in school and 785 participants have gained a learning-based qualification.

**Antisocial Behaviour** – The team has continued to work hard to protect council tenants from the antisocial behaviour of neighbours. 23 injunctions have been obtained, and officers also dealt with 5 breaches of injunctions which resulted in 3 custodial sentences and 2 suspended custodial sentences.

**Single Persons Gateway** – The gateway was introduced in November 2015 to focus provision on those with greatest need who had a local connection to Cardiff. The Reconnection Service was implemented to ensure that those with no local connection, and who are unable to access hostel space, are reconnected in a safe and managed way with their own local authorities. A waiver process was introduced to safeguard those with complex needs.

**Young Persons Gateway** – The gateway was introduced in October 2015 to provide a holistic approach towards helping young people in housing need. It was achieved through partnership working with Childrens Services and Llamau @ Basement. The gateway offers a range of services, including prevention and mediation through to accommodation services for those aged 16-21 years, and a structured pathway to independent living.

**Independent Living Services** – The introduction of First Point of Contact for Adult Social Services providing a range of preventative interventions and alternative solutions to traditional packages of care.

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

**Neighbourhood Regeneration** – Key progress has been made in improving shopping centres to sustain their role in providing amenities for local communities. The Beechley Drive shops redevelopment scheme was completed in partnership with Cadwyn Housing Association, while grant-funding from the Welsh Government supported investment in the Clare Road/Penarth Road district in Grangetown. New plans have additionally been brought forward for the redevelopment of the Maelfa shopping centre in Llanedeyrn.

The estate regeneration programme has also seen a comprehensive range of improvements, encompassing Trowbridge Mawr in Trowbridge, Loudoun House and Nelson House in Butetown, Skaithmuir Road in Tremorfa, and Trenchard Drive in Llanishen. Furthermore, the popular alley-gating programme secured the gating of 25 rear lanes in 2015/16, targeting "hot-spot" locations experiencing high levels of crime and anti-social behaviour. A total of 15 consultation events were held alongside these works, ranging from drop-in events at community venues to door-to-door surveys and stakeholder workshops, in order to ensure the inclusion of community feedback in the works.

**Technical Corporate Customer Service Team** – The Technical Corporate Customer Service team completed the detailed design of the core Customer Relationship Management solution, provided staff with the relevant training, and began the roll out which will be continued into 2016-17. Another major achievement has been the delivery of EDRM (SharePoint) into the contact centre, which is utilised as a knowledge resource for contact centre agents, supporting their interactions with customers.

**Connect 2 Cardiff** – In order to accommodate a range of new services, C2C expanded its capacity to house 127 call handlers. The dedicated team at C2C were responsible for handling all the customer contact associated with the Waste Restrictions programme from July to November, and successfully achieved their Answer Rate target each month. September 2015 was the busiest month in C2C history, with the centre being offered 69,839 calls and achieving an answer rate of 93%. In addition, C2C supported two individuals via traineeship scheme placements as part of the Looked-After Children initiative. This scheme ran in conjunction with the ongoing Workplace Volunteers programme, in which C2C offered 8-week placements for 13 young adults not in work, education or training to help them gain practical skills and experience of a real working environment. C2C have supported 39 individuals since starting this initiative, resulting in 10 young people successfully gaining temporary employment within Customer Services and a further 2 securing permanent positions.

**Libraries** – The redesign of the Central Library Hub has enabled the creation of a new Digital Floor which better equips the Library Service to meet the digital needs of the citizens of Cardiff. The Central Library Hub has seen a substantial increase in footfall due to the successful co-location of over 12 services, and the Welsh Government acknowledged Cardiff as the most visited Library Service in Wales. The Library Service delivered a successful Summer Reading Challenge in 2015, with over 5,701 children attending. Of those, 3,669 completed the challenge which meant that we were 1st in Wales for participation. The Mobile Library was successfully rebranded as the Travelling Library Service and EDI (Electronic Data Interchange) has been fully implemented. This has streamlined library processes and enabled direct delivery of stock to branches.

**Neighbourhood Partnerships** – The Neighbourhood Fund 2015/16 sought to encourage community participation, as well as local ownership and delivery in response to local issues.

**Successful Community Asset Transfers (CATs)** – Two organisations were successfully supported to take over council buildings for community benefit; the Pentrebanne Community Centre (operated by the Pentrebanne Zone Community Group) and the Plasnewydd Community Centre (operated by the Cardiff YMCA). These ventures have proven highly successful in their communities, and the City of Cardiff Council has now successfully extended an outreach of their Into Work Advice Service and the provision of library books into the Plasnewydd Community Centre.

**Housing (Wales) Act 2014** – The Housing Options Service has successfully implemented this major change in legislation, providing effective services to a far wider client group as the service is now able to discharge housing duty into the private rented sector. To date, 95 tenancies have been achieved in the private rented sector, which is approximately 20% of homeless households created this year.

## Key Aspirations for 2016 – 17

### Education and skills for people of all ages

**Into Work Advice Services** – The service plans to increase our digital offer and explore opportunities to run a virtual jobs fair, in addition to working with employers to offer a comprehensive recruitment service. To help those who wish to go into construction work, the service will become an approved Construction Skills Certification Scheme (CSCS) Test Centre. This would mean that, as well as being able to provide training for those who are looking to go in to this field, it would be possible to provide CSCS training to other organisations. The Into Work Team aims to increase the number of people assisted into employment to 500.

**Adult Community Learning (ACL)** – The team will offer a suite of qualifications to best equip our learners for the job market, further training or education. Furthermore, the ACL aspires to continue to exceed national targets in terms of success rates. To make full use of the latest technology, including fully utilising the digital floor suite in Central Library, the workforce will receive training to embed the digital literacy agenda. By working in partnership with Menter Caerdydd, the service will aspire to offer courses in the medium of Welsh and will be looking to pilot these. The team will also undertake a review of venues and the delivery programme, both to meet demand and to ensure that the Learning for Life programme is developed to generate income for its future sustainability.

**Communities for Work (CfW) Programme 2016-2018** – The delivery of Communities for Work (CfW) in Cardiff will have a phased implementation with the delivery of the programme sitting within the current Communities First infrastructure. The Cardiff delivery model is on track to begin delivery across Cardiff Communities First areas by April 2016. The Programme will have specialist Employment Advisers and Mentors who will identify and engage local people living in Communities First areas. They will provide support, encouragement, motivation and confidence building, and promote training and employment opportunities as part of the individual's journey to secure sustainable employment. It is hoped that, in the long term, this will lift people out of poverty.

## Supporting Vulnerable People

**Housing Development and Enabling** – A “5 year plan” will be implemented to maximise delivery of affordable housing to meet increasing need, and strategies to improve the Housing Revenue Account resources of garage sites, courtyards and land will also be implemented.

**Landlord Services** – Work is ongoing to ensure the teams are well prepared for the introduction of the Rent Bill, in addition to further Welfare Reform changes and the continuing roll out of Universal Credit. The service will work to maintain rent arrears with changes being introduced, and will continue to improve on details provided for leaseholders. There will be a focus on allocation of properties to young persons and work will be carried out to assist in reducing delayed transfers of care.

**Community Maintenance Services** – Work will be carried out to commence agile working for technical staff across all teams, with a view to eventually rolling out mobile working to technical staff. CMS will work with C2C to deliver self-service for repair reporting, and will develop the service to deliver repairs to other council buildings. CMS will review the financial controls in place to ensure that, where possible, accurate financial predictions can be made and value for money is obtained.

**Cardiff 24/7 Services** – In expanding the services available, the implementation of the locality wardens is essential in order to offer services such as key holding. Once fully operational, the Alarm Receiving Centre will be able to facilitate services (alarm monitoring, CCTV) to both internal council customers and the wider community. 24/7 Services is in the process of developing its own Lone Worker Smartphone application to enable further support of lone workers, and encouraging income generation. A full review of services that can be offered through the Alarm Receiving Centre will be carried out to ensure the centre is fulfilling its potential and will include pricing, marketing materials, and offers both internally and externally. 24/7 Services proposed a collaborative working idea to the PSBA (Welsh Government) which has been agreed. This will allow the City of Cardiff Council to use the PSBA network to stream back CCTV footage to the Alarm Receiving Centre.

**Advice Services** – The Into Work Advice Service will support all new claimants of Universal Credit as the benefit is rolled out to more people. It will help clients to apply for and maintain Universal Credit by ensuring they are carrying out the required job searches to meet their Claimant Commitment. The team will also work to expand the number of volunteers within City of Cardiff Council who are working in Hubs. The Money Advice Team will investigate what accredited training options are available for advisors and will roll this training out to some of the Advice Officers.

**Supporting People** – The Supporting People team will review and analyse the data available as a result of the Single and Young Persons Gateway to ensure the services provided are meeting the needs of the city's vulnerable residents.

**Gypsy & Travellers** – The service will identify potential sites to meet the needs detailed in the Gypsy & Traveller Accommodation Assessment for both residential and transit pitches, as well as considering if a regional approach could offer opportunities for sites.

**Tenant Participation** – To develop more community gardens across the city as a means to encourage more tenants to engage with the Council, for feedback, consultation and to want to work together and make a difference in their community. The team also aims to encourage tenants to provide feedback through a variety of mediums to allow tenants to engage through their preferred channel.

**Independent Living Service** – The service aims to improve on delayed transfers of care from the University Health Board by increasing the provision of step down accommodation available. In addition to this, the service hopes to increase the number of preventative interventions delivered at First Point of Contact front line services, in order to reduce demand on social care services.

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

**Community Hubs** – The Community Hubs service will open several new hubs in 2016/17, with Fairwater Hub expected in May 2016. This will be followed by STAR Splott, Powerhouse, and Llandaff North & Gabalfa Hub expected by winter 2016. To assist with social isolation, work will also be carried out to increase Community Hub usage amongst over 50s groups.

**Health & Safety** – The Compliance Team will continue to challenge contractors on issues of Health & Safety compliance, and support Caerphilly Council through the Service Level Agreement to improve Health & Safety compliance. The team will also ensure stock condition data is up to date and relevant in order to deliver the Cardiff asset management strategy, and to ascertain that the tender process works effectively to deliver improvement works to council properties and communities.

**Connect 2 Cardiff (C2C)** – C2C will continue with developments to act as a single point of contact for parks enquiries, and to act as a point of contact for recovery-led payments for Civil Parking Enforcement related debt recovery. The service will also take on responsibility for handling meter fault reports, and will maintain consistent levels of Customer Service in line with increased demand on the service as more areas move to C2C as the first point of contact.

**Libraries** – The Library Service aims to introduce volunteers with support from Adult Community Learning following staff consultation. Further development of digital training for staff will be necessary in order to make the most of commercial and learning opportunities. The delivery of the Summer Reading Challenge will focus on the Roald Dahl Centenary, and will aim to increase the percentage reach of children participating in the challenge via increased work with schools. The creation of a Heritage Development Centre at Cathays Library will involve collaboration with schools in the development and delivery of a heritage-based curriculum support programme. Furthermore, the Library Service plans to make innovative use of available technologies by maximising the opportunity to deliver learning activities for citizens. A key goal is to develop tailored digital and literacy sessions to schools through an outreach programme, utilising the Travelling Library vehicle. The service will also continue to play a central part in the further roll out of the Hub strategy in 2016, with planned refurbishments of Splott, Llandaff North, Fairwater, Llanedeyrn and Llanishen.



**Neighbourhood Partnerships** – One of the most important pieces of legislation that will impact on partnership working in Wales is the Wellbeing of Future Generations (Wales) Act 2015 – due to come into force in April 2016. In order to recognise the contribution Neighbourhood Partnership activity makes towards the outcomes of the “What Matters Strategy” and the Wellbeing of Future Generations Act, we need to ensure that the Neighbourhood Partnership Action Plans demonstrate and clearly explain how locality-level work contributes to higher level outcomes. We will look to identify opportunities to contribute by further aligning locality services, such as GP Clusters, supporting projects like the Neighbourhood Services Project, and improving on work towards the early intervention and prevention agenda.

**Technical Corporate Customer Service Team** – In 2014/15, the Corporate Website was awarded 4-star SOCITM status. SOCITM have recently reviewed the assessment criteria, placing more emphasis on the functionality of the website, rather than the user interface; therefore, a minimum 3-star status is the target for the 2016-17.

**Stepping Up** – The goal for the future is to extend the Community Asset Transfer process to cover a number of buildings and services where continued operation and delivery could be placed under threat. The process is designed to ensure that the services and resources provided by these buildings is maintained to the highest possible level in a new format. At present, the Maes-y-Coed Community Centre in Heath has reached the final stage of its transfer and is likely to be finalised by the end of Q4 2015/16. A similar process underway for Insole Court in Llandaff North. Applications are currently being considered for a number of other buildings in the city and will be processed in the new financial year.

## Resources

As the figures below demonstrate, the Directorate has a relatively balanced split between male and female staff. Half the employees earn £16,000 - £22,999 and more than half of employees are aged 16 – 44, with another 27% aged 45-54. The Directorate works hard to develop a sustainable workforce, and apprenticeship schemes run through Community Maintenance Services, the 8-week NEETs work experience programme implemented by C2C, and the volunteering opportunities within Into Work Services and Hubs, all function to build skills and expand the services offered. We will continue to develop the existing workforce by prioritising development, offering training to staff where appropriate, and carrying out regular Personal Performance and Development Reviews.

## Staff Numbers & Characteristics – to be provided by HRPS

	Number	
FTE Post	1102	
Number of Staff	1240	
	%	No
Temp (Contract Type)	9%	113
Perm	91%	1127

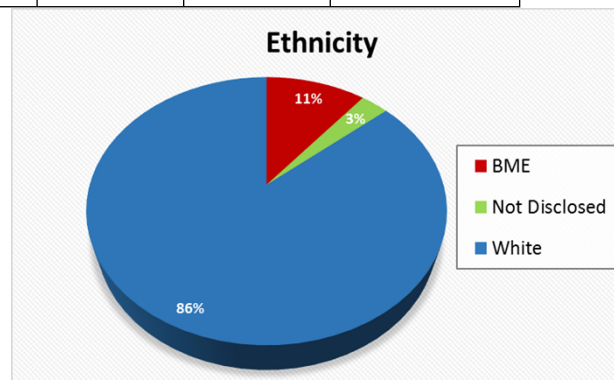
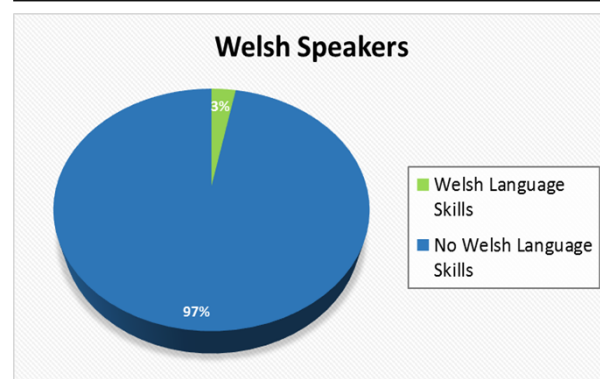
Age Group by Gender	Female	Male
16-24	43	39
25-34	160	144
35-44	155	121
45-54	177	152
55-64	127	95
65+	14	13
<b>Total</b>	<b>676</b>	<b>564</b>

Salary Band	Number
Below £16k	90
£16k-£22,999	636
£23k-£27,999	229
£28k-£32,999	164
£33k -£39,999	108
£40k +	13
<b>Total</b>	<b>1240</b>

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Directorate Level						
Age Profile	16-24	25-34	35-44	45-54	55-64	65+
% of Staff	6.61%	24.52%	22.26%	26.53%	17.90%	2.18%
Number of Staff	82	304	276	329	222	27

Gender	%	No
Male	45%	564
Female	55%	676
<b>Total</b>	<b>100%</b>	<b>1240</b>



## Finance

Budget	Budget 2016/17			Savings 2016/17
	Expenditure £'000	Income £,000	Net £'000	
Service Management and Support	824	-419	405	-12
Housing and Communities	206,480	-168,118	38,362	-183
Customer Services	2,960	-2,530	430	-407
Libraries	3,939	-259	3,680	-263
Neighbourhood Regeneration	793	-603	190	-145
Into Work Services	597	-157	440	-136
Adult Community Learning	1,452	-1,302	150	-50
Supporting People Services	14,910	-14,688	222	-1
WG Dom Abuse & CC Grants	351	-351	0	0
<b>Total</b>	<b>232,306</b>	<b>-188,427</b>	<b>43,879</b>	<b>-1,449</b>

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### Key Context & Challenges

The coming year will be challenging for the Communities, Housing & Customer Services Directorate as plans to make almost £1.5 million in savings are carried out, which will include income generation through the Alarm Receiving Centre. These savings follow significant savings and changes carried out by the Directorate in previous years. Alongside making savings the Directorate continues to prioritise front facing services, moving forward with the Hub strategy and ensuring the most vulnerable members of our community are protected.

Employee Expenditure 2016/17 £000	
Service Management and Support	756
Housing and Communities	9,979
Customer Services	3,128
Libraries	2,203
Neighbourhood Regeneration	638
Into Work Services	394
Adult Community Learning	912
Supporting People Services	195
WG Dom Abuse & CC Grants	0
<b>Total</b>	<b>18,205</b>

# Action Plan and Performance Measures

## Part 1 – Corporate Plan and Cardiff Partnership Priorities

<b>Outcome</b>		<b>People in Cardiff Achieve their Full Potential</b>			
<b>Priority</b>		<b>Priority 1: Better Education and Skills for All</b>			
<b>Improvement Objective</b>		<b>Improvement Objective 1.3: Adult Learners Achieve their Potential</b>			
<b>Commitment</b>		<b>Ref No</b>	Increase the number of courses for priority learners in Communities First areas by March 2017, ensuring an increase in enrolment, retention and attainment which leads to an increase in the overall success rate for learners.		
<b>Partners</b>		<i>Cardiff &amp; Vale Community Learning Partnership, Communities First, Job Centre Plus, Careers Wales</i>			
<b>Ref</b>	<b>Directorate/Service Action</b>	<b>Officer Responsible</b>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>	<b>Link to Equality Objective</b>
Page 98  CHC SCP 1	Increase the number of courses for priority learners in Communities First areas by March 2017, ensuring an increase in enrolment, retention and attainment which leads to an increase in the overall success rate for learners.	John Agnew	Q1 - Delivery of Term 3 programme for academic year 2015/16, maximising enrolment opportunities in collaboration with partners e.g. Communities First.	Learners within deprivation deciles one and two achieve a success rate at or above the overall partnership success rate.  Reviews of success rates carried out at the end of each term.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Planning for academic year 2016/17, with Term 1 commencing in September 2016, maximising curriculum planning with Cardiff and Vale Community Learning Partnership to identify and enrol priority learners.		
			Q3 - Review of Term 1 outcomes, i.e. success rates for priority learners, ensuring planning has taken place for term 2 to address any issues.		
			Q4 - Delivery of Term 2 programme for academic year 2016/17, maximising enrolment opportunities in collaboration with partners e.g. Communities First.		

<b>Outcome</b>		<b>People in Cardiff Achieve their Full Potential</b>			
<b>Priority</b>		<b>Priority 1: Better Education and Skills for All</b>			
<b>Improvement Objective</b>		<b>Improvement Objective 1.3: Adult Learners Achieve their Potential</b>			
<b>Commitment</b>		<b>Ref No</b>	By March 2017, the Into Work service will: <ul style="list-style-type: none"> <li>• Offer taster sessions in different employment sectors</li> <li>• Hold 2 major Jobs Fairs in collaboration with partner agencies</li> <li>• Hold guaranteed interview events in community buildings across the city</li> <li>• Put together an employment offer which provides sourcing, training, shortlisting, and assistance in interview process to employees for organisations.</li> </ul>		
<b>Partners</b>		<i>Job Centre Plus, Employers, Careers Wales, Communities for Work, Communities First, SOVA, Families First</i>			
<b>Ref</b>	<b>Directorate/Service Action</b>	<i>Officer Responsible</i>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>	<b>Link to Equality Objective</b>
Page 99  CHC SCP 2	By March 2017, the Into Work service will: <ul style="list-style-type: none"> <li>• Offer taster sessions in different employment sectors</li> <li>• Hold 2 major Jobs Fairs in collaboration with partner agencies</li> <li>• Hold guaranteed interview events in community buildings across the city</li> <li>• Put together an employment offer which provides sourcing, training, shortlisting, and assistance in interview process to employees for organisations.</li> </ul>	Helen Evans	Q1 - To liaise with employers in different employment sectors, arranging training to suit these sectors and offering short taster sessions with these employers once the job seeker has been trained.	Attendance at taster sessions.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - To liaise with employers and hold guaranteed interview events across the city including Ely/Caerau Hub and St Mellons Hub.	The number of jobs fairs held and the number of employers attending.	
			Q3 - To create an employment offer to assist employers in recruiting members of staff. This will include training and supporting the job seeker through the whole process. To hold a major Jobs Fair in the city, in collaboration with Job Centre Plus.	The number of people assisted into work.	
			Q4 - To hold the second major Job Fair in the city, in collaboration with the Job Centre Plus. Offering job vacancies as well as supporting organisations being involved.	The percentage of Into Work Service Users who feel more "job ready" as a result of completing a work preparation course.	

<b>Outcome</b>	<b>People in Cardiff are Safe and Feel Safe</b>	
<b>Priority</b>	<b>Priority 2: Supporting Vulnerable People</b>	
<b>Improvement Objective</b>	<b>Improvement Objective 2.1: People at Risk in Cardiff are Safeguarded</b>	
<b>Commitment</b>	<b>Ref No</b>	Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation, which ensures more integrated provision by March 2017.
<b>Partners</b>	<i>Welsh Government, Vale of Glamorgan Council, South Wales Police and Crime Commissioner, Cardiff Women's Aid, BAWSO, Safer Wales, Gwalia</i>	

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
Page 100  CHC SCP 3	Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation, which ensures more integrated provision by March 2017.	Natalie Southgate	Q1 - Develop a detailed proposal for future service delivery and consult with partners, commissioners and service users.	The development of a draft outcome framework.	Build strong and cohesive communities where people can feel safe and able to celebrate Cardiff's diversity.
			Q2 - Seek agreement from partners and commissioners on the key services to be delivered and the funding limitations.		
			Q3 - Develop draft outcome framework and draft service specification.		
			Q4 - Procure new service and manage transition arrangements.		

<b>Outcome</b>	<b>Cardiff is a Great Place to Live, Work and Play</b>				
<b>Priority</b>	<b>Priority 2: Supporting Vulnerable People</b>				
<b>Improvement Objective</b>	<b>Improvement Objective 2.2: People in Cardiff have Access to Good Quality Housing</b>				
<b>Commitment</b>	<b>Ref No</b>	Deliver circa 1500 new homes for Cardiff through the Housing Partnering Scheme as part of a phased approach by 2024, 40% of which will be affordable housing.			
<b>Partners</b>	<i>Job Centre Plus, Wates Construction, Careers Wales</i>				
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
Page 19 4 SC 193	Deliver circa 1500 new homes for Cardiff through the Housing Partnering Scheme as part of a phased approach by 2024, 40% of which will be affordable housing.	Dave Jaques	Q1 - Agree final site plans for Braunton/Clevedon & Willowbrook and undertake residents consultation.	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	Meet our Specific Equality Duties and build equality into everything we do.
			Q2 - Complete planning for Braunton/Clevedon & Willowbrook.		
			Q3 - Start on site at Braunton & agree Housing Partnering Scheme website details.		
			Q4 - Submit planning for next tranche of phase 1 sites.		

<b>Outcome</b>	<b>Cardiff is a Great Place to Live, Work and Play</b>				
<b>Priority</b>	<b>Priority 2:</b> Supporting Vulnerable People				
<b>Improvement Objective</b>	<b>Improvement Objective 2.2:</b> People in Cardiff have Access to Good Quality Housing				
<b>Commitment</b>	<b>Ref No</b>	Develop a robust 5-year plan to maximise the delivery of new affordable housing units across Cardiff to help tackle housing need of all types, whilst ensuring the need is addressed across all delivery methods, including Section 106 developer contributions, windfall sites and Registered Social Landlord and council house building programmes.			
<b>Partners</b>	<i>Registered Social Landlords</i>				
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
Page 102 CHC SCP 5	Develop a robust 5-year plan to maximise the delivery of new affordable housing units across Cardiff to help tackle housing need of all types, whilst ensuring the need is addressed across all delivery methods, including Section 106 developer contributions, windfall sites and Registered Social Landlord and council house building programmes.	Dave Jaques	Q1 - Identify land availability for new council house building programme and develop and agree the parameters of this project.	The agreement of the Council's strategy for the use of S.106 contributions.  The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	Meet our Specific Equality Duties and build equality into everything we do.
			Q2 - Complete the investigation of innovative solutions and present a paper identifying solutions for consideration to the Housing Cabinet Advisory Group.		
			Q3 - Agree the Council's strategy for the use of S.106 contributions.		
			Q4 - Identify a delivery route for new council house building.		



<b>Outcome</b>	<b>Cardiff is a Great Place to Live, Work and Play</b>				
<b>Priority</b>	<b>Priority 2: Supporting Vulnerable People</b>				
<b>Improvement Objective</b>	<b>Improvement Objective 2.2: People in Cardiff have Access to Good Quality Housing</b>				
<b>Commitment</b>	<b>Ref No</b>	Continue to work with partners to mitigate the impact of the welfare reform changes and to ensure that those affected still have access to good quality housing.			
<b>Partners</b>	<i>Job Centre Plus, Cardiff Advice Service, Registered Social Landlords, Shelter Cymru, Age Connects</i>				
<b>Ref</b>	<b>Directorate/Service Action</b>	<b>Officer Responsible</b>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>	<b>Link to Equality Objective</b>
Page 103 SSC 6	Continue to work with partners to mitigate the impact of the welfare reform changes and to ensure that those affected still have access to good quality housing.	Jane Thomas	Q1 - Establish a multi-agency working group to assist families affected by the reduced Benefit Cap and develop a joint action plan. Continue to provide support to claim Universal Credit through the Hubs. Develop an action plan in response to the restrictions on social housing rents to LHA levels in partnership with the RSLs.	Number of customers supported and assisted with their claims for Universal Credit.  Additional weekly benefit awarded to clients of the City Centre Advice Team.	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Amend the allocations policy to reflect any changes from the restriction of social housing rents. Monitor impact of welfare reform changes.		
			Q3 - Commence a review of supported accommodation to identify priority services and explore alternative delivery models. Monitor impact of welfare reform changes.		
			Q4 - Review the impact of Universal Credit and the Benefit Cap and identify any other action required.		

<b>Outcome</b>	<b>Cardiff is a Great Place to Live, Work and Play</b>				
<b>Priority</b>	<b>Priority 2: Supporting Vulnerable People</b>				
<b>Improvement Objective</b>	<b>Improvement Objective 2.2: People in Cardiff have Access to Good Quality Housing</b>				
<b>Commitment</b>	<b>Ref No</b>	Promote the Rent Smart Wales service to communicate the new requirements on landlords and agents, and review related processes in preparation for the implementation of the enforcement provisions in November 2016.			
<b>Partners</b>	22 Local Authorities, Welsh Government, Registered Social Landlords				
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
Page 104 CHC SCP 7	Promote the Rent Smart Wales service to communicate the new requirements on landlords and agents, and review related processes in preparation for the implementation of the enforcement provisions in November 2016.	Bethan Jones	Q1 - Review and enhance the marketing campaign for Rent Smart Wales, based on evidence of impact, working closely with Welsh Government and Four Cymru, our Media Agency.	% of Commercial Landlord Agents licensed with Rent Smart Wales.  Number of Landlords in Wales registered with Rent Smart Wales	Support people to challenge unfair treatment.
			Q2 - Develop a Local Authority Training Pack to include enforcement procedures to ensure consistent delivery of Rent Smart Wales across Wales.		
			Q3 - Deliver Local Authority Training events to ensure consistent delivery of Rent Smart Wales and enforcement across Wales.		
			Q4 - Implement enforcement procedures and refine in light of operational experience.		

<b>Outcome</b>	<b>Cardiff is a Great Place to Live, Work and Play</b>				
<b>Priority</b>	<b>Priority 2: Supporting Vulnerable People</b>				
<b>Improvement Objective</b>	<b>Improvement Objective 2.2: People in Cardiff have Access to Good Quality Housing</b>				
<b>Commitment</b>	<b>Ref No</b>	Through working in partnership, engage with Rough Sleepers in the city to support them to find suitable accommodation.			
<b>Partners</b>	<i>Salvation Army, The Wallich</i>				
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CC SS 8	Through working in partnership, engage with Rough Sleepers in the city to support them to find suitable accommodation.	Kate Hustler	Q1 - Identify and review all existing provision including partnership working.	% of interventions provided by the outreach service within 3 days of a report of rough sleeping.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Consider best practice with partners.		
			Q3 - Introduce procedures and process including effecting monitoring.		
			Q4 - Review effectiveness of changes.		

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<b>Outcome</b>		<b>Cardiff is a Great Place to Live, Work and Play</b>			
<b>Priority</b>		<b>Priority 2: Supporting Vulnerable People</b>			
<b>Improvement Objective</b>		<b>Improvement Objective 2.2: People in Cardiff have Access to Good Quality Housing</b>			
<b>Commitment</b>		<b>Ref No</b>	Review the management of accommodation used by Homelessness Services by March 2017.		
<b>Partners</b>		<i>Salvation Army, The Wallich</i>			
<b>Ref</b>	<b>Directorate/Service Action</b>	<i>Officer Responsible</i>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>	<b>Link to Equality Objective</b>
Page 106  CHC SCP 9	Review the management of accommodation used by Homelessness Services by March 2017.	Kate Hustler	Q1 - Identify and review usage of all existing temporary accommodation options, including void agreements.	The average number of days that all homeless households spent in other forms of temporary accommodation.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Investigate and analyse data, identifying changes due to Housing Wales Act and create model based on need.		
			Q3 - Consult with partners and temporary accommodation providers.		
			Q4 - Implement and review effectiveness of change.		

<b>Outcome</b>	<b>Cardiff is a Fair, Just and Inclusive Society</b>				
<b>Priority</b>	<b>Priority 2: Supporting Vulnerable People</b>				
<b>Improvement Objective</b>	<b>Improvement Objective 2.3: People in Cardiff are Supported to Live Independently</b>				
<b>Commitment</b>	<b>Ref No</b>	Commitment			
<b>Partners</b>	<i>Cardiff &amp; Vale Health Board, Social Services</i>				
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
Page 10 CEC 10	Promote and increase the number of adults using the new First Point of Contact Service to access information and signposting to enable them to remain independent in their community and to act as a gateway to accessing advice and assistance.	Kate Hustler	Q1 - Meet with Health colleagues and GP clusters, to set up a direct referral process, linking into frailty nurses with North West Cluster as a pilot.	% of new service requests to be managed within Independent Living Services as opposed to Social Care.  % of cases where alternative solutions were found by an Independent Living Visiting Officer through interventions, reducing the need to follow through to Social Care.	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Create a web page and literature on the services we can offer, with an emphasis on self-help linking into Q3 objective.		
			Q3 - Launch Dewis Cymru, which will allow people to search for information and advice on local services and support without coming into the Local Authority.		
			Q4 - Review client feedback/gap analysis of services' work with third sector to develop services or enhance directory of information.		

<b>Outcome</b>	<b>Cardiff is a Fair, Just and Inclusive Society</b>				
<b>Priority</b>	<b>Priority 2: Supporting Vulnerable People</b>				
<b>Improvement Objective</b>	<b>Improvement Objective 2.3: People in Cardiff are Supported to Live Independently</b>				
<b>Commitment</b>	<b>Ref No</b>	Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017.			
<b>Partners</b>	<i>Cardiff &amp; Vale Health Board, Social Services</i>				
<b>Ref</b>	<b>Directorate/Service Action</b>	<i>Officer Responsible</i>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>	<b>Link to Equality Objective</b>
Page 108 CHC SCP 11	Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017.	Kate Hustler	Q1 - Enhance the Housing Resettlement role to ensure stepdown is part of MDT discharge meetings.	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	Meet our Specific Equality Duties and build equality into everything we do.
			Q2 - Develop Rapid Response adaptation process for DTOC – using discretionary assistance.		
			Q3 - Develop direct links with health OTs to ensure recommendations are transferable from hospital to community.		
			Q4 - Evaluate the process, learn what model fits, and change to ensure DTOC for adaptations – hospital to home are refined.		

<b>Outcome</b>	<b>Cardiff is a Great Place to Live, Work and Play</b>				
<b>Priority</b>	<b>Priority 4: Working Together to Transform Services</b>				
<b>Improvement Objective</b>	<b>Improvement Objective 4.1: Communities and Partners are Actively Involved in the Design, Delivery and Improvement of Highly Valued Services</b>				
<b>Commitment</b>	<b>Ref No</b>	Progress the agreed Community Hubs development programme by delivering new Hubs in: • Fairwater by June 2016; • Splott by October 2016; • Llanedeyrn by December 2016; • Llandaff North by January 2017; and • Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016.			
<b>Partners</b>	Contractors				
<b>Ref</b>	<b>Directorate/Service Action</b>	<b>Officer Responsible</b>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>	<b>Link to Equality Objective</b>
Page 109 CHC SCP 12	Progress the agreed Community Hubs development programme by delivering new Hubs in: • Fairwater by June 2016; • Splott by October 2016; • Llanedeyrn by December 2016; • Llandaff North by January 2017; and • Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016.	Don Davidson	Q1 - Complete the upgrading and conversion of Fairwater library into a new Hub.	The percentage of customers who agreed with the statement "Overall the Hub met my requirements/ I got what I needed".	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Agree plans and delivery programmes for Llanishen Hub and St Mellons Hub phase 2.		
			Q3 - Complete the construction of the STAR Hub in Splott and the extension of the Powerhouse to create the Llanedeyrn Hub.		
			Q4 - Complete the upgrading of the Llandaff North library and day centre to create a new Hub.		

<b>Outcome</b>	<b>Cardiff is a Great Place to Live, Work and Play</b>				
<b>Priority</b>	<b>Priority 4: Working Together to Transform Services</b>				
<b>Improvement Objective</b>	<b>Improvement Objective 4.1: Communities and Partners are Actively Involved in the Design, Delivery and Improvement of Highly Valued Services</b>				
<b>Commitment</b>	<b>Ref No</b>	Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018.			
<b>Partners</b>	<i>Enterprise Architecture</i>				
Page 10 of 13	Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018.	Emlyn Nash	Q1 - Complete delivery of phases 2 and 3 CRM into the Council's contact centre. Design customer portal.	The delivery of phases 2 and 3. The implementation of the customer portal.	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Develop and implement Customer Portal with singular service aligned via Cardiff.gov.uk and Caerdydd.gov.uk.		
			Q3 - Work with Enterprise Architecture to develop a roll out schedule. Create the priority list for portal services.		
			Q4 - Implement services into customer portal to migrate customer contact from traditional contact channels.		



## Directorate/Service Priorities (Core Business)

### Part 2 – Core Business Priorities

<b>Outcome</b>		People in Cardiff are Safe and Feel Safe			
<b>Priority</b>		Priority 2: Supporting Vulnerable People			
<b>Improvement Objective</b>		Improvement Objective 2.1: People at Risk in Cardiff are Safeguarded			
<b>Commitment/Strategy</b>		Ref No	Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation which ensures more integrated provision by March 2017.		
<b>Partners</b>		Welsh Government, Vale of Glamorgan Council, South Wales Police and Crime Commissioner, Cardiff Women's Aid, BAWSO, Safer Wales, Gwalia			
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
Page 11 CHC SDP1	Consider introducing updated Risk Assessments for victims when dealing with Anti-Social Behaviour.	Ellen Curtis	Q1 - Review results of the pilot scheme for Risk Assessments for victims.	Results of pilot scheme. Results of review if changes are carried out.	Build strong and cohesive communities where people can feel safe and able to celebrate Cardiff's diversity.
			Q2 - Compare results to current practices and see if it would improve service and support given to victims.		
			Q3 - If required, review and update current procedures and brief staff on how to use risk assessment tool.		
			Q4 - Implement and review results.		
CHC SDP2	Development of services within the Alarm Receiving Centre.	Isabelle Bignall	Q1 - Completion of recruitment and training of the Locality Wardens within the ARC.	The recruitment and training of locality wardens.  Implementation of lone worker solution.  Review of services	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Implement and offer the new Lone Worker Solution to both internal and external customers.		
			Q3 - Scope the business requirements/needs with SOP to incorporate the services offered by the ARC.		
			Q4 - Full internal and external review of current services, creating a plan to implement opportunities for 2017/18.		

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CHC SDP3	Promotion of 24/7 Services.	Isabelle Bignall	Q1 - To embed the 24/7 Services Marketing and Business Development Strategy to expand customer base.	Launch of new Telecare website.  Creation of ARC website.  Analysis of achievements.	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Launch of the improved Telecare website and create a website for ARC services.		
			Q3 - Review current packages of the Telecare peripheral equipment and use of Tele Health.		
			Q4 - Full analysis of achievements which will enable us to prioritise actions and objectives for 2017/18.		
CHC SDP4	Continue to develop strategies in accordance with the Violence against women, domestic abuse and sexual violence (Wales) Act 2015.	Chris O'Sullivan	Q1 - Completion of a local training needs analysis that will be used to inform the local training plan. Roll out of the national training framework, Group 1 E-Learning to Housing staff.	Completion of local training needs analysis.  Submission of the joint local training plan.  Roll out of national training framework across housing and review.	Build strong and cohesive communities where people can feel safe and able to celebrate Cardiff's diversity.
			Q2 - Relevant Authorities must prepare a joint local training plan which must be submitted to the Welsh Ministers by the 31st August 2016. The local training plan is to be coordinated by the Local Authority, i.e. the regional lead of violence against women, domestic abuse and sexual violence within the Local Authority.		
			Q3 - Continuation of the roll out of the national training framework across Housing.(Incorporating Ask and Act)		
			Q4 - Review the progress of the national training framework.		

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CHC SDP5	Implementation of the Locality Working pilot for Older People Services.	Nick Blake	Q1 - Define scope of the project and list services to be included, and identify potential risks.	Indicators to be developed as part of the project development.	Build strong and cohesive communities where people feel safe and able to celebrate Cardiff's diversity.
			Q2 - Project detail to be agreed, including cabinet and scrutiny briefings if appropriate.		
			Q3 - Commence roll-out of project, bring services together in the pilot wards.		
			Q4 - Scale up of the locality working project, identifying and implementing quick wins. Initial analysis project to date to be undertaken.		
CHC SDP6	To re-commission Floating Support services to ensure best value while protecting the quality services.	Jane Thomas	Q1 - Prepare cabinet report, setting out the approach to be taken to the commissioning process.	The issuing of the Contract Award notice.	Support wider access to Council information and environments and participation in Council services.
			Q2 - Hold workshops with providers and other stakeholders to develop the specification of services and to encourage collaboration.		
			Q3 - Commence procurement process.		
			Q4 - Issue Contract award notice.		

<b>Outcome</b>		<b>Cardiff has a Thriving and Prosperous Economy</b>			
<b>Priority</b>		<b>Priority 4: Working Together to Transform Services</b>			
<b>Improvement Objective</b>		<b>Improvement Objective 4.1: Communities and Partners are Actively Involved in the Design, Delivery and Improvement of Highly Valued Services</b>			
<b>Commitment/Strategy</b>		<b>Ref No</b>			
<b>Partners</b>					
<b>Ref</b>	<b>Directorate/Service Action</b>	<b>Officer Responsible</b>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>	<b>Link to Equality Objective</b>
CHC SDP8 Page 114	Consider income generation within the Caretaking Services Section, offering clearing/cleaning services to other sections including the private rented section.	Ellen Curtis	Q1 - Consider any other cleaning services that could be undertaken within City of Cardiff Council.	Recording of any increases in work carried out for other sections or externally,  Recording of income.	Meet our Specific Equality Duties and build equality into everything we do.
			Q2 - Continue to expand the variety of services offered to other sections, such as clear and clean/jetting.		
			Q3 - Prepare for any services that may be included and ensure all training required completed.		
			Q4 - Implement and advertise to other sections/private rented sector.		
CHC SDP8	Procuring a new building maintenance framework that addresses all the lessons learnt but complies with Construction law.	Sue Bartlett	Q1 - Gather all the information from staff on lessons learnt including specialist items that need to be removed from this framework, e.g. lifts.	Document all issues and actions required to address the shortcomings of the previous arrangements. Set up project team with clear Project Brief to procure the new arrangement	Meet our Specific Equality Duties and build equality into everything we do.
			Q2 - Set up the Project team with governance provided by the Building Maintenance Framework Board.		
			Q3 - Develop documentation that is required to commence the tender process.		
			Q4 - Review all documentation produced so that the procurement process can commence.		
<b>Ref</b>	<b>Directorate/Service Action</b>	<b>Officer</b>	<b>Milestones</b>	<b>Performance</b>	<b>Link to</b>

		<i>Responsible</i>		<b>Measures / Evidence Ref</b>	<b>Equality Objective</b>
CHC SDP9	Implement New Volunteer Portal	Louise Bassett	Q1 - Acceptance of proposal with regards to functionality and provider of portal.	Launch of website and number of visitors.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Establishment of stakeholder group to encompass existing services and share good practice.		
			Q3 - Monitoring and further development of portal.		
			Q4 - Review and implementation of any additional features to the portal.		
Page 115	Continuation of CAT process and Stepping Up	Louise Bassett	Q1 - All final stage CATs from Q4 to be completed and running successfully.	Number of Completed Community Asset Transfers (CATs)	Support wider citizen consultation and engagement with the Council and the decisions it makes.
CHC SDP10			Q2 - Ensure that awareness of the CAT process is successfully embedded in the partnership environment to encourage new groups to get involved.		
			Q3 - Completion or near completion of all CATs currently under progression, with authority section of the property schedule obtained.		
			Q4 - Re-evaluate property schedule to include budget and possibility of new CATs.		

<b>Outcome</b>	<b>People in Cardiff Achieve their Full Potential</b>	
<b>Priority</b>	<b>Priority 1:</b> Better Education and Skills for All <b>Priority 2:</b> Supporting Vulnerable People	
<b>Improvement Objective</b>	<b>Improvement Objective 1.3:</b> Adult Learners Achieve Their Potential <b>Improvement Objective 2.1:</b> People at Risk in Cardiff are Safeguarded <b>Improvement Objective 2.2:</b> People in Cardiff have Access to Good Quality Housing	
<b>Commitment/Strategy</b>	<b>Ref No</b>	Continue to work with partners to mitigate the impact of the welfare reform changes and to ensure that those affected still have access to good quality housing. Increase the number of courses for priority learners in Communities First areas by March 2017, ensuring an increase in enrolment, retention and attainment, which leads to an increase in the overall success rate for learners.
<b>Partners</b>	<i>Job Centre Plus, Employers, Careers Wales, Communities for Work, Communities First, SOVA, Families First, Cardiff &amp; Vale Community Learning Partnership, Communities First, Job Centre Plus</i>	

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
Page 116  CHC SDP1 1	To further develop the volunteer programme within the Advice Services.	Helen Evans	Q1 - To create Volunteer Job Role Profiles.	Monitored expansion of the project.  The number of volunteers based in hubs.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - To recruit and train more volunteers so there are 45 volunteers in any month by expanding the roles that volunteers can do. To create a Facebook page for volunteers.		
			Q3 - Explore the possibility of creating an arms-reach body that can apply for funding for the volunteer coordinator and mentor post.		
			Q4 - To place volunteers into the newly created hubs across the city		
Ref	Directorate/Service Action	Officer	Milestones	Performance	Link to

		<i>Responsible</i>		<b>Measures / Evidence Ref</b>	<b>Equality Objective</b>
CHC SDP1 2	Continue to develop the Into Work Advice Service, which includes the Job Club and Digital Inclusion sessions, Work Skills Training and services to local employers.	Helen Evans	Q1 - Set up new week long Employment Sector training, starting with Health & Social Care.	The number of customers supported and assisted with their claims for Universal Credit.  Achieving Construction Skills Certification Scheme test centre status.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Create Universal Credit training workshops for new claimants and existing claimants in order to help them make and sustain their claim for Universal Credit.		
			Q3 - Main Jobs Fair to be carried out in collaboration with the Department of Work and Pensions (DWP).		
			Q4 - Become an approved Construction Skills Certification Scheme Test Centre to enable customers to become qualified to work on sites and sell to partner organisations.		
CHC SDP1 3	Continue to grow the Money Advice team in terms of knowledge and location.	Helen Evans	Q1 - Investigate the options available for advice officers to attend accredited courses on advice.	Number of customers supported and assisted with their claims for Universal Credit.	Support wider access to Council information and environments, and participation in Council services.
			Q2 - To monitor and report on the impact of Universal Credit (UC) to the citizens of Cardiff since the 6 months it has been introduced.		
			Q3 - To monitor and report on the impact that the benefit cap reduction has had on families. To look at the best ways that this can be mitigated.		
			Q4 - To provide Money Advice from Llandaff North and Fairwater Hubs. To continue to look at advice provided across the city by all agencies to avoid gaps or duplication		
<b>Ref</b>	<b>Directorate/Service Action</b>	<i>Officer</i>	<b>Milestones</b>	<b>Performance</b>	<b>Link to</b>

		<i>Responsible</i>		<b>Measures / Evidence Ref</b>	<b>Equality Objective</b>
CHC SDP1 4 Page 118	Delivery of sustainable operating Adult Community Learning (ACL) model that meets the requirements from the ACL Policy for the grant funded programme, Learning for Work, achieves a cost neutral position, and generates income for the non-grant funded programme, Learning for Life.	John Agnew	Q1 - Review the outcome of Term 2 (January-April) ensuring minimum break even position or income surplus achieved for non-grant funded element of programme. Making any necessary adjustments to Term 3. Ensure delivery of grant funded programme remains within budget.	The provision of an ACL model that provides accredited courses for priority learners, the costs of which are offset by the provision of popular income-generating courses.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Review the outcome for Term 3 (April-July) ensuring minimum break even position or income surplus achieved. Planning launch of Term 1 for academic year 2016/17.		
			Q3 - Launch of the new ACL programme for the academic year 2016/17.		
			Q4 - Review outcome of Term 1 (September-December) ensuring we break even or achieve income surplus and put in place actions for Term 2.		
CHC SDP1 5	Increase the number of accredited courses delivered to priority learners by March 2017.	John Agnew	Q1 - Review the outcome of Term 2 (January-April) putting in place actions for term 3.	Review delivery of courses to priority learners each term, ensuring any new courses have the appropriate accredited units attached or created.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Review the outcome of Term 3 (April-July) putting in place actions for Term 1.		
			Q3 - Launch of the new ACL programme.		
			Q4 - Review outcome of Term 1 (September-December), putting in place actions for Term 2.		



Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CHC SDP1 6	Increase the number of courses for priority learners held in Communities First areas by March 2017.	John Agnew	Q1 - Review the outcome of Term 2 (January-April) putting in place actions for Term 3.	Learners within deprivation deciles one and two achieve a success rate at or above the overall partnership success rate.  Reviews carried out at the end of each term.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Review the outcome of Term 3 (April-July) putting in place actions for Term 1.		
			Q3 - Launch of the new ACL programme.		
			Q4 - Review outcome of Term 1 (September-December), putting in place actions for Term 2.		
CHC SDP1 7	Increase enrolments for priority learners on a year by year basis by March 2017.	John Agnew	Q1 - Review the outcome of Term 2 (January-April) putting in place actions for Term 3.	The review following each term. The launch of the new ACL programme.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Review the outcome of Term 3 (April-July) putting in place actions for Term 1.		
			Q3 - Launch of the new ACL programme.		
			Q4 - Review outcome of Term 1 (September-December), putting in place actions for Term 2.		

<b>Outcome</b>	<b>Cardiff is a Great Place to Live, Work and Play</b>	
<b>Priority</b>	<b>Priority 2:</b> Supporting Vulnerable People <b>Priority 4:</b> Working Together to Transform Services	
<b>Improvement Objective</b>	<b>Improvement Objective 1.2:</b> People in Cardiff Have Access to Good Quality Housing <b>Improvement Objective 4.1:</b> Communities and Partners are Actively Involved in the Design, Delivery and Improvement of Highly Valued Services <b>Improvement Objective 4.2:</b> The City of Cardiff Council has Effective Governance Arrangements and Improves Performance in Key Areas <b>Improvement Objective 4.3:</b> The City of Cardiff Council Makes use of Fewer, but Better, Buildings	
<b>Commitment/Strategy</b>	<b>Ref No</b>	Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018. Progress the agreed Community Hubs development programme by delivering new Hubs in: Fairwater by June 2016; Splott by October 2016; Llanedeyrn by December 2016; Llandaff North by January 2017; and agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016.
<b>Partners</b>	Cardiff & Vale UHB, South Wales Police, Cardiff Third Sector Council, South Wales Fire & Rescue Service, Wales Probation Trust, Welsh Government, Careers Wales, Communities First Clusters, Families First Providers.	

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
Page 120 CHC SDP1 8	<p>The continuous development of the C2C service, including:</p> <ul style="list-style-type: none"> <li>- Single point of contact for parks enquiries;</li> <li>- Expansion of service provided on behalf of CPE to include meter fault reports and act as a point of contact for recovery-led payments for parking related debut recovery.</li> </ul>	Rachel Bishop/ Lowri Morris	<p>Q1 - Scope out the impact and requirements of becoming the first point of Contact for all Parks enquires: staffing, SAP, fit within Neighbourhood Services, FAQs and future trial details. Analyse existing data from APCOA to determine scale of daily reports and typical call duration, and factor in any resource requirements based on predicated additional volume and recruit if necessary. Scope SAP requirements. Agree parameters for C2C involvement/cost per call basis.</p> <p>Q2 - Finalise requirements and processes to enable creation of the timeline for full transfer of all calls to C2C and disable all direct published parks contacts. Make the direct lines to the public defunct. Trial calls into C2C before finalising and enabling analysis of channel statistics. Testing of SAP/back office function by utilizing the staff base handling these calls and implement go live.</p> <p>Q3 - Full transfer of parks calls to C2C. Analyse impact, trend analysis and KPIs in both cases.</p> <p>Q4 - Evaluating in full the success of the projects and the Business as Usual process moving forward.</p>	Overall percentage of satisfied customers who have contacted the council (via 20872087/8).	Support wider access to Council information and environments, and participation in Council services.

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CHC SDP1 9	Maintain consistent levels of Customer Service in line with increased demand and year on year increases in contact volumes.	Rachel Bishop/ Lowri Morris	Q1 - Establish a Welsh-specific team and take steps to cross-train agents for improved Welsh language provision across the centre. Explore further training opportunities to increase the capacity of multi-trained agents within the English speaking pool.	Overall Percentage of satisfied customers who have contacted the council (via 20872087/8).	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Implement training as above. Arrange training sessions for all staff across a range of business activities, including email and webchat handling, and refresh service area specific training.		
			Q3 - Conduct team building sessions and progress Engagement Action Plan.		
			Q4 - Review and monitor effectiveness		
CHC SDP2 0	Handle the customer contact for the waste Kerbside Sorting initiative.	Rachel Bishop/ Lowri Morris	Q1 - Finalise staffing requirements based on a resource analysis report at Programme Board. Agree key dates and "go-live". Finalise communication plan and customer leaflets. Agree and implement SAP requirements. Recruit and train temporary Cardiff Works staff to support the project roll-out. Brief and train existing teams.	Overall Percentage of satisfied customers who have contacted the council (via 20872087/8).	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Assist in the development of a city wide communication campaign including leaflet drop. Analyse the impact of the programme and recruit and train an additional 3 temporary Cardiff Works staff if volumes on all channels required. Monitor escalations and complaints and feed into Programme Board. Provide statistics on trend analysis.		
			Q3 - Reduce temporary staff in line with agreed budget, and when all are agreed we have reached Business as Usual. Analyse impact of changes that may have ongoing impact.		
			Q4 - Anticipated Business as Usual – monitor what we deem to be permanent changes to Business as Usual and full-time employee impact. The work of this quarter is dependent on how the customers have accepted and understood the changes.		

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CH2 SDP2 1  Page 122	Roll out of Hub Strategy for Fairwater, Llandaff North, Splott, Llanedeyrn and Llanishen.	Nicola Richards/ Rachel Bishop	Q1 - Support the Library function in the re-opening of the Fairwater Hub following completion of the conversion work. Coordinate the closure of Llandaff North library to enable the conversion work to commence. Planning of the revised internal fit out of the STAR Hub, Llanedeyrn Hub and the St Mellons Hub phase 2. Recruit the Neighbourhood Development Librarian for Cardiff West and the Hub Officer (Library).	The number of publicly accessible computers per 10,000 population.  The number of library material issues during the year, per 1,000 population.	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Coordinate the closure of Llanedeyrn library to enable to the Maelfa redevelopment work to commence. Recruit Neighbourhood Librarians for Cardiff South East and Cardiff North.	The number of visits to public libraries (including hubs) during the year.	
			Q3 - Support the library function in the opening of the STAR Hub and Llanedeyrn Hub and ensure that all Hub staff are appropriately trained.	The number of visits to libraries and hubs across the city.	
			Q4 - Support the library function in the opening of the Llandaff North/Gabalfa Hub and the Llanishen Hub and ensure that all Hub staff are appropriately trained.	The percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed".	

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CHC SDP 2 Page 123	Relocation of Local Studies and Library Stock Support and progression of Stock Management strategy.	Nicola Richards/ Rachel Bishop	Q1 - Results of the survey and decision from Director as to the appropriate relocation of the Local Studies element of Library Service. Staffing structure to be drawn up and agreed with Human Resources, Unions and staff. Consideration of new location for Stock Support to be undertaken. Continued work with Advisory Group to progress and recommendations relating to Historical Collections subject to Cabinet approval.	The number of library material issues during the year, per 1,000 population.  The number of visits to Public Libraries (including hubs) during the year, per 1,000 population	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Recruitment process to be completed. Move of Local Studies to new location. Services to be developed and curriculum support offer to be drafted. Work with partners to progress relocation of Historical Collections subject to Cabinet approval		
			Q3 - New location for Stock Support to be sought and secured to ensure continuation of delivery of services to the Library. Work with partners to progress relocation of Historical Collections subject to Cabinet approval		
			Q4 - Move of Stacks and Stock Support functions to new location.		

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CHG SDP2 3 Page 124	Implement Library Strategy	Nicola Richards/ Rachel Bishop	Q1 - Report on the 2nd year of the 5th Framework of Welsh Public Library Standards. Continue to develop and assess the opportunities for the literacy pilot with schools through the Travelling Library Service. Enhancement of the digital offer provided by the Library service through the recruitment of a Digital Officer and collaboration with Adult Community Learning.	The number of library material issues, during the year, per 1,000 population.	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Deliver the 2016 Summer Reading Challenge and improve on the 2015 performance and participation levels, with particular emphasis on population reach targets.	The number of visits to Public Libraries (including hubs) during the year, per 1,000 population	
			Q3 - Continue recruitment of Neighbourhood Development Librarians as the Hub programme is implemented, and focus on development of Health and Wellbeing initiatives and promotions through this offer.	The number of publicly accessible computers per 10,000 population.	
			Q4 - Evaluate the continued mobilisation of Library services strategy and develop action planning for 2017/18.	The number of visits to libraries and hubs across the city.	

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CHC SDP2 4	Commence the redevelopment of the Maelfa shopping centre in Llanedeyrn.	Don Davidson	Q1 - Secure detailed planning consent.	The percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed".	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Finalise Development Agreement		
			Q3 - Commence demolition works.		
			Q4 - Commence work on new retail units.		
CHC SDP2 5	Implement local regeneration schemes including: (i) estate improvement schemes at Trenchard Drive, Trowbridge Mawr, and Hodges Square; (ii) Neighbourhood Renewal Schemes at Heol y Delyn, Burnham Avenue and Tyndall Street; (iii) phase 2 of the Clare Road District Centre shop improvement scheme.	Don Davidson	Q1 - Prepare concept designs.	Target of 75% overall satisfaction from surveys.	Build strong and cohesive communities where people can feel safe and able to celebrate Cardiff's diversity.
			Q2 - Undertake consultations.		
			Q3 - Finalise scheme designs.		
			Q4 - Implement schemes.		
CHC SDP2 6	Implement schemes in the approved alley-gating programme, including phase 2 of the Cathays and Gabalfa area-based schemes.	Don Davidson	Q1 - Consult residents on proposed alley-gating.	75% overall satisfaction from feedback surveys.	Build strong and cohesive communities where people can feel safe and able to celebrate Cardiff's diversity.
			Q2 - Undertake legal processes.		
			Q3 - Install alley-gates.		
			Q4 - Undertake feedback surveys.		
Ref	Directorate/Service Action	Officer	Milestones	Performance	Link to

		<i>Responsible</i>		<b>Measures / Evidence Ref</b>	<b>Equality Objective</b>
CHC SDP2 7	Implement a council house building programme outside of Housing Partnering Scheme.	Dave Jaques	Q1 - Agree development sites and delivery capacity, and ensure the team structure is adapted to deliver the project.	Combined number of new affordable rented housing units and new assisted home ownership units completed during the year.	Build strong and cohesive communities where people can feel safe and able to celebrate Cardiff's diversity.
			Q2 - Put in place a delivery route/framework for development.		
			Q3 - Agree specification for new build council properties.		
			Q4 - Tender first scheme.		
CHC SDP2 8 Page 126	Implement the "asset improvement plan" covering garage sites, courtyards & HRA highway.	Dave Jaques	Q1 - Agree 2-year courtyard improvement programme and tender through the Building Maintenance framework.	The adoption of 4 HRA unadopted highways by Highways following improvements.	Build strong and cohesive communities where people can feel safe and able to celebrate Cardiff's diversity.
			Q2 - Agree garage site improvement strategy, including the identification of sites to improve and sites to be sold/developed.		
			Q3 - Agree a revised lettings policy for garage sites.		
			Q4 - 4 HRA unadopted highways improved and adopted by Highways.		
CHC SDP2 9	Commence agile working for technical staff across all teams, with a view to eventually rolling out mobile working and scheduling.	Sue Bartlett	Q1 - Procure the hardware required for the teams. IT currently evaluating Surface Pro4.	Monitor the effectiveness of the new hardware at reducing travel time to and from the office, travel cost, and increased productivity.	Meet our Specific Equality Duties and build equality into everything we do.
			Q2 - Issue hardware to the teams and monitor the effectiveness of the new way of working.		
			Q3 - Quantify savings achieved by the new way of working together and the additional work absorbed by working in a different way.		
			Q4 - Compile a business case for the roll out of mobile working and scheduling for the technical teams.		
<b>Ref</b>	<b>Directorate/Service Action</b>	<i>Officer</i>	<b>Milestones</b>	<b>Performance</b>	<b>Link to</b>



		<i>Responsible</i>		<b>Measures / Evidence Ref</b>	<b>Equality Objective</b>
CHC SDP3 0	Create a Health & Safety (H&S) Plan and Actions.	Colin Blackmore	Q1 - Create H&S Plan incorporating corporate and service area objectives.	The creation of a H&S plan. Approval by the H&S forum and Service Area Joint Committee. The end of year report.	Meet our Specific Equality Duties and build equality into everything we do.
			Q2 - Gain approval for plan from H&S Forum and SAJC.		
			Q3 - Review and monitor progress.		
			Q4 - Report year end position to H&S Forum and SAJC.		
CHC SDP3 1	Review the contact management arrangement to ensure best value, utilising mini tendering where appropriate.	Colin Blackmore	Q1 - Review material capital schemes (<4 yrs).	The review of material capital schemes and the completion on mini tenders.	Meet our Specific Equality Duties and build equality into everything we do.
			Q2 - Identify scheme priority.		
			Q3 - Mini tender where appropriate.		
			Q4 - Plan/organise tenders ahead of need.		
CHC SDP3 2	Review the Asset Management Strategy in relation to the Housing Stock.	Colin Blackmore	Q1 - Analyse existing asset information.	The Asset Management Strategy.  Establishment of a performance level.	Meet our Specific Equality Duties and build equality into everything we do.
			Q2 - Identify similar asset types/groups.		
			Q3 - Establish asset performance level/criteria.		
			Q4 - Identify good/poor performing assets and recommend proposals.		
<b>Ref</b>	<b>Directorate/Service Action</b>	<i>Officer</i>	<b>Milestones</b>	<b>Performance</b>	<b>Link to</b>

		<i>Responsible</i>		<b>Measures / Evidence Ref</b>	<b>Equality Objective</b>
CH SDP 3 Page 128	To further improve tenant engagement and feedback on Council issues to ensure as wide a consultation with tenants regarding as many issues as possible.	Chris O'Sullivan	Q1 - To develop an action plan to improve and build on the success of gardening events and the Blooming Marvellous competition from 2015/2016, including supporting tenants in setting up a communal garden in Caerau. To encourage and help tenants resource other land throughout the city that could be utilised for communal gardens. Investigate the further use of media resources to capture the journey of a new communal garden that could be used to promote to other tenants.	The development of an action plan for gardening events, the completion of a communal garden in Caerau.  The percentage of customers who agreed with the statement "Overall the Hub met my requirements/ I got what I needed".	Support wider access to Council information and environments, and participation in Council services.
			Q2 - To run events during the school holiday periods to encourage families to engage and be consulted on Council issues. To work in partnership with other organisations to ensure that tenants have as much opportunity as possible to engage and feedback any issues. Work in partnership with all Hubs to encourage engagement across the city, targeting areas where tenant engagement has been low previously.		
			Q3 - Review the spring and summer output from the gardening action plan. Organise and promote new autumn and winter gardening events, including "Growing to eat". Review the progress of the Caerau Community Garden.		
			Q4 - Create an action plan and consult with tenants in as many ways as possible regarding future council plans for 2017/2018, including the business plan, budgets, potential rent increase, etc. Review the success of garden and engagement events throughout the year and begin to plan for the spring.		
<b>Ref</b>	<b>Directorate/Service Action</b>	<i>Officer</i>	<b>Milestones</b>	<b>Performance</b>	<b>Link to</b>

		<i>Responsible</i>		<b>Measures / Evidence Ref</b>	<b>Equality Objective</b>
CHC SDP3 4	Benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors.	Nick Blake	Q1 - Clearly identify area/s to be benchmarked (e.g. cost, quality and performance, customer satisfaction and customer demand). Clarify desired outcome and report to the Central Performance Team.	The production of the benchmarking reports.	Support wider access to Council information and environments and participation in Council services.
			Q2 - Scope comparable core cities / best in class organisations to benchmark with.		
			Q3 - Confirm most suitable comparators.		
			Q4 - Collate results and report key lessons learned from the benchmarking activity to Central Performance Team.		
CHC SDP3 5	Develop a new Housing Strategy using locally available information, including the Local Housing Market Assessment.	Kate Hustler	Q1 - Consult on draft Strategy.	Monitoring to be developed as part of the strategy.	Build strong and cohesive communities where people feel safe and able to celebrate Cardiff's diversity.
			Q2 - Submit Cabinet report.		
			Q3 - Commence implementation.		
			Q4 - Prepare half-year monitoring.		
<b>Ref</b>	<b>Directorate/Service Action</b>	<i>Officer</i>	<b>Milestones</b>	<b>Performance</b>	<b>Link to</b>

		<i>Responsible</i>		<b>Measures / Evidence Ref</b>	<b>Equality Objective</b>
CH SDP 6 Page 130	Assess your team's capacity to deliver a Welsh bilingual service.	Nick Blake	Q1 - Identify teams that provide frontline services in accordance with the Welsh language standards.	Mapping exercise.	Support wider access to Council information and environments and participation in Council services.
			Q2 - Assess the identified frontline teams' capacity to deliver a bilingual service without fail.	Completed linguistic assessment tool.	
			Q3 - Put measures in place to address any shortfalls in the team's ability to guarantee a bilingual service at first point of contact.	Evidence including no. and % of staff on Welsh courses and no. and % of posts designated Welsh essential.	
			Q4 - Provide information collated from the Q1-Q3 milestones to the Bilingual Cardiff team for inclusion in the Annual Monitoring Report.	Annual Monitoring Report to Welsh Language Commissioner.	
<b>Ref</b>	<b>Directorate/Service Action</b>	<i>Officer</i>	<b>Milestones</b>	<b>Performance</b>	<b>Link to</b>

		<i>Responsible</i>		<b>Measures / Evidence Ref</b>	<b>Equality Objective</b>
CHC SDP3 7	Review Neighbourhood Partnership Priorities for 2016-17	Louise Bassett	Q1 - Publication of the Annual Review and reviewed Action Plans with clearly aligned outcomes with the What Matters Strategy.	Minutes of meetings. Engagement plans Neighbourhood Programme Highlight Reports	Build strong and cohesive communities where people feel safe and able to celebrate Cardiff's diversity.
			Q2 - Deliver the Six Neighbourhood Partnership Action Plans.		
			Q3 - Deliver the Six Neighbourhood Partnership Action Plans.		
			Q4 - Undertake annual review of Neighbourhood Action Plans and the progress made during 2016/17.		
CHC SDP3 8 P300131	Implement revised Neighbourhood Partnership Fund for 2016/17	Louise Bassett	Q1 - Develop updated guidance, eligibility criteria and application process for the 2016/17 fund. Launch 1st round of funding.	Fund Documentation Scoring Sheets of Panels Fund Monitoring Reports	Build strong and cohesive communities where people feel safe and able to celebrate Cardiff's diversity.
			Q2 - Implement 2nd round of Neighbourhood Fund.		
			Q3 - Implement 3rd round of Neighbourhood Fund.		
			Q4 - Review of Fund arrangements. Confirm arrangements for 2017/18		
CHC SDP3 9	Support the development and promotion of City wide campaigns and programmes	Louise Bassett	Q1 - Dementia Friends/Dementia Friendly Communities.	Number of people trained self-evaluation Neighbourhood Programme Highlight Reports	Build strong and cohesive communities where people feel safe and able to celebrate Cardiff's diversity.
			Q2 - School Holiday Enrichment Programme.		
			Q3 - Operation Bang, White Ribbon Campaign, National Hate Crime Awareness Week.		
			Q4 - Dry January.		

<b>Outcome</b>		<b>Cardiff is a Fair, Just and Inclusive Society</b>			
<b>Priority</b>		<b>Priority 2:</b> Supporting Vulnerable People <b>Priority 4:</b> Working Together to Transform Services			
<b>Improvement Objective</b>		<b>Improvement Objective 2.1:</b> People at Risk in Cardiff are Safeguarded <b>Improvement Objective 2.2:</b> People in Cardiff Have Access to Good Quality Housing <b>Improvement Objective 4.1:</b> Communities and Partners are Actively Involved in the Design, Delivery and Improvement of Highly Valued Services			
<b>Commitment/Strategy</b>		<b>Ref No</b>	Continue to work with partners to mitigate the impact of the welfare reform changes and to ensure that those affected still have access to good quality housing. Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018.		
<b>Partners</b>		Shelter, Private Rented Sector, Welsh Government, Communities First			
Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
Page 132 of 137 CHC SDP4 1	Rent Bill will be introduced during 2016-17. Prepare for changes and implement appropriately across Landlord Services.	Ellen Curtis	Q1 - Plan and prepare for the changes relating to the introduction of the Rent Bill.	The successful implementation of the Rent Bill.	Meet our Specific Equality Duties and build equality into everything we do.
			Q2 - Update procedures and ensure staff are fully briefed of changes.		
			Q3 - Implement changes to working practices.		
			Q4 - Review and amend procedures as required.		
CHC SDP4 1	Allocations policy to be reviewed in line with government changes.	Ellen Curtis/ Natalie Southgate/ Phil Evans	Q1 - Update systems and carry out sufficient testing to ensure suitable for allocation of properties correctly.	The successful implementation of updates to the Allocations Policy, including any legislative changes.	Meet our Specific Equality Duties and build equality into everything we do.
			Q2 - Update procedures and policy, taking into account any legislation changes which have been introduced.		
			Q3 - Implement changes that have already been agreed and ensure all staff aware of changes.		
			Q4 - Review and prepare for any further changes.		

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CHC SDP4 2	Develop a Customer Management Strategy	Emlyn Nash	Q1- Further development of strategy.	The completion and sign off of the Customer Management Strategy.	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Draft Circulation.		
			Q3 - Amendments to Strategy.		
			Q4 - Final Draft for Sign off.		
Page 133 CHC SDP3	Continued development of customer websites, generating income and retaining expenditure in-house. Further progress towards a corporate E-Commerce solution.	Emlyn Nash	Q1 - Continue with the transition for existing Sub sites to the new platform with refreshed content and functionality for customers.	The successful retaining of income in-house. The generation of income.	Support wider access to Council information and environments, and participation in Council services.
			Q2 - Scope and funding discussion for Corporate E-Commerce solution.		
			Q3 - To be confirmed following Q2 progress.		
			Q4 - As above.		
CHC SDP4 4	Integration of Joint Equipment Service and Occupational Therapy into preventative services to enhance support to remain at home.	Kate Hustler	Q1 - Establish working links via First Point of Contact for quick fix equipment solutions.	The establishment of working links for quick fix equipment solutions. Evaluation following the implementation of preferred model.	.Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Review procedures and working practices.		
			Q3 - Look at best practice through other organisations/authorities.		
			Q4 - Implement a preferred model and evaluate outcome		

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CHC SDP4 5	Work to meet Shelter "Equal Ground" standard for good practice in homelessness services.	Kate Hustler	Q1 - Investigate Equal Ground standard.	The achievement of Shelter "Equal Ground" Standard.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Monitor against existing services.		
			Q3 - Implement required improvements.		
			Q4 - Review effectiveness of change.		
CHC SDP4 6 Page 134	Maximise discharge into the Private Rented Sector where full housing duty owed (at least 10%).	Kate Hustler	Q1 - Review availability of the Private Rented Sector and identify areas of high availability.	The monitoring and review of private rented sector discharges.	Meet our Specific Equality Duties and build equality into everything we do.
			Q2 - Actively engage with sector to promote service.		
			Q3 - Monitor barriers to the Private Rented Sector.		
			Q4 - Review success of Private Rented Sector discharges.		
CHC SDP4 7	Improve time taken and quality of homeless decision making.	Kate Hustler	Q1 - Review existing performance monitoring.	The review of existing performance monitoring implementation of targets. Review of effectiveness.	Meet our Specific Equality Duties and build equality into everything we do.
			Q2 - Implement targets and auditing.		
			Q3 - Research best practice and benchmarking.		
			Q4 - Review effectiveness of change.		
CHC SDP4 8	Review the supported accommodation within the Young Persons and Single Persons Gateways.	Kate Hustler	Q1 - Review effectiveness of current provision.	The collation and analysis of feedback and emerging trends. Implementation and review of the service redesign.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Consider feedback from any pilots and consider any other emerging trends.		
			Q3 - Redesign services based on need.		
			Q4 - Implement and review change.		



Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CHC SDP4 8	To review resources in line with the implementation of Universal Credit.	Kate Hustler	<p>Q1 - Monitor impact of Universal Credit on caseload.</p> <p>Q2 - Review existing staffing levels.</p> <p>Q3 - Carry out restructure (if required).</p> <p>Q4 - Review effectiveness of change.</p>	Number of customers supported and assisted with their claims for Universal Credit.	Support wider access to Council information and environments, and participation in Council services.
Page 135 CHC SDP5 0	Ensure that poverty and homelessness are prevented where possible when implementing the Welfare Reform changes, and ensure that all those affected by the changes remain financially and socially included. Including the effective use of Discretionary Housing Payments.	Chris O'Sullivan	<p>Q1 - Ensure close working between partners including private landlords to identify tenants/service users who will be impacted by current and future welfare reforms and what actions can be taken to minimise these actions.</p> <p>Q2 - All partners to work together to formulate a plan to try and alleviate housing issues that are a direct result of Welfare Reform. This includes the continuation of bedroom tax, and the introduction of the cap on Housing Benefit for social tenants in line with Local Housing Allowance rates.</p> <p>Q3 - Create an online application process to remove any barriers for applicants. (The paper form will remain available for use by applicants who may not wish to use the online form.)</p> <p>Q4 - Review the Discretionary Housing Payments budget and consult partners to ensure a proactive and flexible approach is maintained as priorities change and any further Welfare Reform changes are announced.</p>	Additional weekly benefit awarded to clients of the City Centre Advice Team.	Provide support to those who may experience barriers to achieving their full potential.

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CHC SDP5 1	To Support the Welsh Government's Tackling Poverty Agenda.	Louise Bassett	Q1 - Implement and mobilise the ESF funded Communities for Work Programme (CfW). Bring together a steering group to streamline localised service delivery.	Achieve 96 people back into employment per year. Overall in a year, the programme would be expected to engage with 576 people.	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Embed the ESF funded Communities for Work Programme (CfW) into Communities First Delivery, ensuring the structure is integrated with local delivery to enhance existing activities.		
			Q3 - Review delivery of the ESF funded Communities for Work Programme (CfW).		
			Q4 - Review of CfW structure and achievements to date. Review of Fund arrangements for 2017/18. Confirm arrangements for 2017/18.		
CHC SDP5 2	To maintain the delivery of the Communities First Programme through 4 Third Sector Partners.	Louise Bassett	Q1 - Publication of the Annual Review and review of the Community Involvement reporting arrangements in alignment with the Future Generation Indicators.	Number of people involved in Communities First across Cardiff	Provide support to those who may experience barriers to achieving their full potential.
			Q2 - Continue to monitor the current spend and performance of the Communities First clusters.		
			Q3 - Continue to monitor the current spend and performance of the Communities First clusters.		
			Q4 - Undertake annual review of the Communities First Delivery for 2016-17 and progress. Review of Welsh Government funding arrangements for 2017/18.		

Ref	Directorate/Service Action	Officer Responsible	Milestones	Performance Measures / Evidence Ref	Link to Equality Objective
CHC SDP5 3	Implementation of the Day Opportunities Strategy, including the expansion of the Meals on Wheels Service and remodelling of the Grand Avenue and Minehead Road Day Centres	Jane Thomas	Q1 - Review current Meals on Wheels Service and implement new charging structure. Preparation of concept designs for Grand Avenue and Minehead Road Day Centres.	Monitoring uptake of Meals on Wheels  The commencement of construction of day centres	Build strong and cohesive communities where people feel safe and able to celebrate Cardiff's diversity.
			Q2 - Sustainable location and equipment for Meals on Wheels to be sought, if appropriate. Submission for planning approval on Grand Avenue and Minehead Road Day Centres.		
			Q3 - Launch revised Meals on Wheels offer based on review in Q1, and commence Marketing Campaign. Invite tenders for Grand Avenue and Minehead Road Day Centre refurbishments.		
			Q4 - Monitor uptake of new Meals on Wheels service against income targets. Start construction of Grand Avenue and Minehead Road Day Centres.		

## Directorate/Service Priorities (core business)

### Part 3 - Planning for the future

<b>Outcome</b>		<b>Cardiff is a Great Place to Live, Work and Play</b>			
<b>Priority</b>		<b>Priority 4: Working Together to Transform Services</b>			
<b>Improvement Objective</b>		<b>Improvement Objective 4.1: Communities and Partners are Actively Involved in the Design, Delivery and Improvement of Highly Valued Services</b>			
<b>Commitment/Strategy</b>		<b>Ref No</b>	n/a		
<b>Partners</b>		n/a			
Ref	Potential Impacts	Officer Responsible	Mitigating Actions	Performance Measures / Evidence Ref	Link to Equality Objective
CHC SPF1	Relocation of Local Studies and further restructure of service.	Nicola Richards/ Rachel Bishop	Re-brand of Local Studies Service	n/a	Support wider access to Council information and environments, and participation in Council services.
			Increased Curriculum Support through Schools		
			Travelling Library Service		
			Opportunities to work with partners on Heritage Development Initiatives.		
CHC SPF2	Scoping potential possibilities for revenue generation associated with 24/7 services.	Isabelle Bignall	Work with other council directorates to identify lone worker and other service requirements and opportunities.	n/a	Meet our Specific Equality Duties and build equality into everything we do.
			Identify opportunities with relevant partners for Telecare/Telehealth development and expansion of service.		
			Liaising with schools to identify potential requirements for the Alarm Receiving Centre services.		
			Research alarm/concierge monitoring opportunities and liaise with relevant agencies/businesses to progress monitoring options.		

Ref	Potential Impacts	Officer Responsible	Mitigating Actions	Performance Measures / Evidence Ref	Link to Equality Objective
CHC SPF3	Develop service specification for all supporting people funded services in partnership with statutory organisations.	Jane Thomas	Consider the results of the gateway to assess the improved information available.	n/a	Provide support to those who may experience barriers to achieving their full potential.
			Investigate links with other funded services and the opportunities for joint commissioning with partners.		
			Commence drafting of service specifications and draw up a priority list / timetable for recommissioning.		
			Draft outline specifications for all services in preparation for recommissioning		
CHC SPF3	Review all Supported Accommodation in the light of future rent restrictions which will reduce the funding available to operate these schemes.	Jane Thomas	Identify all supported accommodations with rents over LHA levels.	n/a	Provide support to those who may experience barriers to achieving their full potential.
			Work with partners to prioritize supported housing schemes.		
			Monitor and review any available information about the future legislation.		

## Directorate/Service Priorities (core business)

### Measure Progress

#### Key Performance Indicators

The Communities, Housing & Customer Services Directorate has a strong performance management culture, with performance indicators to monitor business as usual as well as to monitor progress against Corporate and Directorate Priorities.

\*\*The 2015-16 Result is currently populated with Year to Date figures, the majority are available monthly so the result from February is included, where an asterisk is included the figure is from Quarter 3.

Ref	Performance Indicator	2014-15 Result	2015-16 Result	2016-17 Target	2017/18 Target	Action Ref
Corp	The number of working days/shifts per full-time equivalent (FTE) lost due to sickness absence					Corp
Corp	% PPDR Completion					Corp
TBC	Maintain the success rate at or above the Adult Community Learning National Comparator (Cardiff specific return)	Academic yr 2013/14 <b>72%</b>	Academic yr 2014/15 <b>87%</b>	Academic yr 2015/16 <b>83%</b>	Academic yr 2016/17 <b>83%</b>	Local Indicator
TBC	Progress against partnership performance data: - The success rate at or above the ACL National Comparator (Overall Partnership Return)	(Result Academic Year 2013/14) <b>84%</b>	(Result Academic Year 2014/15) <b>92%</b> (unverified)	(Result Academic Year 2015/16) <b>90%</b>	(Result Academic Year 2016/17) <b>92%</b>	Local Indicator
TBC	- The success rate at or above the ACL National Comparator (Cardiff specific return)	(Result Academic Year 2013/14) <b>72%</b>	(Result Academic Year 2014/15) <b>87%</b>	(Result Academic Year 2015/16) <b>84%</b>	(Result Academic Year 2016/17) <b>85%</b>	Local Indicator
TBC	- Learners within deprivation deciles one and two to achieve a success rate at or above the overall Partnership success rate	(Result Academic Year 2013/14) <b>D1 – 84.1%</b> <b>D2 – 84.2%</b>	(Result Academic Year 2014/15) <b>D1 – 92%</b> <b>D2 – 91%</b>	(Result Academic Year 2015/16) <b>90%</b>	(Result Academic Year 2015/16) <b>92%</b>	CHCSCP1 CHCSDP16

Ref	Performance Indicator	2014-15 Result	2015-16 Result	2016-17 Target	2017/18 Target	Action Ref
COR KPI1	Percentage of C2C Calls Answered	86.85%	*93.24	93%	93%	Local Indicator
COR KPI7	Overall Percentage of Satisfied Customers who have contacted the Council (via 2087 2087/8)	95%	*97%	90%	90%	CHCSDP19 CHCSDP20
COR KPI9	Average time to respond to an email (hours) (via c2c@cardiff.gov.uk/caerdydd)	22:54	*14:27	48	48	Local Indicator
RRL KPI2	Percentage of Repair Reporting Line calls answered	82.78%	*91.26%	93%	93%	Local Indicator
RRL KPI4	Overall Percentage of Satisfied Customers who have contacted the Repair Reporting Line	83.51%	*86.67%	80%	80%	Local Indicator
COR KPI8	Average time a call queues (seconds)	98 seconds	*46	40 seconds	40 seconds	Local Indicator
Local Indicator 1995	The average number of days for a Member Enquiry Line request/enquiry to be dealt with	10.91	14.18	10	10	Local Indicator
CAS KPI1	Percentage of Critical/Emergency Community Alarm calls answered within 60 seconds	97.67%	*97.36%	97.5%	97.5%	Local Indicator
CAS KPI2	Percentage of Critical/Emergency Community Alarm calls answered within 180 seconds	99.75%	*99.77%	99%	99%	Local Indicator
CAS KPI7	The average time a mobile warden takes to respond to a service user	17	*18 mins	30	30	Local Indicator
TBC	% of Telecare calls resulting in an ambulance being called out	7.28%	*7.45%	<10%	<10%	Local Indicator
LCL/002(a)	The number of publicly accessible computers per 10,000 population	7	Annual only	9	9	CHCSDP21 CHCSDP23

Ref	Performance Indicator	2014-15 Result	2015-16 Result	2016-17 Target	2017/18 Target	Action Ref
LCL/003	The percentage of library material requests supplied within 7 calendar days	72%	Annual only	75%	75%	Local Indicator
LCL/004	The number of library materials issued, during the year, per 1,000 population	4727	*3,109	5000	5000	CHCSDP21 CHCSDP22 CHCSDP23
LCL/001 (b)	The number of visits to Public Libraries (including hubs) during the year, per 1,000 population	8376	*4,441	8467.5	8467.5	CHCSDP21 CHCSDP22 CHCSDP23
TBC	The number of visitors to Libraries and Hubs across the City	2,945,838	1,994,427 (virtual visits added in Q4)	3,000,000	3,000,000	CHCSDP21 CHCSDP23
TBC	% of Commercial Landlord Agents licensed with Rent Smart Wales (cumulative)	N/A	NEW	30%	60%	CHCSCP7
TBC	Number of Landlords in Wales registered with Rent Smart Wales (cumulative)	N/A	NEW	26,000	52,000	CHCSCP7
TBC	Number of Landlords/Agents completing training sessions with Rent Smart Wales (cumulative)	N/A	NEW	3,000	6,000	Local Indicator
TBC	Number of Licenses that have been issued by Rent Smart Wales (cumulative)	N/A	NEW	10,000	30,000	Local Indicator
TBC	Number of customers supported and assisted with their claims for Universal Credit	N/A	NEW	400 people	400 people	CHCSCP6 CHCSDP12 CHCSDP13 CHCSDP48
TBC	Additional weekly benefit awarded to clients of the City Centre Advice Team	£5,144,266	£8,911,091	£6m	£6m	CHCSCP6 CHCSDP50
Outcome Agreement 05	The percentage of Into Work Service Users who feel more "job ready" as a result of completing a work preparation course	80%	98%	>90%	>90%	CHCSCP2



Ref	Performance Indicator	2014-15 Result	2015-16 Result	2016-17 Target	2017/18 Target	Action Ref
TBC	% percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	99.2%	99.6%	90%	90%	CHCSCP12 CHCSDP21 CHCSDP24 CHCSDP33
Outcome agreement 08 (2068)	Number of businesses attending Jobs Fair events	91	51	75	80	Local Indicator
Outcome Agreement 09	Number of individuals assisted through Into Work Services	31,259	36,444	32,000	34,000	Local Indicator
Outcome agreement 10 (2070)	Number of Into Work Service Users completing an accredited course	2,257	1,262	1,000	1,100	Local Indicator
Outcome agreement 11 (2071)	% of Into Work Service users who complete an accredited course who gain a qualification	92%	91%	90%	90%	Local Indicator
HLS/014	The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	112.74	97	60	55	Local Indicator
HANR 01	Vacant Local Authority stock as percentage of overall stock	1.71%	1.78%	1.5%	1.5%	Local Indicator
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	1.65%	*1.60%	2%	3%	Local Indicator

Ref	Performance Indicator	2014-15 Result	2015-16 Result	2016-17 Target	2017/18 Target	Action Ref
TBC	The Percentage of Urgent Antisocial Behaviour Cases contacted within 1 working day	85%	94%	90%	90%	Local Indicator
TBC	Blocks visited for cleaning on date due	87%	93%	90%	90%	Local Indicator
TBC	The percentage of cases where a duty to prevent homelessness was accepted and where homelessness was prevented (excluding those ended by customer's action)	New indicator	New indicator	55%	55%	Local Indicator
TBC	The percentage of cases that had a duty to help secure was accepted and where homelessness was relieved (excluding those customers who did not engage)	New indicator	New indicator	35%	35%	Local Indicator
TBC	Average days to accept a full duty to secure accommodation after the duty to help to secure has ended	New indicator	New indicator	20	10	Local Indicator
HHA/014(b)	The average number of days all homeless families with children spent in Bed and Breakfast accommodation	0	0	0	0	Local Indicator
HHA/015(a)	The average number of days that all homeless households spent in Bed and Breakfast accommodation	0	0	0	0	Local Indicator
HHA/017(b)	The average number of days that all homeless households spent in other forms of temporary accommodation	206.25	166.53	170	170	CHCSCP9
TBC	% of interventions provided by the outreach service within 3 days of a report of rough sleeping	N/A	NEW	90%	90%	CHCSCP8
PSR/006	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used	44.33	*43	50	50	Local Indicator
PSR/002 (annual)	The average number of calendar days taken to deliver a Disabled Facilities Grant	197	237	220	200	Local Indicator

Ref	Performance Indicator	2014-15 Result	2015-16 Result	2016-17 Target	2017/18 Target	Action Ref
TBC	% of new service requests to be managed within Independent Living Services as opposed to Social Care	N/A	NEW	50%	50%	CHCSCP10
TBC	% of cases where alternative solutions were found by an Independent Living Visiting Officer that did not result in a referral through to Social Care	N/A	NEW	45%	45%	CHCSCP10
CMS 001	The percentage of emergency repairs completed within target time	94.66%	96.25%	90%	90%	Local Indicator
TBC	The percentage of responsive repairs carried out by the in-house workforce	78%	86%	85%	85%	Local Indicator
ID8	The percentage satisfaction with completed Neighbourhood Regeneration Schemes	84%	86%	75%	75%	Local Indicator
STR 001	Combined number of new affordable rented housing units and new assisted home ownership units completed during the year	224	*230	230	260	CHCSDP27
BNF /002 (a)CTR	Speed of processing: Average time for processing new CTR claims	18.91	17.68	20	20	Local Indicator
BNF /002 (a)HB	Speed of processing: Average time for processing new HB claims	21.3	20.68	21	21	Local Indicator
BEN 19HB	Percentage of new HB claims processed within 14 days of all information received	95.13%	96.65%	95%	95%	Local Indicator
TBC	Number of people using Time credits	1435	2200	2500	3000	Local Indicator
TBC	Number of Completed Community Asset Transfers (CATs)	n/a	2	3	4	CHCSDP10
TBC	Number of people involved in Communities First across Cardiff	18,486	11,769	10,526	11,000	CHCSDP52

Mae'r dudalen hon yn wag yn fwriadol



# **Governance & Legal Services Directorate Delivery Plan 2016-2018**

DRAFT

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### 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

## Introduction

### Corporate Business Plan

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.

### Measuring Progress

To ensure there is a 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

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 outcome) we want to achieve.

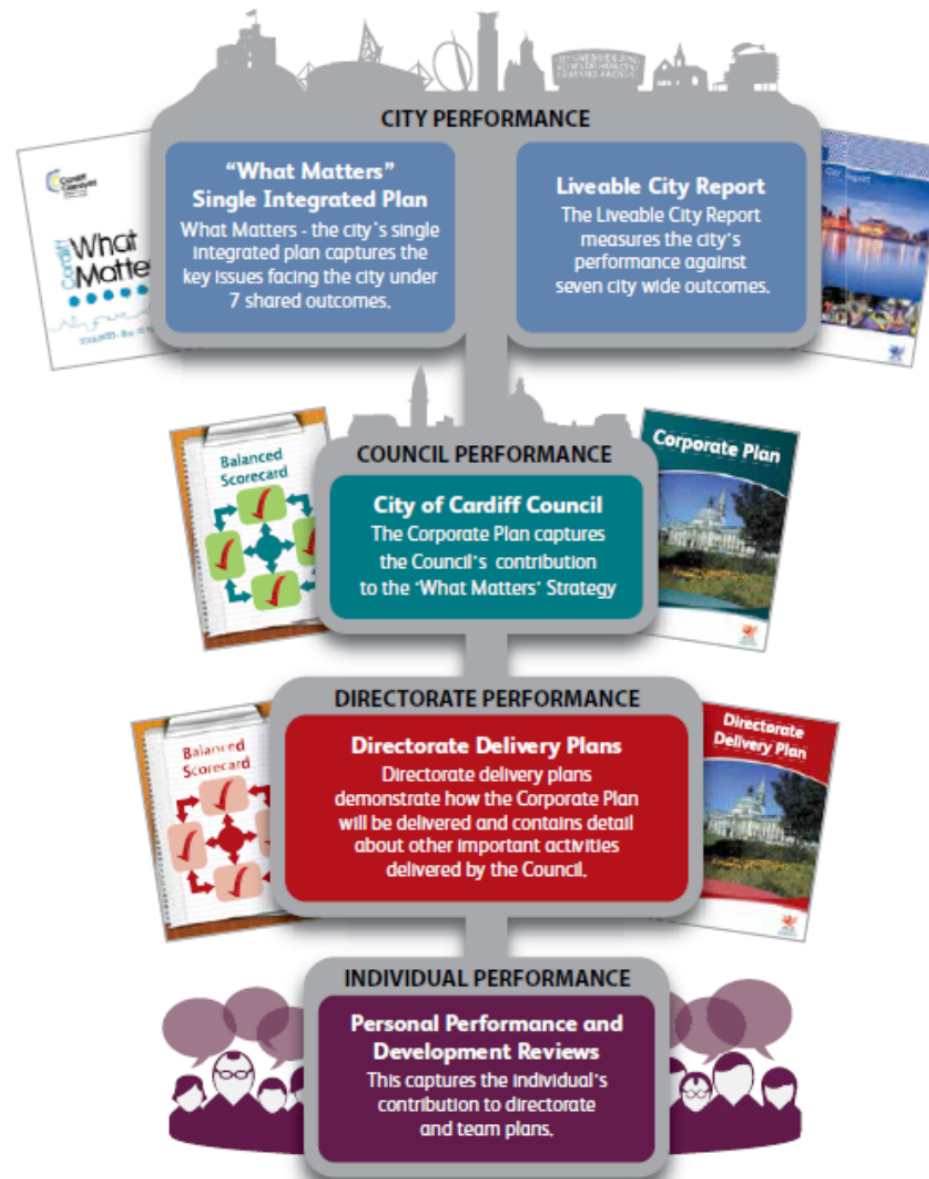
### Commitments

- 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.

# The Policy Framework





## Directorate Introduction

### Core Business

Governance and Legal Services Directorate sits at the heart of the Council and the democratic process. It plays a vital role in supporting the elected councillors in their representative and decision making roles. The Directorate is also responsible for a wide range of significant corporate functions serving the whole Council and partners. The Directorate comprises the office of the Monitoring Officer including Legal Services, and the Council's Scrutiny, Democratic Services, Electoral Services, Bilingual Cardiff and Glamorgan Archives. The post of director for Governance & Legal Services is vacant and the application process is underway. Interim management arrangements are currently in place. Following the appointment of the new director Parts 3 of the delivery plan, Planning For The Future, will be a priority of the new director and therefore Part 3 is completed on an indicative basis.

**Bilingual Cardiff** - Bilingual Cardiff are responsible for overseeing the implementation and monitoring of the Welsh language standards issued to Cardiff Council under the Welsh language [Wales] Measure 2011. This includes ensuring that elected members, managers and staff have the information, advice, guidance and support they need to meet the requirements of all legislation in respect of the Welsh language.

We are responsible for developing and coordinating policies and strategies to facilitate compliance with the Welsh language standards and for promoting the Welsh language across the council.

Bilingual Cardiff provide a full Welsh/English translation and proofreading service to all directorates and other external organisations as well as a simultaneous translation service to all directorates allowing the Council to meet its statutory duty to provide bilingual meetings.

**Committee & Member Services** – We provide a service to all Members the City of Cardiff Council. We support, inform and record the work of the Council; and its committees; member working groups and other internal meetings We make the Council's work and information about that work accessible to the general public and citizens of Cardiff and we maintain a public record of all member level decision and documents in trust for the public and the future generations of Cardiff. We support Councillors in their important democratic roles of representing their constituents, making decisions and supporting their local communities. We ensure good governance in the Council by implementing the requirements of Statutory Legislation: the Code of Conduct; the requirements of the Cardiff Constitution. We webcast meetings of the Council and the Planning Committee. We support the Member Development Strategy and facilitate the Member Development annual programme; support Members on-line training; development assessments and undertake annual surveys to support the ongoing programme of support to Councillors. We provide an administrative service to all Councillors.

**Electoral Services** – We provide an Electoral Services function comprising the compilation and maintenance of the register of electors. The registration system changed in June 2014. The new system is called 'Individual Electoral Registration' (IER) and is the biggest change to the voter registration system in 100 years. Now, each individual will be responsible for registering themselves. The team provide an administration service for scheduled elections and polls.

We are responsible for the maintenance of administrative boundaries and with the city's growing population and changes in how areas across the city have developed and function, we are required by law to regularly review community boundaries. This ensures the community structure is relevant and reflects the identities and interest of the community.

**Equality Team** - The Council is committed to fulfilling a Public Sector Equality Duty under the Equality Act 2010. In general terms, this requires the Council to demonstrate what it is doing to eliminate discrimination, promote equality and promote good relations. In addition the Council also has a number of Specific Equality Duties, including gathering and reporting upon information about the Council and the impact of its policies and services on different groups of people.

The Equality Team provides an important advisory function and arranges policy development and performance management to ensure that the Council can meet its duties and develop accessible services and policies that help everyone fulfil their full potential. It also provides a bridge between the Council and 'seldom heard' communities, helping understand and reduce any barriers to services and integration that might arise.

**Glamorgan Archives** – We collect records relating to the history of Glamorgan and maintain the corporate memory of 6 constituent authorities (Bridgend CBC; Caerphilly CBC; Merthyr Tydfil CBC; Rhondda Cynon Taff CBC; Vale of Glamorgan CBC and Cardiff Council). We are particularly interested in locating records in imminent danger of destruction or decay so that they may be saved for future generations. We catalogue records so that people can locate material which may be of interest to them. We preserve and conserve records, ensuring that items deposited, donated and transferred to the record office are held in the best environmental conditions and are packaged in appropriate materials. Members of the public can access records in our search room with assistance on hand.

Our plan is monitored and reviewed on a quarterly basis by the Joint Committee and public reports posted on Cardiff Council's website.

**Legal Services** – provides a wide range of legal advice to the Council, its committees and all directorates. Legal Services comprises three teams:

**Litigation Team**, which provides advice on matters such as:

- Regulatory advice including licensing, trading standards, environmental health, health and safety (and support to the relevant Committee);

- Regulatory prosecutions;
- Housing advice and support;
- Housing litigation – including housing anti-social behaviours and appeals/JR of homelessness decisions
- Education- general advice and support of admission and exclusion appeals;
- Employment law – advice, cases and tribunals
- Civil cases – contract disputes and judicial review defences;
- Money Lending Prosecution – all Wales ( produces an income)
- Debt recovery

**Communities Team**, which provides advice on matters such as:

- Children’s Services – advocacy and advice;
- Adult Social Care and Health – advice;
- Disclosures of information relating to cases (e.g to Police) – advice;
- Social Service involvement in private cases – advice.

**Procurement/ Commercial & Property Team**, which provides advice on matters such as:

- Procurement and state aid – advice and drafting (including grant conditions);
- Commercial contracts/projects (including joint ventures and other forms of collaboration) - advice, drafting and negotiation;
- Construction projects - advice, drafting and negotiation;
- Freehold and leasehold sales and acquisitions – advice, drafting and negotiation;
- Leases (creation for Council as lessor or lessee) – advice, drafting and negotiation;
- Development agreements - advice, drafting and negotiation
- Planning – advice, drafting and negotiation (and support to the relevant Committee);
- Highways - advice, drafting (e.g section 38 and 278 Agreements) and processing;
- Environment – advice and drafting;
- Traffic orders – advice, drafting and processing;
- Imposition of charges (and other encumbrances) on property (e.g in support of recovery of care costs) – advice, drafting and processing;

- Compulsory Purchase Orders (e.g. for Housing enforcement) – advice, drafting and processing;
- Local Land Charges – maintaining register, processing searches and providing personal agents with access;
- Acting as registration authority for Commons, Village Greens and maintenance of the registers;
- Making and advising upon Byelaws;
- General non-contentious legal queries

**Scrutiny Services** - Scrutiny is undertaken by elected Members who do not hold Cabinet positions within the Council. They work together to ensure accountability, openness and transparency, implementing the Centre for Public Scrutiny's four principles of good scrutiny, which are:

- Provides 'critical friend' challenge to executive policy makers and decision makers
- Enables the voice and concerns of the public to be heard
- Is carried out by independent minded governors who lead and own the scrutiny role
- Drives improvement in public services.

Scrutiny Committees ensure cross-party involvement in adding value to the Council's work, securing important evidence from experts, citizens and other lay stakeholders, so that Cabinet decisions can be informed by that evidence and an understanding of what best practice looks like.

Cardiff's five Scrutiny Committees (Children and Young People, Community and Adult Services, Environmental, Economy and Culture, and Policy Review and Performance) each contain nine Councillors, drawn from political parties within the Council membership to mirror the Council's overall political composition. The Children and Young People Scrutiny Committee also includes co-opted parent governors and two co-opted representatives of the Church in Wales and Roman Catholic Dioceses.

The Committees ensuring good and inclusive governance, maximising the contribution that Councillors and citizens can make to ensuring the city's success.

## Our Achievements during 2015 - 16

### Bilingual Cardiff

- Worked in partnership with stakeholders on the creation of a Welsh cultural centre in the city centre ('Yr Hen Lyfrgell') which opened in February 2016.
- Implemented the Council's Welsh Language Scheme to ensure bilingualism across the board, including publishing new guidelines and raising awareness of the requirements of the Scheme and the new Welsh language standards.
- 94.2% translations returned on time (5,069,914 words). The team translated more words than any previous year.
- Bilingual Cardiff coordinated the corporate response to the Welsh Language Commissioner's standards consultation under section 47 of the Welsh language [Wales] Measure 2011, and were successful in receiving variation clauses to 3 standards which had potentially the greatest financial impact on the authority (33, 41 & 76).
- The corporate Welsh language awareness e-module developed in partnership with 4 other local authorities was launched in September 2015. To date 1111 staff have completed or partially completed the module. The online module will allow the Council to deliver awareness courses to a greater number of employees therefore meeting our statutory duty under the Welsh language standards (132) more effectively.
- Members of the Bilingual Cardiff team attended a jobs workshop at Fitzalan high school (February 2016) to promote Welsh language opportunities within the authority.
- Purchased simultaneous translation equipment and trained 2 translators to deliver this service in-house to all service areas as well as third party organisations. This will allow the Council to meet its statutory duties in-house with regarding meetings and interviews.
- Published the monthly Welsh language brief for Council all staff (distributed via the Welsh language coordinators) to update on developments within the Welsh language agenda or any complaints received against the Welsh language scheme/standards.
- Prepared, approved and submitted the Annual Monitoring Report on implementation of the Council's Welsh Language Scheme to the Welsh Language Commissioner by deadline (30/06/15).
- Offered a flexible package of corporately funded Welsh language training to all frontline staff.
- Promoted a successful 'Diwrnod Shwmae' event across the council in October. An event which was aimed at encouraging staff to greet each other in Welsh or use any Welsh they might have.
- Worked in partnership with the Communications and Media team on a marketing campaign to raise staff awareness of the Welsh language standards ("Are you ready for the Welsh language standards?")

## Committee & Member Services

- Delivered the Member Development Programme 2015/16 agreed with Member Development Steering Group to support Councillors to ensure that they have the necessary toolkit to undertake their roles and responsibilities
- Enrolled all Members on to the All Wales Academy On-Line training portal to provide a more flexible approach to learning and development for Councillors to undertake outside of working hours.
- Completed Personal Development interviews with Chairs of Committees to support these Councillors in their roles.
- Undertook Induction with Chair of Democratic Services to ensure the Chair has the necessary knowledge and information to support his/her as a Chair.
- Carried out induction of newly Elected Members to provide the initial foundation on the role of a Councillor; the statutory requirements of the role and where to get information.
- Embedded Modern.gov Committee Management System for Agenda and Minutes – All Agenda and Minutes are now published on the system which allows Councillors to download remotely and reduce the demand on paper copies.
- Improved Agenda Management for Governance and Regulatory Committees to ensure that meetings are managed and more focussed. That a work programme is in place to support the managing of meetings to reduce the length of Agendas and Meetings.
- Implemented the new arrangements for the Local Authority Governor Panel to improve the process of appointing LA School Governors to ensure that Governing Bodies vacancies are filled and that a breath of knowledge and talent are recruited to Governing Bodies that can support the school.
- Produced Annual reports and review for the Governance Committees – to focus on outcomes from the work of the Committee and plan for the year ahead
- Carried out a survey of Members to evaluate the Members IT Project – to get feedback on the initial project so that the upgrade meets members' expectation and needs:
- Working with IT officers to roll-out the new generation of Tablets; to date 1/3 of tablets have been roll-out to be completed by 31 May 2016.
- Produced Weekly diary updates – to keep Members informed of meetings and events on a weekly basis.
- Ensured Members receive briefing reports/emails to support their roles – and populated the Member On-Line Library Service.
- Arranged and supported the 2015 Annual Standards Conference supporting the setting and maintaining of Standards of good governance and learn from best practice.
- Supported over 250 Council, Committee and Officer meetings; supporting the democratic and governance process of the Council.
- Supported School Appeals Panels- ensuring the good governance and fairness of the process for parents who are appealing to the education authority.

## Electoral Services

- Successful delivered the Parliamentary Election and completed and submitted the Cabinet Office Election Claim in September before the deadline of November. Cabinet Office have signed off the Claim forms.
- Met the deadline for transition of Individual Electoral Registration which was brought forward to December 2015.
- The electorate for the 2016 Register of Electors has increased by 8,495 electors.
- Established student registration engagement with Cardiff University and the University of South Wales.
- Successfully delivered numerous Community Polls, Community Poll Meeting and County Council elections.

### **Equality Team**

- Developing and publishing a four year Strategic Equality Plan, setting out the Council's key equality objectives between 2016 – 20.
- Ensuring that every Council budget proposal is appropriately equality screened and assessed.
- Consulting widely with community groups to identify any gaps in service access and seek to provide useful solutions.
- Co-ordinating with City Operations the successful Cardiff Council Access Focus Group, which enables individuals and groups from various backgrounds to comment upon and influence developments in Cardiff's built environment.
- Co-ordinating Cardiff's five 50+ forums, giving older people the opportunity to influence the design of services provided by the Council and other service providers, and to respond to Welsh Government consultations affecting them..
- Publishing Cardiff's first Ageing Well Local Delivery Plan, which sets out plans to make Cardiff a great place to live right through your life.

### **Glamorgan Archives**

- Achieved 62% growth in take-up of volunteering opportunities, providing experience for prospective entrants to the profession and enabling retired and disabled volunteers to contribute to the preservation of their heritage
- Generated £10,500 of conservation income against a target of £10,000, helping to offset increased accommodation cost from nndr
- Maintained 95% achievement of targets for remote enquiries, making resources available to people unable to visit the building

### **Legal Services**

Supported the implementation of Council Objectives through provision of Legal advice drafting and negotiation of legal transactional documentation. For example:-

- Community (such as the Insole Court refurbishment and transfer) and hub developments (such as Ely)
- The property arrangements relating to Central Square development

- The successful implementation of the interim waste project at Trident Park
- Progress through the competitive dialogue process of the Organics Waste project, the Leisure Alternative Delivery Model project and the Housing Partnership Programme. These significant projects seek to deliver cost savings whilst retaining and potentially enhancing services and secures the availability of affordable housing and associated community benefits.
- Assisted in the development and implementation of the School Organisational Programme through providing robust advice on management of school improvements, changes and provision of new schools
- Supporting the Council's Service Areas and Commissioning and Procurement Team on a number of procurements which have resulted in a saving to the Council.
- Continued protection of children and vulnerable adults in Cardiff through quality of advice and advocacy in relation to child care matters
- Secured a number of successful IMLU (Illegal Money Lending Unit) on an all Wales basis and helping some of the most vulnerable people in Cardiff
- We collected £6,691,657.39 of money owed to the Council

### Scrutiny Services

- Delivered five Committee work programmes, including the arrangement of
  - Over 100 public meetings
  - Over 250 informal "task and finish" meetings
  - Production of 12 in depth Inquiry reports
- Gathered important evidence from comparator organisations, regulators, professional and academic experts, third sector bodies and community groups to support the development of robust policies across the whole range of Council services, and to measure the Council's performance and opportunity for improvement.
- Supporting Members with information, analysis and development opportunities to optimise their ability to support the Council's improvement.
- Contributed important policy recommendations to the Council's change agenda, including in the areas of: corporate improvement; education; Information, Assistance and Advice; urban transformation; corporate parenting; alternative delivery models in arts, culture and outdoor services; integrating health and social care; Regulatory Services; and more.



- Enriched the Council's governance arrangements by diversifying contribution to policy debate, facilitating the input of citizens, third sector groups and back bench elected Members.
- Enabled citizens to understand and influence the Council's decision making arrangements by attending committees, providing evidence, asking questions and submitting petitions on items of interest.
- Delivered a transformational Improving Scrutiny Project to take account of the many changes taking place in governance in Cardiff and Wales, and to ensure the success of future scrutiny arrangements.

## Key Aspirations

### Directorate wide aspiration:

- To support the Council to deliver Wales Audit Office objectives, in particular, recommendations relating to good governance.
- Complete recruitment of the new director.

### Team aspirations:

#### **Bilingual Cardiff**

- To ensure new vacant translator posts are filled to meet the growing demands of the service and requirements of the new statutory Welsh language standards.

#### **Committee & Member Services**

- To implement action plan to improve communications with Councillors.
- To further improve accessibility and engagement with the democratic processes through website; webcasting and social media.
- To work in partnership with Bilingual Cardiff to ensure that the democratic process meet the requirements of the Welsh Language Standards
- To prepare and deliver Member Induction training programme that meets the need of new and returning Councillor.

#### **Electoral Services**

- Administrating the National Assembly for Wales and the Police and Crime Commissioner elections in May 2016.
- Administrating the EU Reference once a date has been announced.
- Administrating the Elected Mayor petition and running a Referendum if petition is valid.
- Continuing to encourage increased registration of electors.

### **Equality Team**

- To ensure that all Council Directorates deliver the highest standards of fairness and accessibility in the services they provide.

### **Glamorgan Archives**

- To preserve the region's past for future generations to use.

### **Legal Services**

- Improve efficiencies of Legal Services by introducing enhanced legal case management and IT hardware system.
- To develop an income earning strategy with the director, once appointed.

### **Scrutiny Services**

- To ensure that the Council's governance arrangements are of an impeccably high standard, informed by the most relevant and useful evidence.
- To ensure that Members are equipped with good development opportunities and support to scrutinise the Council's work.

## Resources

### Staff Numbers & Characteristics

	Number	
FTE Post	88	
Number of Staff (headcount)	95	
	%	No
Temp (Contract Type)	2%	2
Perm	98%	93
	<b>Total</b>	<b>95</b>

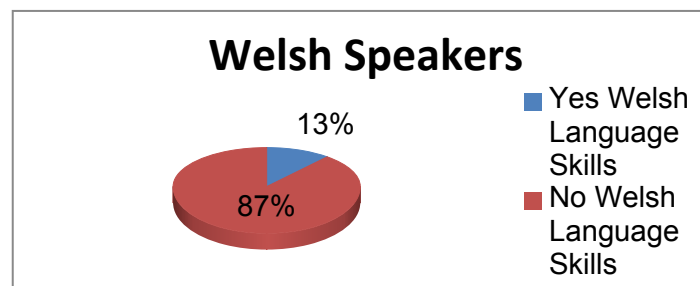
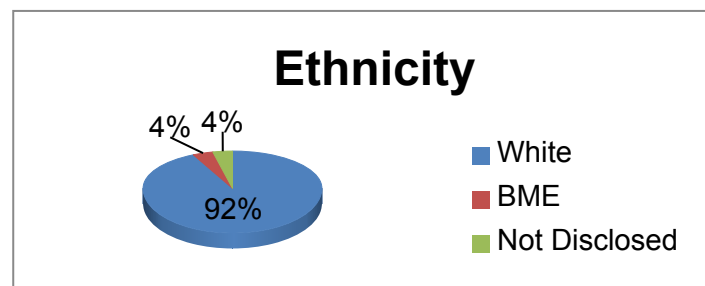
Age Group by Gender/Salary Band	Female	Male	Total
16-24	1	1	2
25-34	13	8	21
35-44	17	3	20
45-54	26	7	33
55-64	12	6	18
65+		1	1
<b>Total</b>	<b>69</b>	<b>26</b>	<b>95</b>

Salary Band	Number	%
Below £16k	7	7%
£16k-£22,999	23	24%
£23k-£27,999	15	16%
£28k-£32,999	14	15%
£33k -£39,999	15	16%
£40k +	21	22%
<b>Total</b>	<b>95</b>	

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Directorate Level							
Age Profile	16-24	25-34	35-44	45-54	55-64	65+	Total
% of Staff	2.11%	22.11%	21.05%	34.74%	18.95%	1.05%	
Number of Staff	2	21	20	33	18	1	95

Gender	%	No
Male	27%	26
Female	73%	69
<b>Total</b>		<b>95</b>



We will work with the new director to address resourcing issues.

We will implement the Legal Services review ensuring vacant posts are filled to meet the growing demands of the service. Solicitors will

be supported through the new Law Society Continuous Professional Development System

Meet the requirements of standard 41 (translation of agenda and minutes for all public meetings) under the statutory Welsh language standards.

## Finance

Budgets	Budget 2016/17			2016/17 Savings £000	Employee Expenditure 2016/17 £000
	Expenditure £000	Income £000	Net £000		
Bilingual Cardiff	373	(49)	324	(28)	375
Democratic Services	344	0	344	(3)	291
Electoral Services	516	(8)	508	(8)	216
Legal Services	1,639	(671)	968	(57)	2,135
Member Services	1,757	0	1,757	0	0
Monitoring Officer	196	0	196	0	196
Scrutiny Services	612	(15)	597	(56)	551
<b>Total</b>	<b>5,437</b>	<b>(743)</b>	<b>4,694</b>	<b>(152)</b>	<b>3,764</b>

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### Key Context & Challenges

We will provide in house simultaneous translation services at Council meetings and in house resources to meet the new statutory requirement to translate agendas and minutes of meetings (Standard 41, Welsh Language Standards).

We will develop new Legal SLA's with client service areas to ensure diectorates legal needs are met within resources available. Implement proposed increased land charges.

## Action Plan and Performance Measures

### Directorate/Service Priorities (Core Business)

#### Part 2 – Core Business Priorities

<<insert key management priorities

- Budget
- Improvement
- Risk>>

<b>Outcome</b>	<b>Cardiff is fair, just and inclusive</b>					
<b>Priority</b>	<b>Working together to transform services</b>					
<b>Improvement Objective</b>	<b>The City of Cardiff Council has effective governance arrangements and improves performance in key areas</b>					
<b>Commitment/Strategy</b>	Ref No	Cardiff Response to Wales Audit Office Assessment Report 2016				
<b>Partners</b>	<<List key partners organisation>>					
Ref	Directorate/Service Action	Officer Responsible	Milestones		Performance Measures / Evidence Ref	Link to Equality Objective
1 P1	Development of a new Programme for Member Communications and Engagement (June 2016) in conjunction with IT and Communications.	David Marr (pending appointment of new Monitoring Officer)	Q1	Develop timetable for the Member Communications and Engagement programme	Develop Programme including Weekly mailshot to Members Member intranet pages All Members to receive a tablet	1
			Q1	Implement identified actions		
			Q1	Test and review improvements with Members		
2 2a	Key action points from each meeting will be recorded as appropriate by the Cabinet Office (May 2016) in conjunction with the Cabinet Office.	David Marr (pending appointment of new Monitoring Officer)	Q1	Implement proposal	Informal Cabinet action notes produced as appropriate	1
			Q2	n/a		
			Q3	n/a		
			Q4	n/a		

		Officer)				
3 P2b	Role descriptions for Assistants to Cabinet Members will be included within the Council's Constitution and provided to all post-holders to assist in clarifying roles and responsibilities (July 2016)	David Marr (pending appointment of new Monitoring Officer)	Q1	n/a	Constitution Committee decision	1
			Q2	Report to Constitution Committee in July.		
			Q3	n/a		
			Q4	n/a		
4 P2c	Terms of Reference for Cabinet Policy Advisory Groups will be agreed (July 2016)	David Marr (pending appointment of new Monitoring Officer)	Q1	n/a	Terms of Reference agreed	1
			Q2	Subject to consideration by informal Cabinet, implement agreed Terms of Reference for Cabinet Policy Advisory Groups by July 2016		
			Q3	n/a		
			Q4	n/a		
5 Page 166 P3a	Individual decision-making to be considered following a review of the volume of routine and non-contentious Cabinet business over the last 12 months (September 2016)	David Marr (pending appointment of new Monitoring Officer)	Q1	n/a	Constitution Committee decision	1
			Q2	Report to Constitution Committee by September.		
			Q3	n/a		
			Q4	n/a		
6 P3a	Implementation of the recommendations of the Improving Scrutiny Report (May 2016)	Paul Keeping	Q1	Prepare implementation report for Scrutiny Chairs Liaison Forum	Production of progress report and project closure report	1
			Q2	n/a		
			Q3	n/a		
			Q4	n/a		
7 P3a	Review of Scrutiny to be undertaken, with recommendations implemented from the start of the next political term (December 2016)	Paul Keeping	Q1	Develop Terms of Reference for the Review		1
			Q2	Report on Interim Recommendations of the Review		
			Q3	Finalise Recommendations and build into draft budget proposals		
			Q4	n/a		
8 P3b	Appointments to vacancies on committees to be considered as a standing item on all council meeting agendas (May 2016)	David Marr (pending appointment of new Monitoring Officer)	Q1	Make appointments at the Annual meeting and notify Whips that there will be an Appointment to Committee vacancy standing item on Council Agendas	Standing item established	
			Q2	Review position at monthly Whips meetings.		
			Q3	n/a		
			Q4	n/a		



<b>9 P4</b>	All committee agenda, minutes and decision logs to be published in a timely manner (April 2016)	David Marr (pending appointment of new Monitoring Officer)	Q1	Review process and timescales to achieve publication of agenda, minutes and decision logs in a timely manner in light of need to publish Agendas and Minutes bilingually.	Publish bilingual minutes within 10 working days of committee	
			Q2	n/a		
			Q3	n/a		
			Q4	n/a		
<b>10 P4</b>	Extend the webcasting of committee meetings to include one scrutiny committee meeting per month (December 2016)	David Marr (pending appointment of new Monitoring Officer)	Q1	Prepare planning paper for Scrutiny Chairs Liaison Forum	Webcasting of more than one Committee	
			Q2	Present review of pilot webcasting (Planning Committee) to Constitution Committee		
			Q3	Extend webcasting as required to one scrutiny committee meeting per month		
			Q4	n/a		
<b>11 P5a</b>	Standards & Ethics Committee to publish regular Member Briefings on the work of the committee, underlining the importance of the Cardiff Undertaking and member conduct and behaviour (July 2016)	David Marr (pending appointment of new Monitoring Officer)	Q1	Present proposals to Standards & Ethics Committee on the role they play	Initiate Briefing	
			Q2	Arrange meeting and produce first briefing for Members on the work of the committee		
			Q3	n/a		
			Q4	n/a		
<b>12 P5b</b>	Democratic Services Committee to review Member Development & Training and agree new approach and programme to commence in May 2017 (December 2016)	Gill Nurton	Q1	Democratic Services Committee to receive paper on the current arrangements and put arrangements in place for new approach	Recommendations for new approach prepared for consideration	
			Q2	Implement proposals of Democratic Services Committee		
			Q3	Table and agree recommendation for new approach		
			Q4	n/a		
<b>13 P5c</b>	Democratic Services Committee to agree essential training and frequency of training prior to start of new council term in May 2017 (December 2016)	Gill Nurton	Q1	see P5b	Essential training and frequency established	
			Q2	see P5b		
			Q3	Determine essential training, frequency and timing as part of the new Member Development and Training proposal		
			Q4	Using information from Personal Development Reviews with Committee Chairs, finalise Induction Programme for new Members		

<b>Outcome</b>		<b>Cardiff is fair, just and inclusive</b>				
<b>Priority</b>		<b>Working together to transform services</b>				
<b>Improvement Objective</b>		<b>The City of Cardiff Council has effective governance arrangements and improves performance in key areas</b>				
<b>Commitment/Strategy</b>		Ref No				
<b>Partners</b>		<<List key partners organisation>>				
Ref	Directorate/Service Action	Officer Responsible	Milestones		Performance Measures / Evidence Ref	Link to Equality Objective
Page 168 14	Lead on the implementation of the Welsh Language Standards across all Council directorates and prepare Annual Monitoring Report to the Welsh Language	Ffion Gruffudd	Q1	Prepare and present Annual Monitoring Report to the Welsh Language Commissioner by 30 <sup>th</sup> of June 2016	Annual Monitoring Report approved by full Council.	1
			Q2	Raise awareness of the standards with a full compliance deadline date of 30 <sup>th</sup> September and support Directorates in implementing those standards within their areas	Publish Implementation plan on the Council's website	
			Q3	Prepare standard specific policies to assist Directorates in implementing the standards	Publish policies & guidelines on the Bilingual Cardiff intranet page / CIS	
			Q4	Collate monitoring information from Directorates in preparation for the Annual Monitoring Report to the Welsh Language Commissioner	Annual Monitoring Report approved by full Council.	
15	Ensure that the new £24,000pa income target is achieved	Ffion Gruffudd	Q1	Prepare a competitive translation and simultaneous translation package	Achieve income target	
			Q2	Ensure that adequate resources are in place in order to undertake the additional work and support staff in improving their skills		

			Q3	Develop an online simultaneous request form.		
			Q4	Promote the new service to internal and external clients		
16	Implement Modern. go Phase 2	Gill Nurton	Q1	Implement the requirements of the Welsh Language Standards	n/a	
			Q2	Activate and test petitions and finalise Council's Petition Scheme for approval at Constitution Committee July 2016		
			Q3	Implement the report management system for Governance Committees		
			Q4	Finalise business case to Investment Review Board for Modern Gov		
17	Prepare for local government( Wales ) bill/Act 2016	David Marr (pending appointment of new Monitoring Officer)	Q1	Pending publication, review as required and action accordingly.	n/a	
			Q2		n/a	
			Q3		n/a	
			Q4		n/a	
Page 169	Prepare for elections for 2016	Ann Philpott	Q1	Welsh Government Elections/ Police and Crime Commissioner elections/ supporting the Police Area Returning Officer/ Prepare for Elected Mayor Referendum (if required) / European Referendum (if required)	Elections administered successfully	1 All polling stations are reviewed for disability access
			Q2	Prepare for Elected Mayor Referendum (if required) / European Referendum (if required)		
			Q3	Prepare for Local Elections 2017		
			Q4	Prepare for Local Elections 2017		
19	Deliver Voter Registration Campaign	Ann Philpott	Q1	Complete South Wales Region public engagement strategy	n/a	
			Q2	Work with Cardiff University, University of South Wales to encourage registration	n/a	
			Q3	Undertake the Annual Canvass of non responding properties and report on final electorate for the 2017 Register of Electors to the Electoral Commission and Cabinet Office	Annual Canvass response rate	1 All Canvassers are supplied with a Language Booklet to help ethnic registration.
			Q4	Undertake the Household Enquiry form to all properties in Cardiff to engage new electors (if funding is available).	n/a	

20	Implement year one of the Council's second Strategic Equality Plan, 2016-20	Paul Keeping, OM Scrutiny and Equalities	Q1	Agree 2016/17 action plan and milestones with each Directorate	Production of Action Plan	All
			Q2	Report on work done to implement actions	Production of Progress Report	
			Q3	Report on work done to implement actions	Production of Progress Report	
			Q4	Prepare 2015/16 Annual Report and report to Cabinet	Production of Annual Report	
21	Implement ICT Strategy across Legal Services to deliver the service improvements set out in the Legal Services Review	Director Level	Q1	Update Legal Services case management software training		
			Q2	Update Legal Services IT hardware		
			Q3	Update debt collection software		
			Q4			
Page 170 22	Improve the robustness of education law practice and school admission appeals	Director Level	Q1	Carry out the recruitment process	n/a	
			Q2	Recruit to vacant posts	n/a	
			Q3		n/a	
			Q4	Monitor and review work done in house for schools admin appeals compared to 2015/16 to reduce costs	n/a	
23	Review Contract Procedure Standing Orders and Procurement Rules in conjunction with Resources Director	David Marr /Liz Weale pending appointment of new Monitoring Officer	Q1	n/a		
			Q3	Report proposed Contract Procedure Standing Orders and Procurement Rules to Constitution Committee for consideration		
			Q4	Implement decision of Constitution Committee		

24	Benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors	Paul Keeping	Q1	Quarterly Benchmarking Progress Report	Production of benchmarking report	
			Q2	Quarterly Benchmarking Progress Report		
			Q3	Quarterly Benchmarking Progress Report		
			Q4	Quarterly Benchmarking Progress Report		
25	Increase directorate capacity to deliver bilingual services	David Marr (pending appointment)	Q1	Identify teams that provide frontline services in accordance with the Welsh language standards	Mapping exercise	1
			Q2	Assess the identified frontline teams' capacity to deliver	Completed	

		t of new Monitoring Officer)	a bilingual service without fail	linguistic assessment tool	
			Q3 Put measures in place to address any shortfalls in the team's ability to <i>guarantee</i> a bilingual service at first point of contact	Evidence including No and % of staff on Welsh courses and no and % of posts designated Welsh essential	
			Q4 Provide information collated from the Q1-Q3 milestones to the Bilingual Cardiff team for inclusion in the Annual Monitoring Report	Annual Monitoring Report to Welsh Language Commissioner	

## Directorate/Service Priorities (core business)

### Part 3 - Planning for the future

<b>Outcome</b>		<b>Cardiff is fair, just and inclusive</b>			
<b>Priority</b>		<b>Working together to transform services</b>			
<b>Improvement Objective</b>		<b>The City of Cardiff Council has effective governance arrangements and improves performance in key areas</b>			
<b>Commitment/Strategy</b>		Ref No	<<insert commitment from Corporate Plan/strategy/other plan that the following action links/contributes to if applicable>>		
<b>Partners</b>		<<List key partners organisation>>			
Ref	Potential Impacts	Officer Responsible	Mitigating Actions	Performance Measures / Evidence Ref	Link to Equality Objective
Page 172 27	Review options to develop new income streams through Bilingual Cardiff services	Ffion Gruffudd	Investigate new and further business opportunities and learn from market leaders	n/a	
			Maximise potential business opportunities through implementing lessons learnt and through improved partnership working		
28	Secure funding to continue registration campaigns aimed at increasing voter registrations following the introduction of IER	Ann Philpott	Seek confirmation from the Cabinet Office on funding position for 2017/18	n/a	
29	Networking with other Authorities and software company to improve the Welsh bilingual element of the electoral management software system used (Xpress)	Ann Philpott	Investigate the bilingual element of the electoral management software system used (Xpress)	n/a	1
30	In respect of Legal Services consider achievability of historical income target set.	David Marr / Liz Weale (pending appointment of new Monitoring Officer)	Carry out Review in Q1	Complete proposals and determine income target	
			Develop proposals by end of Q2		
		David Marr (pending	Consideration of invest to save proposals to increase the number of lawyers to reduce external legal spend	n/a	

	Services	appointment of new Monitoring Officer)	Pending agreement of new director, develop client survey		
			Pending agreement of new director, develop full Service Level Agreement in consultation with Directors		
32	Cabinet has reduced the Scrutiny Service's revenue budget by £50,000 from 1 April 2016, but has provided a one off Financial Resilience Mechanism to the same value for the 2016/17 Financial year, to enable a review of the Scrutiny Function to be implemented from 2017/18.	Paul Keeping, OM Scrutiny and Equalities	Undertake a review of the function and build recommendations into service planning for 2017/18	Completion of Review Submission of Recommendations	1

## Directorate/Service Priorities (core business)

### Measure Progress

We will measure progress of our actions using the following local indicators. However, for some new measures we will establish a baseline result this year and determine annual targets for 2017/18.

Ref	Performance Indicator	2014-15 Result	2015-16 Result	2016-17 Target	2017/18 Target	Action Ref
<b>Council wide</b>						
	The number of working days/shifts per full-time equivalent (FTE) lost due to sickness absence	5.68	tbc	tbc	tbc	
	Percentage PPDR Completion	88%	tbc	95%	tbc	
<b>Committee &amp; Member Services</b>						
<b>New</b>	Publication of draft Bilingual Minutes within 10 working days of the Committee meeting.	n/a	n/a	Establish baseline	tbc	9
<b>New</b>	Number of 'live' webcasting hits during meetings. Full Council Planning Committee Scrutiny Committees (from December 2016)	n/a	n/a	Establish baseline	tbc	10
<b>Electoral Services</b>						
<b>New</b>	Increase the number of properties responding to the Annual Canvass which was just under 79%. (Over 150,000 properties (excluding Student accommodation) were canvassed and a satisfactory response rate of 79% was received.)	n/a	79%	79%	79%	19
<b>Legal Services</b>						
<b>LS2</b>	Income achieved from providing legal advice to external clients	New	Target: £5,000 Result: £20k	Review see 30. above	tbc	30
<b>Scrutiny Services</b>						
<b>DS03</b>	Percentage of Scrutiny recommendations accepted by the Cabinet (NB Numerator: number of Scrutiny recommendations made Denominator : number of Scrutiny Recommendations agreed)	Target: 10% Result: 77% agreed	200 Recommendations	88%	88%	



		18% Partly agreed	88% agreed			
		5% not agreed				
<b>New</b>	The number of cross cutting Scrutiny's undertaken during the year to review issues affecting more than one service or public body.	n/a	n/a	15	tbc	
<b>New</b>	Member satisfaction with Scrutiny and Democratic Services outcomes (annual satisfaction survey, May 2016)	n/a	n/a	<b>Establish Baseline</b>	tbc	<b>6</b>

Mae'r dudalen hon yn wag yn fwriadol

**CITY & COUNTY OF CARDIFF**  
**DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE**  
**SCRUTINY COMMITTEE**

**12 April 2016**

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**COMMUNITY INFRASTRUCTURE LEVY**  
**Joint task & finish report of all five Scrutiny Committees.**

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**Background**

1. The first meeting of the Scrutiny Cross Committee Task & Finish Exercise on the Community Infrastructure Levy was held on the 23 November 2015. The task group comprised nine Members, including the five scrutiny Chairs representing each of Cardiff's five scrutiny committees. The group were given the task of reviewing options for the implementation of the Community Infrastructure Levy in Cardiff. The report attached at **Appendix A** summarises the findings of the task group.
2. The agreed terms of reference for the inquiry were for the Joint Committee Task & Finish Exercise to consider the options for introducing a Community Infrastructure Levy to Cardiff. In reviewing the various options the group drew upon a number of information sources including:
  - Witnesses from other local authorities who had delivered the Community Infrastructure Levy (CIL);
  - Witnesses from / associated to the building and construction industry;
  - Witnesses from within Cardiff Council's planning service;
  - Cardiff Council's Cabinet Member for Transport, Planning & Sustainability and the Chair of Cardiff's Planning Committee;
  - Evidence gathered by Cardiff's Scrutiny Research Team and presented in a report titled 'Selected Local Authorities' Charging Structures, Strategies and Experiences on the Community Infrastructure Levy (CIL)'.

3. Members of the Task & Finish group were:

- Councillor Paul Mitchell (Chair);
- Councillor Mary McGarry;
- Councillor Richard Cook;
- Councillor Nigel Howells;
- Councillor Roderick McKerlich;
- Councillor Jim Murphy;
- Councillor Lynda Thorne;
- Councillor Huw Thomas.

4. During the course of the inquiry the Task & Finish Group received evidence from the following witnesses:

- Councillor Ramesh Patel, Cabinet Member for Transport, Planning & Sustainability;
- Councillor Michael Michael, Chair of Cardiff's Planning Committee;
- Simon Gilbert - Operational Manager, Development Management (Strategic & Place Making);
- Michael Barnett – Planner;
- Scott Caldwell – Director for Development at Savills;
- Rhian Kyte - Team Leader, Strategic & Development Plans at Caerphilly County Borough Council;
- Mark Felgate – Peter Brett Associates;
- Russell Porter - Peter Brett Associates;
- Jim Cliffe - Planning Obligations Manager, Bristol City Council;
- Gladys Hingco, Scrutiny Research Manager;
- Luke Catterson, Scrutiny Research Officer.

5. The draft report of the Task & Finish Group is attached as **Appendix A**, followed by the eight appendices to the report. Members' attention is particularly drawn to the 13 Recommendations on **pages 12-14**, which are supported by a series of key findings. These are based on the evidence heard throughout the Task & Finish Inquiry.

### **Way Forward**

6. Members may wish to consider the report, make any amendments and agree whether to approve the content of the report. Members will need to decide if they are happy with the content of the draft report; if so they will have the opportunity to endorse it for submission to the Cabinet.
7. Should the Policy Review & Performance Scrutiny Committee endorse the draft report, the Chair will present it to the Cabinet at the next available Cabinet Meeting. The Cabinet will then respond to the report and their response will be brought back to this Committee for discussion.

### **Legal Implications**

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

having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

9. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

### **Recommendations**

The Committee is recommended to:

- Consider and where necessary revise the draft report of the Task and Finish Group.
- If no further alterations are required, endorse the report for submission to the Cabinet.

**David Marr**

Interim Monitoring Officer

6 April 2016

# scrutiny



## Joint Scrutiny Report of the:

**Children & Young People Scrutiny Committee;  
Community & Adult Services Scrutiny Committee;  
Economy & Culture Scrutiny Committee;  
Environmental Scrutiny Committee;  
Policy Review & Performance Scrutiny Committee.**

# Community Infrastructure Levy

**April 2016**



**City and County of Cardiff Council**

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## CHAIR'S FOREWORD



**Councillor Paul Mitchell**

**Chairperson – Environmental Scrutiny Committee**

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## INQUIRY METHODOLOGY

The Joint Committee Task & Finish Exercise considered the options for introducing a Community Infrastructure Levy to Cardiff (CIL). In reviewing the various options the group drew upon a number of information sources including:

- Witnesses from other local authorities who had delivered the Community Infrastructure Levy;
- Witnesses from / associated to the building and construction industry;
- Witnesses from within Cardiff Council's planning service;
- Cardiff Council's Cabinet Member for Transport, Planning & Sustainability and the Chair of Cardiff's Planning Committee;
- Evidence gathered by Cardiff's Scrutiny Research Team and presented in a report titled 'Selected Local Authorities' Charging Structures, Strategies and Experiences on the Community Infrastructure Levy (CIL)' – attached to this report as **Appendix 1**.

From this body of evidence the Members drew key findings and the thirteen recommendations listed in this report. The Scrutiny Cross Committee Task & Finish Exercise will report to the Policy Review & Performance Scrutiny Committee in April 2016, and subject to approval of the report will commend their recommendations to the Council's Cabinet for consideration.

The CIL is a planning charge on new development. The ability for a local planning authority to charge this levy came into effect from April 2010, but cannot be set until an adopted Local Development Plan is in place. Cardiff's Local Development Plan was adopted in February 2016.

Government regulations and guidance set out the process to be followed in preparing a charging schedule for the CIL, this includes requirements for consultation and an Independent Examination. The charging schedule needs to be based on viability and infrastructure planning evidence.

The rate(s) (at pounds per square metre) set in a charging schedule must be based on appropriate and available evidence and must aim to strike a balance between the desirability of funding (in whole or in part) the estimated total cost of infrastructure required to support the development of the area, taking into account other actual and expected sources of funding; and, the overall potential effects of the levy on the economic viability of development across the area.

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## INQUIRY TERMS OF REFERENCE

The aim of the inquiry is to provide Members with the opportunity to explore and consider how the Community Infrastructure Levy is due to be implemented in Cardiff. This will include reviewing:

- The definition of the Community Infrastructure Levy and how it might work in practice;
- The relationship between Community Infrastructure Levy and Section 106 funding;
- The relative strengths and weaknesses of Community Infrastructure Levy and Section 106 funding;
- The need of Community Infrastructure Levy and Section 106 funding to develop infrastructure (both strategic & local);
- The potential effects of the Community Infrastructure Levy on development;
- The proposed charging rate and estimated value of funding that will be generated by the Community Infrastructure Levy;
- The process for Councillor consultation and regular updates on allocating Community Infrastructure Levy funds once they have been collected;
- The work undertaken to estimate the value of Community Infrastructure Levy that should be charged;
- The approach taken by other local authorities in implementing the Community Infrastructure Levy. This would include rates set, strategies applied and lessons learnt;
- The view of developers on the implementation of the Community Infrastructure Levy;
- How the Community Infrastructure Levy will impact on the Council's decision making process;
- The implementation timeline for the Community Infrastructure Levy.

## SUMMARY KEY FINDINGS & RECOMMENDATIONS

### Community Infrastructure Levy – Strategy

#### Key Findings

- Section 106 (S106) funding is an established approach for achieving developer contributions to provide necessary infrastructure to support new developments. Over the years Cardiff has generated significant monies from this form of developer contribution.
- The CIL is not designed to replace other existing planning obligations. It is charged on a £/m<sup>2</sup> rate and will be set at a level which is considered 'viable' across a range of scenarios (i.e. is not measured on a site by site basis). The CIL rate will need to consider the cost of S106 obligations. CIL does not affect affordable housing (which will continue via S106). Unlike S106, CIL can be used to fund infrastructure that is not directly related to the development and can be spent on wider 'strategic' infrastructure.
- Cardiff has eight major development or strategic sites, these are:
  - Strategic Site A: Central Enterprise Zone (approximately 2000 homes);
  - Strategic Site B: Former Gas Works, Ferry Road (approximately 500 homes);
  - Strategic Site C: North West Cardiff (approximately 5000 homes);
  - Strategic Sites D/E: North of J33 / South of Creigiau (approximately 2000 & 650 homes respectively);
  - Strategic Site F: North East Cardiff (West of Pontprennau) (approximately 4500 homes);
  - Strategic Site G: East of Pontprennau Link Road (approximately 1300 homes);
  - Strategic Site H: South of St Mellons Business Park.
- During the meetings there was some concern that failure to adopt a CIL would mean less funding would be made available to support the development of the major strategic sites and that this could result in a

repeat of the development problems seen in Pontprennau. Members were assured that this was not the case and that funding from a S106 approach and a mix of S106 and CIL would actually equate to the same amount. They were told that the significant difference in the current planning system which would prevent repeating the same problems experienced in Pontprennau was the use and development of Masterplanning. This process will be used to identify the infrastructure required to develop a new strategic site / area and developer contributions will in future be linked into any new planning decisions. The idea that Cardiff will miss out on developer contributions because it doesn't have a CIL is a myth. The pre and post CIL adoption values will both be based on the same viability test, i.e. the overall funding will be similar.

- If CIL is ramped to the maximum level then the immediate local development suffers at the expense of improving other parts of the city. It was felt that high quality developments needed to be supported by high quality infrastructure.
- At the end of the second meeting all witness groups (Peter Brett Associates, Savills & Caerphilly County Borough Council (CCBC)) agreed that perhaps the strategic sites should be considered separately and have a £0 rate CIL. The main reasons for their view are that these are mainly to be built on greenfield sites; they have significant new infrastructure pressures and that many of these sites would actually have planning permission before it would be possible to adopt CIL. Members also seemed to agree that the strategic sites should be addressed separately and, therefore, have a zero rate CIL.
- CCBC adopted a Local Development Plan in 2010. They adopted the CIL in July 2014 as they wanted to use it to develop a number of highway infrastructure schemes – had this not been an aim then they would not have signed up to the CIL. To date they have only collected £20,000 of income (although CCBC has a much lower infrastructure requirement than Cardiff).

- Since adoption of the CIL in CCBC two large strategic sites have come forward – they will treat these as strategic sites and apply a zero rate CIL.
- If CCBC were now at the point of deciding whether or not to adopt CIL then they probably wouldn't do it. They are now 'within the animal' and have to cover the costs. They hope that the large new schemes which have come on-board will generate £3million.
- Some Members hoped that inner city areas like Grangetown would benefit from CIL on some of the strategic sites as much investment is needed in the area. They asked if CIL wasn't raised on the strategic sites how the money would be generated to filter down to the inner city areas.
- One of the largest benefits of CIL was that it would pick up developer contributions from smaller developments which would not necessarily be subject to a section 106 agreement. Members suggested that a good approach would be to apply CIL in the established parts of the city and have a zero rate for the strategic sites.
- Emerging evidence from across the UK is that there is a benefit in applying CIL to smaller sites and that S106 is better suited for larger strategic sites.
- A big benefit of using CIL is that previously small developments of less than 10 units made little if anything in the form of developer contributions. A CIL could capture developer contributions from the smaller sites.
- Bristol has an identified five year housing supply – this from a planning perspective is a good thing and makes it easier for the authority to reject applications.
- While Bristol is similar in many ways to Cardiff there are two major differences in planning terms. 1) It does not have a green belt or wedge; 2) it does not have any major strategic sites as it has grown to its actual boundaries.



- Bristol only really uses S106 for affordable housing, some highways work and site specific mediation works. As a whole S106 is used far less than it was before.
- Three Bristol wards generate and receive 40% of the developer contributions.
- A witness commented that most local authorities with strategic sites / urban extensions opt for low or zero CIL rates such sites. Swindon is a good example of an authority of where this has happened.
- Wokingham has a very high CIL (£370 per m<sup>2</sup>) and has elected to deliver all of the infrastructure work in-house. Wokingham has two or three large urban extensions. It is seen as a brave move as they maintain the development risk – most authorities transfer the risk back to the developer. Wokingham has an in house ‘Development Team’ which is confident of delivering the required works.
- CIL is generally paid at the start of a development – not when houses are sold. Councils can if they want implement an instalment programme. If the amount is less than £35,000 then it has to be paid up front. If it is more than £35,000 then it can be paid in instalments.
- By following its strategy Bristol is actually £1m per annum better off than expected. 1st year income is slow as there is generally an income lag between implementation of CIL and actually receiving any monies. A planning application generally lasts for 3 years.
- It is estimated that the strategic sites will only account for half of the development in the city over the period of the Local Development Plan.
- It was noted that viability for small Cardiff developments was generally very good as they don’t have to provide much in the way of new infrastructure.

- To achieve a degree of consistency Bristol has decided to freeze the rates at the same level for five years. They hope that this will provide developers with a degree of confidence in the new system.
- A Member asked a witness if CIL rates should reflect the current land values and was told that they should in fact reflect the viability of the development. The Bristol rates were set at 50% of maximum viability. Bristol City Council likes to be seen as pro development.
- Simplicity and ease of enforcement was seen as a key ingredient for a successful CIL.

### **Recommendation 1**

After reviewing a number of Community Infrastructure Levy strategies and taking into consideration Cardiff's current planning position, geographical landscape and economic structure the task group concluded that a zonal approach seemed to be the best way forward for the city. It was felt that Cardiff should be split into three distinct zones, these were:

- **Strategic Sites** – Members concluded that the Community Infrastructure Levy should not apply to these sites; instead developer obligations should continue to be made in the form of Section 106 Agreements which would ensure that the required infrastructure is directed specifically into each site. This approach also seemed to be the most practical solution as in reality the eight strategic sites are likely to have secured planning permission before Cardiff could adopt the Community Infrastructure Levy – i.e. they would by default have to gain all developer contributions through Section 106 Agreements. This should be monitored and reported to the Planning Committee within two years to ensure that the section 106 process is securing an appropriate level of infrastructure investment at c.£250 per square metre across the city as a whole.
- **Residential Inner Zone** – This would focus around the city centre area where the existing infrastructure is more established and site viability is

generally higher. The Residential Inner Zone should have a higher Community Infrastructure Levy charge than the Residential Outer zone where existing infrastructure is less established and site viability is generally lower. Members concluded that having a Community Infrastructure Levy for the Residential Inner Zone would help the Council gather developer contributions from the large number of smaller developments which have in the past been missed by Section 106 Agreements which tended to focus on larger developments. This would ensure that all developments in the Residential Inner Zone would make a contribution to support the development of infrastructure in the city.

- **Residential Outer Zone** - This would focus on the areas outside of the city centre area where the existing infrastructure is less established and site viability is generally lower. The Residential Outer Zone should have a lower Community Infrastructure Levy charge than the Residential Inner Zone where existing infrastructure is more established and site viability is generally higher. Members concluded that having a Community Infrastructure Levy for the Residential Outer Zone would help the Council gather developer contributions from the large number of smaller developments which have in the past been missed by Section 106 Agreements which tended to focus on larger developments. This would ensure that all developments in the Residential Outer Zone would make a contribution to support the development of infrastructure in the city.

A map illustrating the zonal approach from Recommendation 1 has been attached to this report as **Appendix 1**.

## **Recommendation 2**

Members believe that the Residential Inner Zone and Residential Outer Zone should be supported by a Community Infrastructure Levy variation tool which relates the contribution percentage to the number of units in the development.

The following banding scheme was suggested:

- 1 to 49 units – Community Infrastructure Levy charged at the standard Residential Inner Zone or Residential Outer Zone rate.
- 50 to 499 units – Community Infrastructure Levy charged with a medium sized percentage reduction against the standard Residential Inner Zone or Residential Outer Zone rate.
- 500 + units – Community Infrastructure Levy charged with a large sized percentage reduction against the standard Residential Inner Zone or Residential Outer Zone rate.

The general rule of thumb would be similar to that applied for the Strategic Sites, i.e. the larger the development the greater the additional amount of new infrastructure needed to support the development. The task group believes that new local infrastructure on a larger scale is better being directly funded through Section 106 Agreements.

## Proposed Cardiff Community Infrastructure Levy Rates

### Key Findings

- Student accommodation did not attract a CIL charge under the published draft charging schedule – many other cities with established universities levy a CIL charge for student accommodation as they believe that the student accommodation market is currently very buoyant.
- Bristol has a split CIL charging schedule for residential development (£70 per m<sup>2</sup> in the inner zone & £50 per m<sup>2</sup> in the outer zone). This contrasts to the blanket rate of £100 per m<sup>2</sup> proposed for Cardiff. Bristol charge £70 per m<sup>2</sup> for hotels; £120 per m<sup>2</sup> for retail and £100 per m<sup>2</sup> for student accommodation. Cardiff is proposing to charge £250 per m<sup>2</sup> for the two identified categories of retail and £0 per m<sup>2</sup> for hotels and student accommodation. The proposed CIL Charging Schedule published by Cardiff in September 2014 is potentially subject to change.
- Inspectors tend to be less optimistic than local authorities and so the figures quoted in the initial draft CIL Charging Schedule will probably come down after inspection. That seems to be the experience of the other local authorities who have had their CIL adopted.
- Cardiff's approach was grouped into fewer areas than most other authorities to make the process as simple as possible.
- Peter Brett Associates works on the viability evidence and all local authority areas are different. The Bristol CIL is older and calculated at a different time, i.e. an older pre recessionary base. If they recalculated it now it would probably have to change. Given the timescales between Bristol and Cardiff making the calculation it seems difficult to make a direct comparison.
- Members were told that they needed to see the bigger picture when deciding on the implementation of a CIL rate and not simply work within

the parameters of the CIL regulations. The Peter Brett Associates calculations are based on the parameters of the CIL regulations.

- Bristol has two residential rates – Inner @ £70 per m<sup>2</sup>; and Outer @ £50 per m<sup>2</sup>. Overall the Bristol rates are much lower than those proposed for Cardiff. They set the rates at 50% of the viability level as they wanted to be seen as developer friendly. Following review of the Bristol CIL rates the inspectors did not ask the authority to make any changes.
- Bristol charges £100 per m<sup>2</sup> for student accommodation. The initial Cardiff rates do not allow for a CIL charge against student accommodation, although it has been suggested that this may change in the next phase of consultation. If a city has a well established university (Redbrick or Russell Group) then student accommodation appears to be an attractive potential income source. It was noted that by the time a CIL is adopted in Cardiff the student accommodation opportunity might have passed. Rates on student accommodation in the UK can be as high as £370 per m<sup>2</sup>.
- The Bristol CIL rates submitted to the inspectors remained the same after the review of the CIL proposals, i.e. the inspectors agreed with the approach put forward by Bristol. In many cases inspectors ask local authorities to reduce CIL rates following inspection.
- Affordable housing is exempt from CIL so it will remain as the significant part of S106 agreements.
- The Scrutiny Research Report identified that a wide variety of CIL rates were applied across the country. Overall the initial CIL rates proposed by Cardiff seemed high when compared against most other authorities.

### **Recommendation 3**

Members felt that the rates provided in Cardiff's preliminary Draft Charging Schedule were high when compared to other local authorities who had or

were in the process of adopting the Community Infrastructure Levy. For example, both the flat rate residential charge of £100 per meter square and the comparison and convenience retail charges of £250 per meter square were amongst the highest published rates in the Scrutiny Research report titled 'Selected Local Authorities' Charging Structures, Strategies and Experiences on the Community Infrastructure Levy (CIL)'.

The task group acknowledges that calculating this figure is a very complicated exercise which involves a considerable number of variables; however, they ask that the complete schedule of rates is reviewed in advance of the publication of the Draft Charging Schedule in spring 2016. The review should rely on the professional advice provided by Cardiff Council officers; the evidence gathered by Peter Brett Associates and comparative information from other local authorities who have adopted the Community Infrastructure Levy.

#### **Recommendation 4**

Members recommend that a Community Infrastructure Levy charge of at least £100 per metre square is applied against student accommodation; the community infrastructure levy rate applied against student accommodation in Cardiff's preliminary draft charging schedule was NIL. Evidence suggests that the viability level for student accommodation in the United Kingdom is high (particularly for cities with a Russell Group university, for example, Cardiff), and that developers generally don't dispute rates of over £100 per meter square for such developments.

## Recent Legislative Change & Developer Contributions

### Key Findings

- The Planning (Wales) Act 2015 created a series of three new planning obligations which must be achieved to satisfy the requirement of a S106 Agreement. These are that it is necessary to make the development acceptable in planning terms; that it is directly related to the development and that it is fairly and reasonably related in scale and kind to the development. These changes mean that S106 Agreements now need to be more specific and so the Council needs to update the process it uses to support the creation of such agreements. It was felt that consultation and agreement of use needed to be earlier in the process; this should include agreeing a list of consultees and stipulating a point in the process where input and decision making on the nature of the S106 Agreement is made. Now seems like a good time to look at the process.
- The Planning (Wales) Act 2015 states that it is now not possible for S106 funding to be pooled more than five times to fund a single project. This means that local authorities need to be smarter and more specific in how they write S106 Agreements; doing this will ensure that they do not accidentally 'lock' themselves out of funding a necessary and relevant project using this developer contribution.
- The task group needs to examine the impact of the Planning (Wales) Act 2015 on implementing the CIL. It seems that the potential use of two different funding streams (S106 and CIL) has merely created confusion – it is now important to provide some degree of clarity between the uses of the two funding streams.
- The Environmental Scrutiny Committee is due to undertake a scrutiny task & finish exercise on the 'Management of Section 106 Funding for the Delivery of Community Projects'. This has a clear linkage to this CIL task & finish exercise.



- The importance of doing as much consultative planning up front before actually generating any money was emphasised during the task & finish exercise.
- The change in S106 legislation around pooling of no more than five pots of S106 funding means that the Council has to change the way that it operates. Previously it had a practice of pooling lots of small S106 contributions to deliver large infrastructure projects. The use of CIL now helps them direct all of the funding into specific infrastructure projects. Section 106 agreements now need to comply with the three legal tests and have to provide specific detail on what they will be used to address.
- The loss of S106 funding to wards in Bristol did not create much of an impact as decision making has generally been delegated away from wards to Neighbourhood Partnerships.
- Two authorities also prepared 'Developer Contributions Supplementary Planning Documents' alongside Community Infrastructure Levy preparation to provide clarity and to identify those obligations still required for large strategic sites. A 'Developer Contributions Supplementary Planning Document' will explain the process by which planning obligations in Cardiff will be sought. Several authorities saw the implementation of CIL as a good opportunity to write new Statutory Planning Guidance on the use of developer contributions.

#### **Recommendation 5**

The Community Infrastructure Levy Regulations 2010 (amended) created a significant change in the way that we now have to deal with developer contributions in Wales. For example, it provides three new legal tests which have to be applied against any new Section 106 Agreements; it restricts the number of pooled Section 106 Agreements to five per project and generally requires that Section 106 Agreements are written in a more detailed and development specific manner. In addition to this the Council is currently

working towards the adoption of a Community Infrastructure Levy for Cardiff which will produce further change in the way that developer contributions are managed. In the light of this change Members recommend that the Council should produce a new Supplementary Planning Guidance document for developer contributions. Such a document should detail all of the developer contribution process in Cardiff and provide clarity for all stakeholders during the period of change.

### **Recommendation 6**

The Environmental Scrutiny Committee is due to start a task & finish exercise titled 'Management of Section 106 Funding for the Development of Community Projects'. This exercise will review and consider the new process for agreeing what can be included in a Section 106 Agreement and how potential projects can in future be funded from this and other forms of developer contributions. In particular the exercise will explore how the Council can develop a list of projects while potentially building community councils into the process. Implementing such a process could help support community councils identify suitable projects which can be funded from future developer contributions, for example, Community Infrastructure Levy monies and Section 106 funding. Members recommend that this task & finish report is considered when developing new Supplementary Planning Guidance for developer contributions.

## Community Infrastructure Levy – Regulation 123 List

### Key Findings

- When adopting the CIL the Council will need to publish a Regulation 123 List to define infrastructure which can be paid for through the funding mechanism. Projects or areas designated for funding through the CIL and which are included on the Regulation 123 List cannot receive financial support from any other type of developer contribution, for example, if a school is listed on the Regulation 123 List then it cannot receive any S106 funding. The list has to include all planned and potential projects to be funded by CIL.
- CIL is best used for large infrastructure projects. CIL monies cannot be used for affordable housing – this can only and will only be secured using S106 contributions.
- Bristol's Regulation 123 list contained a small number of very specific and expensive infrastructure items. In the early years Bristol only received a very small amount of CIL funding – only £3,600,659 collected in the first two years. This funding is allocated against a specific series of bus transit schemes and the money can only be spent once it has reached the required level (in this case approximately £5 million).
- Members were keen to have the opportunity to comment on the draft Regulation 123 List prior to it being finalised. They were told that the draft Regulation 123 List would be available in spring 2016.
- Rhondda Cynon Taff (RCT) decided to use the CIL to fund all schools in the local authority area. This has proved a problem as income from CIL has been slow and as long as the Regulation 123 List remains the same then schools in RCT cannot receive any S106 funding. As a result RCT are reviewing the content of their Regulation 123 List.
- The Mayoral CIL was cited as an example of best practice – this involved all London contributions being used to fund Cross Rail. It was noted that

CIL funding for such projects does take a long time to build up. It was suggested that allocating CIL funding to the South East Wales Metro would seem like a good idea.

- There would be greater buy in from developers to the CIL if they knew what was going to be on the Regulation 123 List.
- Members were keen to know how the Regulation 123 List would be developed and who would be consulted in developing the list.
- Creation of the CCBC Regulation 123 List involved starting with a list of all required infrastructure and then reviewing all possible funding sources to calculate any funding gaps. Once this was worked out CCBC applied a basic rule of thumb where onsite works use S106 and for offsite works use CIL. The overall CCBC funding gap was £91 million.
- The Bristol Regulation 123 List includes a very specific list of large infrastructure items which support large areas of the city. The items listed on the Regulation 123 List are drawn from the Infrastructure Plan which is a mandatory part of Local Development Plans in England. Initially they have prioritised a number of important transport schemes. The Regulation 123 List can be reviewed on a regular basis and could potentially change if an administration or administration priorities changed. Bristol last reviewed the Regulation 123 List three months ago.
- Infrastructure Plans are not a mandatory part of Local Development Plans in Wales, however, Cardiff has included one in its Plan and the inspectors have asked that it is reviewed every year.
- There needs to be a clear process in determining how items are allocated to the Regulation 123 List. Details of consultation and the decision making process need to be clearly recorded, for example, how the process relates to Cabinet decisions, the Capital Programme Board and the annual budget setting process.

- The Bristol CIL is yet to generate enough to cover the required amounts for the first transport schemes which they hope to fund. This does not mean that the monies have to sit there until the total amount is collected, instead funding can be drawn down in phases as the scheme(s) develop.

#### **Recommendation 7**

Members recommend that Cardiff's Regulation 123 List includes very specifically defined projects which are generated by and supported from existing Council strategies. Evidence suggested that failing to specifically define a project could result in wider services being excluded from Section 106 Agreements, for example, Rhondda Cynon Taff placed schools on its Regulation 123 list – this then prevented them from receiving Section 106 Agreement funding for any schools in the local authority area. This approach is particularly impractical during the initial phase of a new Community Infrastructure Levy as funding can often take up to two years to filter through the system potentially cash flow issues for a local authority.

#### **Recommendation 8**

The task group was told that the Council is looking to publish a Draft Regulation 123 List in spring 2016; this would include a list of proposed projects to be funded by the Community Infrastructure Levy. They would like to have the opportunity to review the Draft Regulation 123 List so that they can provide feedback on the proposals in advance of the List being finalised.

## Community Infrastructure Levy – Administration

### Key Findings

- Many in the industry thought that CIL would simplify the developer contribution process – instead it has become over bureaucratic.
- In CCBC the major issues which have been created by CIL are administrative. They have had many problems with self build as they don't complete the forms properly (they assume that the process is covered by the planning process and don't understand that it is a separate form). Also social housing is exempt from CIL and dealing with the exemption forms is very onerous. CCBC estimate that it costs 5% to administer the scheme. Many developers were (are) unaware that separate paperwork needs to be completed for Building Regulations and CIL. This has caused a problem as developers have generally submitted to Building Regulations and forgotten to submit to CIL. CCBC has yet to start enforcement for failure to declare or pay CIL. These problems are despite starting to create a CIL administrative system two years in advance of adopting CIL.
- In Bristol certain aspects of the CIL administration have proved problematic, in particular processing exemptions paperwork for self build, social housing and extensions. Administering CIL creates lots of work for little return.
- 5% of the CIL funding collected can be used to cover the cost of administering the scheme. Bristol reviews the amount it draws down on an annual basis and the percentage value varies from year to year. CIL set up costs can be recovered retrospectively from within the 5% administration allowance; this is quite useful as CIL receipts can take several years to filter through after implementation of the scheme.
- CIL administration in Bristol spends 80% of its time chasing 15% of the CIL receipts.

- Dealing with fewer S106 agreements does not deliver financial benefits in terms of reduced local authority legal costs as the developer pays for the legal set up costs of a S106 agreement.

### **Recommendation 9**

It was clear from the evidence that certain elements of the community infrastructure process were difficult to administer, time consuming and created a financial burden for services tasked with running the scheme. Examples suggested that:

- Small builders found managing the community infrastructure levy paperwork difficult;
- In some instances local authorities spent as much as 80% of allocated collection time chasing as little as 15% of the total monies;
- That dealing with Community Infrastructure Levy exemptions such as self build and extensions involved significant work for little or no reward.

To help address these issues the task group recommends that:

- The Planning Service starts designing its Community Infrastructure Levy administration scheme as early as possible and learns from the best practice examples and lessons learnt of other local authorities;
- The Planning Service undertakes a review to explore the charging possibilities for Community Infrastructure Levy administration;
- The Council engages in proper engagement with the appropriate stakeholders to clearly explain the implications of the Community Infrastructure Levy and exactly how the process will work.

## **Community Infrastructure Levy – 15% Community Council Funding Allocation**

### **Key Findings**

- 15% of the funding generated through CIL within a particular ward / local neighbourhood boundary has to be spent within the area. When there is a community council within the area the 15% funding is allocated to them so that the money can be spent on whatever the community council deems appropriate. The 15% funding allocation to community councils is capped at a £100 contribution per dwelling across the overall area.
- Two thirds of the CCBC area has community councils. These have all been briefed on CIL allocations; however, no limits have been applied on how the monies are spent. The CCBC view is that the best way forward here is to work with and educate the community councils to help achieve a good outcome. In CCBC working groups have been set up to help local community councils develop schemes.
- A view exists that giving CIL funding to community councils is no more than 'buying off' local people and that local authorities will agree a planning consent just to get the CIL. Clearly this isn't correct; however, it does stress the importance of educating local people (in particular community councils) about how CIL may be used.

### **Recommendation 10**

The Council needs to engage with and educate community councils on the changes caused by the implementation of the Community Infrastructure Levy. In particular they need to raise awareness of the potential 15% Community Infrastructure Levy funding windfall which could be triggered by new developments in the area along with an explanation of the options available for spending the monies.



## Community Infrastructure Levy – General Information

### Key Findings

- Norwich has pooled all CIL monies from the region into a city region approach. This appears to be working well. Peter Brett Associates felt that this was a better approach for development as a whole.
- Plymouth has applied a good neighbourhood approach for local CIL spend. They use the CIL monies to match fund local crowdfunding projects.
- Shropshire has created a series of local neighbourhood plans which appear to work well.
- Funding obligations need to directly relate to the development, however, they are not restricted by ward or other geographical boundaries.
- The CIL is an essential planning tool which will be used to generate significant amounts of future development. It is a fixed per m<sup>2</sup> charge which will assist the development change. It is different from S106 in that it cannot be negotiated.
- The purpose of CIL is to demonstrate there is a 'funding gap'. CIL will not be able to pay for all identified infrastructure requirements.
- CIL can only be implemented after a Local Development Plan is approved. The CIL can only be adopted after it has been through a thorough consultation process; this will include examination by a public inspector.
- CIL is only one of a number of funding sources which can be used to develop infrastructure. Other options include the Workplace Parking Levy; grants; Council funding; UK Government funding; Welsh Government funding; European funding; statutory undertakers; private finance; road user charging; voluntary sector.

- The Masterplanning process has been well received by developers. A masterplan is a good tool for helping to manage the development of large new sites.
- CIL is payable on implementation, i.e. when the build starts. Potentially deals can be done on larger schemes as there are potential cashflow issues for larger developments. S106 Agreements can be delayed, i.e. payment isn't necessarily required at the starting point of the build and can, subject to the terms of the S106 Agreement, be phased across different parts of the development. Developers appear to prefer the S106 approach because it is more flexible than CIL. The CIL rate is fixed and it makes phasing of development difficult. Also in any established industry it is natural for parties to be reluctant to change.
- Cardiff aims to adopt the CIL in January 2017.
- Cardiff adopted its Local Development Plan in February 2016.
- Developers care about the infrastructure to be provided around the new developments – it helps to sell the properties they build. This means that the Council and developers like to engage about the development of new sites as early as possible. Developers are not in the business of delaying applications to avoid developer contribution payments as there are much larger sums of money at stake.
- Members felt that it was often sensible to ask for developer contributions to upgrade existing facilities instead of asking for new infrastructure or to fund 'the big idea'. Developers find it cheaper to build a facility asked for as a part of a S106 Agreement instead of just providing the cash. They are onsite already, enjoy existing economies of scale, it is quicker and cheaper as the Council doesn't have commission and run the project and overall it involves fewer local authority working hours (which equates to money) to deliver the infrastructure.

- When the construction industry representative was asked if developers preferred to fulfil developer obligations by building a facility or by providing cash he responded by saying that this depended on the development, i.e. that they would prefer to take the decision on a case by case basis when reviewing the section 106 agreement.
- It was noted that the overall value for Cardiff's Infrastructure Plan requirement was £2.4 billion (this included rail improvements). CIL and S106 are only a part of the funding which will be used to fund this new infrastructure.
- Prior to the task group meetings the Members were not really aware of the impact that CIL would have on funding infrastructure in Cardiff. Further to this there was a lack of knowledge on how the CIL would impact on S106 funding and how Members could access funding from this source for their local ward.
- The Housing Partnership Programme will not be exempt from CIL.
- Creating the major developments would be a long term project. Properties and developer contributions would be released over a long period of time. Developers don't like flooding the market with properties as this can bring down prices.
- Providing a definitive view on CIL is very difficult as it a very new mechanism. Very few authorities have actually adopted it and circumstances are changing all the time.
- S106 funding and CIL are calculated using a standardised approach.
- Not all S106 funding has to be spent on the specific site; areas away from the site which are impacted by the new development can receive funding. For example, road alterations away from the site can be funded by S106 funding as long as the new site has an impact on the specific piece of road.

- New developments and refurbishments both attract CIL. In particular there is lots of guidance for refurbishments which CCBC has yet to really get to grips with. A basic rule with CIL is that extra floor space generates a liability. A discount applies for initial floor space and anything over an extra 100m<sup>2</sup> attracts a charge.
- CCBC undertook a joint viability study with RCT and Merthyr Councils. The viability in all three areas is very different – this is mainly down to the affordable housing requirement of each authority, for example, RCT 20% and CCBC 40%.
- When Peter Brett associates were asked to estimate the potential CIL value for Cardiff it was explained that it would depend on how the value is calculated. It has been estimated that it will be £40 million to £50 million without taking into account affordable housing. If the 20% social housing figure was applied then this would be closer to £30 million.
- Bristol was the eighth local authority in the United Kingdom to adopt CIL and was one of the government's CIL frontrunners. CIL charges took effect on 1st January 2013.
- The general expectations of CIL prior to launch were to create a more transparent system; to generate fewer Section 106 Agreements; to create a fairer mechanism for collecting funds for infrastructure as virtually all development pays a proportionate amount and to create a greater level of developer contributions overall.
- Evidence suggested that the successful authorities engaged well with Members from the outset, i.e. they kept them briefed and involved them in all steps of the exercise. Early planning is essential.
- Lessons learnt suggested that it was important to make CIL information a validation requirement of a planning application. In addition to this it is important to involve as many Council services as possible in the process.

- Geography and approach can influence spending decisions. Governance needs to incorporate partnership working with parish councils and other mechanisms in non-parished areas. It is very important for people to accept that CIL isn't a 'silver bullet' for funding all infrastructure requirements.
- The Department for Communities and Local Government reported on Section 106 and as part interviewed early adopters of CIL. They cited a number of benefits from CIL, these included - the ability to demonstrate that funding would be in place to support growth alongside a new local plan; speed of securing payments because of avoiding negotiations and wider range of receipts where it would not have been realistic to negotiate previously.

#### **Recommendation 11**

During the task & finish exercise Members discussed the options of receiving financial contributions as a part of a Section 106 Agreement against having the developer actually deliver the work in lieu of an actual financial contribution. While advantages were identified for both approaches the group generally preferred the option of having the infrastructure actually provided by the developer instead of simply receiving a financial contribution. They felt that it transferred risk of delivering the infrastructure back onto the developer who in actual fact would probably be in a better position to deliver the project. In turn it would also reduced the burden of work for the local authority, for example, it wouldn't have to commission the project to a third party and then manage it, etc.. Therefore, Members recommend that whenever possible the Council should look to encourage developers to actually provide the infrastructure instead of accepting a financial contribution.

### **Recommendation 12**

Prior to and during the task & finish exercise it was clear that Member knowledge and understanding of the Community Infrastructure Levy and Section 106 Funding was limited. The recent legislative changes and proposal to introduce the Community Infrastructure Levy suggests that now is a good time to raise Member awareness on developer contributions and how these funding sources can benefit Cardiff communities. On this basis the task group recommends that the Council should offer Member training on developer contributions in the next 12 months. The training should be used to raise Member awareness of the changes, include details of any new Supplementary Planning Guidance for developer contributions and explain how such funding can be used to benefit local communities.

## WITNESSES TO THE INQUIRY

During the inquiry the task group was grateful to the following witnesses who provided verbal evidence or written contributions:

- Councillor Ramesh Patel, Cabinet Member for Transport, Planning & Sustainability
- Councillor Michael Michael, Chair of Cardiff's Planning Committee
- Simon Gilbert - Operational Manager, Development Management (Strategic & Place Making)
- Michael Barnett – Planner
- Scott Caldwell – Director for Development at Savills
- Rhian Kyte - Team Leader, Strategic & Development Plans at Caerphilly County Borough Council
- Mark Felgate – Peter Brett Associates
- Russell Porter - Peter Brett Associates
- Jim Cliffe - Planning Obligations Manager, Bristol City Council
- Gladys Hingco, Scrutiny Research Manager
- Luke Catterson Researcher

## LEGAL IMPLICATIONS

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



## FINANCIAL IMPLICATIONS

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

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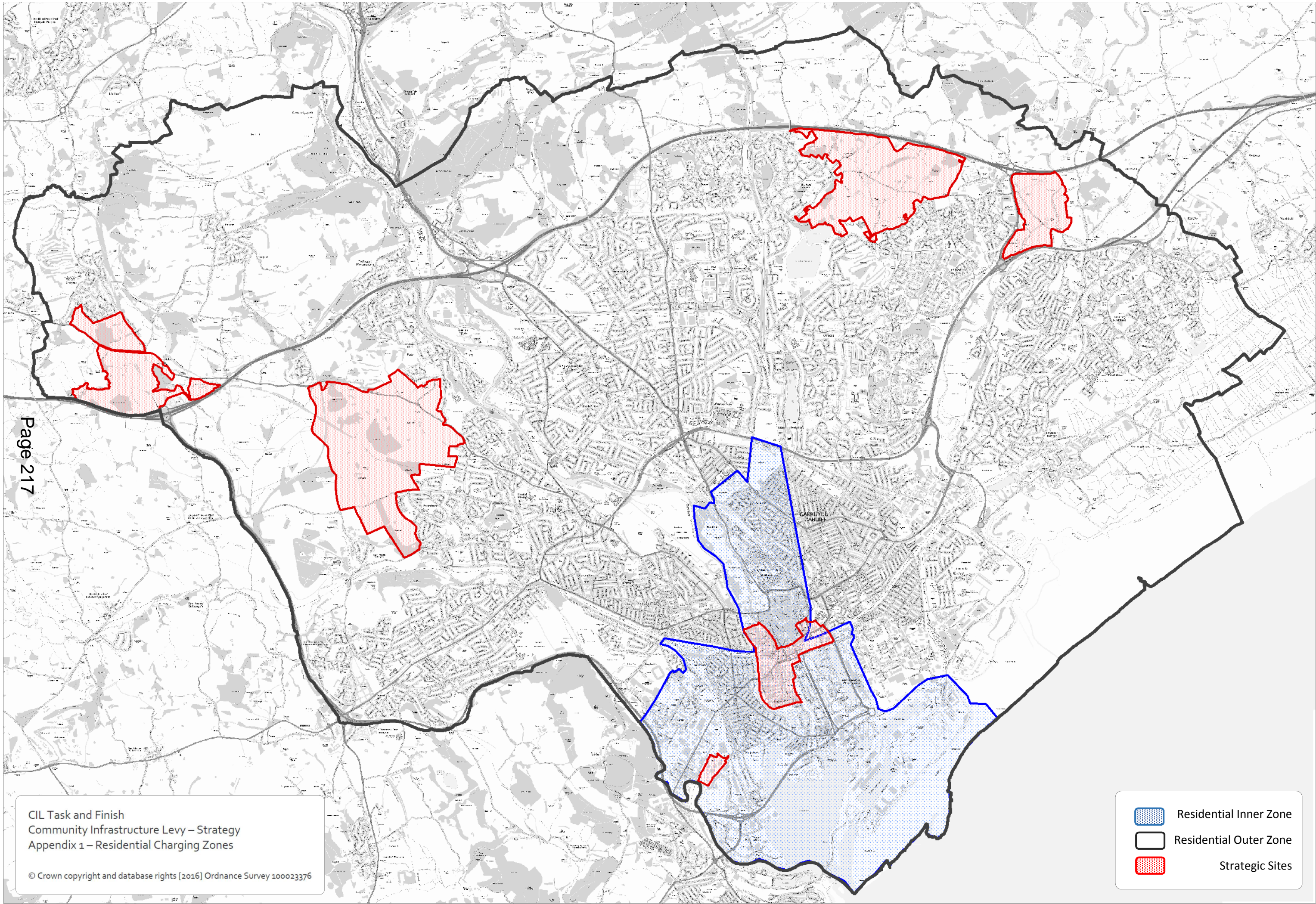
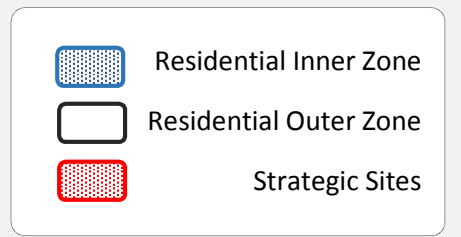
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**s c r u t i n y**



**Scrutiny Research Team**

# **Selected Local Authorities' Charging Structures, Strategies and Experiences on the Community Infrastructure Levy (CIL)**

**Research report for the  
Environment Scrutiny Committee**

**January 2016**



City of Cardiff Council

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## 1. Introduction

This research report was commissioned by the Environmental Scrutiny Committee's Community Infrastructure Levy (CIL) Task and Finish Group to provide Members with an overview of the progress of CIL implementation in selected comparator local authorities.

The first section of this report will provide the following information for each of the 35 local authorities regarding the introduction of CIL that came into force in 2010:

- Progress that each local authority has made so far (adoption, consultation, draft charging schedule published etc.) in the process of introducing CIL
- Amount of CIL revenue generated to date (where applicable and available)
- Current or intended charging rates (where applicable)
- Current or intended charging zones (where applicable)

This report will also cover the following topic areas which are of interest to Scrutiny Committee Members and officers in the Planning Unit of Cardiff Council:

- Local authorities' rationale for their CIL charging schedule
- Recommended guidelines and case studies in implementing CIL
- Local Authority Supplementary Planning Documents on New Planning Obligations
- Case studies on consultation approaches adopted on the use of Section 106 funding

## 2. Methodology

### 2.1. Selection of comparator local authorities sample

A total of 35 local authorities have been selected to provide the comparable information presented in this report. These local authorities are grouped into four primary categories:

- Core Cities
- Neighbouring Welsh Authorities
- Comparable Local Authorities by Job Growth Rate
- Comparable Authorities by Housing Price

#### 2.1.1. Core Cities

Included in the sample are the Core Cities<sup>1</sup>. These are a collective of cities that deliver 28% of the combined economic output of England, Wales and Scotland (26.5% of the UK economy) and are home to almost 19 million, 30.7% of the combined English, Welsh and Scottish population (29.8% of the UK population). They are:

Birmingham  
Bristol  
Cardiff  
Leeds  
Liverpool  
Manchester  
Newcastle  
Nottingham  
Sheffield

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<sup>1</sup> Glasgow have not been included because the CIL legislation has not been introduced in Scotland



### **2.1.2. Neighbouring Welsh Local Authorities**

The Welsh local authorities selected are those that make up the South East Wales Regional Partnership Board as implemented by the Welsh Local Government Association (WLGA). The South East Wales Regional Partnership Board brings together local authority leaders, Chief Executives and Managing Directors with representation to direct oversee and steer regional joint working in South East Wales as well as act as a reference point for future policy development. The local authorities in the partnership are:

Blaenau Gwent  
Bridgend  
Caerphilly  
**Cardiff**  
Merthyr Tydfil  
Monmouthshire  
Newport  
Rhondda Cynon Taf  
Torfaen  
Vale of Glamorgan.

### **2.1.3. Comparable Local Authorities by Job Growth Rate**

Advice was sought from officers in the Planning Team and Corporate Policy Team on relevant indicators that could be used for selecting comparator local authorities. For this research the research team took the advice of using figures on job growth taken from the Centre for Cities<sup>2</sup> 2015 report to select those local authorities with similar growths to Cardiff. Cardiff's job growth (change in jobs between 2004 and 2013) was 3%. The local authorities chosen as comparators are those with a growth of +/- 1% of Cardiff's over that period.

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<sup>2</sup> Centre for Cities 'Cities Outlook 2015' <http://www.centreforcities.org/wp-content/uploads/2015/01/Cities-Outlook-2015-Change-in-jobs-04-13.pdf>

The selected comparator authorities are:

Bolton  
Hastings  
Peterborough  
Plymouth  
Telford  
Blackburn  
Cardiff  
Leicester  
Worthing  
Birmingham  
Bristol  
Glasgow  
Liverpool  
Southampton

Appendix 1 shows a copy of the change in job figures (in numerical value and percent) for each of the local authorities that were selected as comparators for this research.

#### **2.1.4. Comparable Authorities by Housing Stock Change**

House prices were initially considered as the indicator that would be used to select comparator local authorities. With this in mind, the research team consulted house price figures from the 2015 report published by Hometrack<sup>3</sup>. Following consultation with colleagues from the Planning Team, it was recommended that the figures on housing stock change<sup>4</sup> should be used rather than house prices. In the period 2004-2013 Cardiff's housing stock increased by 15,740 which was an increase of 12%. The local authorities selected as comparators are those that had demonstrated a housing stock change +/- 3% of Cardiff's (12%) figures. and included the following authorities:

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<sup>3</sup> Hometrack, 'UK Cities House Price Index' <https://www.hometrack.com/uk/insight/uk-cities-house-price-index/>

<sup>4</sup> Centre for Cities 'Cities Outlook 2015' <http://www.centreforcities.org/wp-content/uploads/2015/01/Cities-Outlook-2015-Change-in-housing-affordability-04-14.pdf>

Swindon

Cardiff

Gloucester

Peterborough

Ipswich

Cambridge

Bristol

Warrington

Barnsley

A copy of the Table with the values (between 2004-2013) on percent change of housing stock for the local authorities selected for this research are shown in Appendix 2.

#### **2.1.5. Other local authorities included as comparators**

Officers in the Planning Team also recommended that local authorities such as Bournemouth, Oxford and Portsmouth should also be included as comparators as these authorities are often identified as having good practice. These local authorities will appear as an appendix to in the 'Core Cities' group.

## **2.2 Data Collection**

The data for this research report was taken from different sources. A key source of information was the figures that were reported by individual local authorities in the CIL Watch report provided by Planning Resource. An on-line search of the draft charging schedules of the selected local authorities was also undertaken. In addition, a short questionnaire was sent out to the relevant officers of selected local authorities and where necessary follow-up telephone interviews were conducted to collect the information required.

Of the selected local authorities, only a small number have CIL in place, while other local authorities are at different stages in the process of adopting/administrating CIL. This accounts for the limited data on those local authorities who are able to report the total amount of CIL receipts that they have collected to date. The data on the CIL receipts for Leeds was unavailable as the relevant officer is on leave, however the figures for 2014/15 may be made available soon.

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### **3. CIL Charging Rates in selected comparator local authorities**

The results that are presented here illustrate that there is a lot of variation in the charging rates for CIL that has been adopted by the selected local authorities presented in this report. There is variation in the zoning schemes (both retail and residential developments) that each local authority has adopted, i.e. including the number of charging zones (from none to as many as 8 zones) that they have, and the rates that they charge (from £0psqm to £100psqm) for the various individual zones that have been identified.

Some local authorities have different zones and charging for different types of retail activity and/or development while others have adopted zones that specify limits for the size of development that can be accommodated.

The justification for the zoning scheme that each local authority has adopted and the charging that they have adopted will be examined in greater detail in a report to follow.

#### **3.1. Core Cities CIL Status and Comparative Charging Data**

Table 1. Core Cities and other Comparable Cities CIL Adoption Status<sup>5</sup>

Authority	Status	Date of/for implementation	CIL receipts 13/14	CIL receipts 14/15	CIL receipts 15/16
Bristol	Adopted	18th December 2012	£510,797.58	£2,768,571.50	(to Nov) 2,504,057. 97
Leeds	Adopted	12th November 2014	N/a	-	Pending
Sheffield	Adopted	3rd June 2015	N/a	N/a	Pending
Birmingham	Examination report published	4th January 2016	N/a	N/a	N/a
Newcastle	Preliminary draft schedule	Summer 2016	N/a	N/a	N/a
Cardiff	Preliminary draft schedule	2017	N/a	N/a	N/a
Nottingham	Feasibility study is ongoing as part of local plan	N/a	N/a	N/a	N/a
Liverpool	Will look at viability as part of local plan	N/a	N/a	N/a	N/a
Manchester	Have no plans to implement CIL	N/a	N/a	N/a	N/a
Portsmouth	Adopted	21st January 2012	£320,248.00	£2,186,503.00	Pending
Oxford	Adopted	21st October 2013	£7,064.00	£1,378,999.82	Pending
Bournemouth	Charging schedule submitted	N/a	N/a	N/a	N/a

Three of the core cities have already adopted CIL, with three more (Birmingham, Newcastle and Cardiff) publishing concrete plans to do the same in the next year or two. Liverpool and Nottingham plan to undertake viability studies as part of work on their Local Development Plans next year, and only Manchester have said they have no interest in CIL at the current time.

Bristol was one of the first authorities to implement CIL. In 2013-2014 Bristol's CIL receipts were modest in their first year at £510,797.58 and have significantly increased (more than quadrupled) in 2014-15 next year and are on course to be slightly higher again for this financial year. As with Bristol, both Portsmouth and Oxford saw modest initial CIL receipts in 2013/14 but saw large percentage increases the following year.

<sup>5</sup> All data taken from each individual local authority's charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

Table 2. Core Cities Residential CIL Rates<sup>6</sup> (prices are per sqm)

Authority	Zones				
Sheffield	Zone 5 £80 (outer)	Zone 4 £50 (city centre)	Zone 3 £30 (spans city)	Zone 2 £0 (adjacent to centre)	Zone 1 £0 (outer)
Leeds	Zone 1 £90 (outskirts)	Zone 2a £45 (outer)	Zone 2b £23 (outskirts)	Zone 3 £5 (adjacent to centre)	Zone £5 (city centre)
Newcastle	Zone A £60 (3 sites outer)	Zone B £30 (adjacent to city centre)	Zone 1 £0 (central)	Other £0	-
Bristol	Inner zone £70 (city centre)	Outer zone £50 (outer)	-	-	-
Birmingham	Value zones £69 (outer, adjacent to centre and centre)	Other £0	-	-	-
Cardiff	All £100	-	-	-	-
Bournemouth	Outer zone large £70 (Outer centre 11 units or more)	Outer zone small £70 (Outer centre 10 units or fewer)	Inner zone £0 (City centre)	-	-
Oxford	All £100	-	-	-	-
Portsmouth	All £105	-	-	-	-

<sup>6</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

The charging for residential zones varies greatly amongst the Core Cities group with some local authorities such as Sheffield and Leeds who have adopted a scheme wherein its residential zones are further subdivided into five different pricing zones. In contrast, Cardiff, Portsmouth and Oxford have adopted one blanket charge (in the range of £100-£105 per sqm) for its residential zone.

Sheffield, Leeds, Newcastle and Bournemouth, charge the highest CIL rates for residential development in zones on the outer reaches of the city while the rates for charging in the zones in the city centre are significantly lower or in some cases have no charge at all. In contrast, the charging rates in Bristol, is higher in the inner zone (city centre) compared to the outer.

Birmingham's charging rates, however, show that there appears to be no correlation between the cost/value of charging with the proximity of the zone to the city centre. As shown in the Table above, there are some local authorities who do not apply a CIL charge (£0 in Newcastle and Bournemouth) or have a minimal charge (£5 in Leeds) for residential zones that are central or within the city centre. The charging schedules of some local authorities (Sheffield, Newcastle, Birmingham and Bournemouth) show that there have selected/specified zones where they do not apply any CIL charge.



Table 3. Core Cities Retail CIL Rates<sup>7</sup> (prices are per sqm)

Authority	Large	Small	Restaurants/Bars	Supermarket
<b>Birmingham</b>	<b>£260</b> >2700sqm	<b>£0</b> <2700sqm	<b>£0</b>	<b>£260</b> >2700sqm
<b>Bristol</b>	<b>£120</b> all sizes	<b>£120</b> all sizes	<b>£120</b>	<b>£120</b>
<b>Cardiff</b>	<b>£250</b> all sizes	<b>£250</b> all sizes	<b>£0</b>	<b>£250</b>
<b>Leeds</b>				
City Centre	<b>£135</b> ≥ 1000sqm	<b>£0</b> <1000sqm	<b>£5</b>	<b>£110</b> ≥ 500sqm
Outside City Centre	<b>£55</b> ≥ 1000sqm	<b>£0</b> <1000sqm	<b>£5</b>	<b>£175</b> ≥ 500sqm
<b>Newcastle</b>				
City Centre	<b>£0</b> >280sqm	<b>£0</b> ≤280sqm	<b>£0</b>	<b>£30</b>
Gateshead Zone 1	<b>£80</b> >280sqm	<b>£30</b> ≤280sqm	<b>£80</b> >280sqm <b>£30</b> ≤280sqm	<b>£30</b>
Newcastle Zone 2	<b>£80</b> >280sqm	<b>£30</b> ≤280sqm	<b>£80</b> >280sqm <b>£30</b> ≤280sqm	<b>£30</b>
Outside the above	<b>£80</b> >280sqm	<b>£0</b> ≤280sqm	<b>£80</b> >280sqm <b>£0</b> ≤280sqm	<b>£30</b>
<b>Sheffield</b>				
City Centre Prime Area	<b>£30</b> all sizes	<b>£30</b> all sizes	<b>£0</b>	<b>£30</b>
Meadowhall Prime Area	<b>£60</b> all sizes	<b>£60</b> all sizes	<b>£0</b>	<b>£60</b>
Major Retail Scheme	<b>£60</b> all sizes	<b>£60</b> all sizes	<b>£0</b>	<b>£60</b>

<b>Bournemouth</b>				
Town Centre	<b>£0</b> Comparison <b>£250</b> Convenience	<b>£0</b> Comparison <b>£250</b> Convenience	<b>£0</b>	<b>£250</b>
Outside Town Centre	<b>£250</b> Comparison <b>£250</b> Convenience	<b>£250</b> Comparison <b>£250</b> Convenience	<b>£0</b>	<b>£250</b>

<sup>7</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

<b>Oxford</b>	<b>£100</b> All sizes	<b>£100</b> All sizes	<b>£100</b>	<b>£100</b>
<b>Portsmouth</b>	<b>£105</b> >280sqm	<b>£53</b> <280sqm	<b>£105</b> >280sqm <b>£53</b> <280sqm	<b>£105</b>

There is a lot of variation in the CIL charging rates for retail development. Bristol Cardiff and Oxford apply a blanket charge (of a specified value) to different types of retail development whereas the charging rates for retail development in Birmingham and Portsmouth depend on the size of that type of development.

For Leeds and Bournemouth an additional factor (apart from size of development) that has an impact on the retail development charging rates is location i.e. whether it is located in the centre or outside of the centre, Newcastle and Sheffield have different charging rates for different locations and type of retail development.

In most cases or categories of retail development, Newcastle and Bournemouth do not have CIL charge in city or town centres whereas Leeds apply different charges for different types of development within the centre or city. Some local authorities i.e. Birmingham, Leeds, Newcastle, Portsmouth also charge a relatively smaller CIL rate for smaller retail development which are often determined by specified area measurements. In most of the local authorities shown above, the highest CIL charging rates for retail development are for supermarkets.

Sheffield and Newcastle apply the lowest retail CIL charging rates at £60psqm and £80psqm respectively. Birmingham has the highest retail CIL charging rate at £260psqm for a large unit or supermarket while Cardiff's £250 blanket rate appears to be the second highest within this comparator group.

Different authorities apply different charging rates to restaurants and bars retail development.

Table 4. Core Cities Other CIL Rates<sup>8</sup> (prices are per sqm)

Authority	Student Accommodation	Offices	Industrial/Warehouse	Care Homes	Retail Warehouse	Mixed Leisure (inc hotels)	Public Service and Community Facilities	Other
<b>Birmingham</b>	£0 Greenbelt areas <b>£69</b> All other areas	£0	£0	£0	£0	<b>£27</b> City Centre Hotel £0 All other leisure	£0	£0
<b>Bristol</b>	<b>£100</b>	£0	£0	£0	£0	<b>£50</b>	£0	<b>£50</b>
<b>Cardiff</b>	£0	£0	£0	£0	£250	£0	£0	£0
<b>Leeds</b>	<b>£5</b>	<b>£35</b> In city centre	<b>£5</b>	<b>£5</b>	<b>£5</b>	<b>£5</b>	£0	<b>£5</b>
<b>Newcastle</b>	Central Area Zone 1 <b>£80</b> Commercial Zone 2 <b>£80</b> Commercial Zone 3 £0	£0	£0	£0	Central Area Zone 1 £0 Commercial Zone 2 <b>£80</b> Commercial Zone 3 <b>£80</b>	Central Area Zone 1 £0 Commercial Zone 2 <b>£40</b> Commercial Zone 3 <b>£0</b>	£0	£0
<b>Sheffield</b>	<b>£30</b>	£0	£0	£0	£0	<b>£40</b>	£0	£0

<sup>8</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

<b>Bournemouth</b>	<b>£50</b>	£0	£0	£0	£0	£0	£0	£0
<b>Oxford</b>	<b>£100</b>	<b>£20</b>	<b>£20</b>	<b>£20</b>	<b>£20</b>	<b>£20</b>	Non-residential institutions <b>£20</b>	<b>£20</b>
<b>Portsmouth</b>	<b>£105</b>	£0	£0	<b>£53</b>	£0	<b>£53</b> Hotels	£0	<b>£105</b>

The charging categories identified in the Table above have not been specified in the charging schedule of some local authorities. In some cases the categories identified above will fall under a general heading referred to as ‘all other uses’. In Sheffield, the charging rate for ‘other’ development category is £0psqm whereas in Portsmouth the charging rate for this category is £105 and £50 in Bristol.

Cardiff is the only local authority amongst the Core Cities group that does not apply a CIL charge to student accommodation. Although Birmingham applies a £0psqm CIL charge for student accommodation developments on greenfield sites, this local authority charges a rate of £69psqm in other locations. Newcastle has proposed different charging rates for the commercial zones identified above.

Leeds is the only authority to specify a charging rate for “office” use that only applies to the city centre location and is set at £35psqm. Newcastle has no charge for retail warehouses in the city centre and but the levy is £80 in each of its outer commercial zones and is the only authority to implement a specific charge. Sheffield applies offers a specific charging rate for mixed leisure at £40psqm. Birmingham only charges £27psqm if a hotel is in the city centre and Portsmouth charges £53psqm for all hotels.

Most of the local authorities in this group apart from Oxford do not apply a CIL charge for public service and community. Oxford and Leeds are the only authorities to issue charges for care homes but these are under their 'all other' rates.

### 3.2. Welsh Neighbouring Local Authorities CIL Status and Comparative Charging Data

Table 5. Neighbouring Local Authorities Progress in Adopting CIL<sup>9</sup>

Authority	Status	Date of/for implementation	CIL receipts 13/14	CIL receipts 14/15	CIL receipts 15/16
Merthyr Tydfil	Adopted	2nd June 2014	N/a	£0	£111,500 (to Dec)
Caerphilly	Adopted	10th June 2014	N/a	N/a	Pending
Rhondda Cynon Taf	Adopted	10th December 2014	N/a	N/a	Pending
Cardiff	Preliminary draft schedule	2017	N/a	N/a	N/a
Monmouthshire	Preliminary draft schedule	-	N/a	N/a	N/a
Newport	Preliminary draft schedule	-	N/a	N/a	N/a
Torfaen	Waiting on viability study	N/a	N/a	N/a	N/a
Vale of Glamorgan	Initial evidence base gathered	N/a	N/a	N/a	N/a

<sup>9</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

Blaenau Gwent	Not adopted	N/a	N/a	N/a	N/a
Bridgend	No plans to implement	N/a	N/a	N/a	N/a

Merthyr Tydfil, Caerphilly and Rhondda Cynon Taf have all adopted the CIL. So far only Merthyr Tydfil has been able to provide the figures on their total CIL receipts of £111,500 from April to December of this financial year. Three authorities (Cardiff, Monmouthshire and Newport) are working on their preliminary draft schedule with a view to implementing in the next year or two. Torfaen and the Vale of Glamorgan are both waiting on viability studies and initial evidence gathering before proceeding while both Blaenau Gwent and Bridgend have reported that currently they have no plans to adopt CIL.

Table 6. Residential CIL Rates<sup>10</sup> for Neighbouring Local Authorities to Cardiff (prices are per sqm)

Authority	Zones				
Monmouthshire	£110 Non-strategic town site	£60 Strategic LDP site	£60 Non-strategic Severnside	£0 Sudbook paper mill	£0 Main and minor villages
Caerphilly	Higher viability area £40 (South - closest to M4)	Mid-range viability area £25 (Central)	Lower viability area £0 (North farthest from M4)	-	-
Rhondda Cynon Taf	Zone 3 £85 (South - closest to M4)	Zone 2 £40 (Central)	Zone 1 £0 (Farthest from M4)	-	-
Merthyr	Merthyr Tydfil £25 (North - farthest from M4)	Mid Valleys £0 (Central)	Lower Valley £0 (South - closest to M4)	-	-
Newport	Zone 1 £60	Zone 2 £25	(All apartments) £0	-	-

<sup>10</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

	<b>(Rest of the city and rural areas)</b>	<b>(West)</b>			
<b>Cardiff</b>	<b>All</b> £100	-	-	-	-

There is a lot of variation on the residential CIL rates that have been adopted by neighbouring local authorities to Cardiff. Some of them (Caerphilly, RCT and Merthyr) have charging zones are identified in relation to its distance or proximity to the M4. Caerphilly and RCT charge the highest CIL rate for developments in the zone closest to the M4 and the lowest CIL rate is in the zoned areas farthest from the M4. In contrast, Merthyr charges the highest rate for the residential zone farthest from the M4 and does not apply a CIL charge for the zone closest to the M4. Newport has identified has two charging zones – Zone 2 that encompasses two areas in the west of the city and carries a lower CIL rate of £25psqm and Zone 1 that covers the rest of the city and rural areas at a rate of £60psqm.

Monmouthshire has identified 5 different zones with rates with corresponding charges for only 3 of these zones. The categories for these zones are sites outlined by their LDP. The highest rate is applied to the zone referred to as ‘non- strategic town site’. No CIL charges apply to the Sudbook Paper Mill site nor to the zone that fall under the category Main and Minor villages.

**Table 7. Retail CIL Rates<sup>11</sup> for Neighbouring Local Authorities to Cardiff (prices are per sqm)**

<b>Authority</b>	<b>Large</b>	<b>Small</b>	<b>Restaurants/Bars</b>	<b>Supermarket</b>
<b>Cardiff</b>	<b>£0</b> All sizes	<b>£0</b> All sizes	<b>£0</b>	<b>£0</b>
<b>Monmouthshire</b>				
Out-of-centre	<b>£200</b> All sizes	<b>£200</b> All sizes	<b>£0</b>	<b>£200</b>
Centre	<b>£0</b> All sizes	<b>£0</b> All sizes	<b>£0</b>	<b>£0</b>

<sup>11</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

<b>Caerphilly</b>	<b>£100</b> All sizes	<b>£100</b> All sizes	<b>£25</b>	<b>£100</b>
<b>Newport</b>	<b>£100</b>	<b>£100</b>	<b>£100</b>	<b>£100</b>
<b>Merthyr Tydfil</b>	<b>£100</b> All sizes	<b>£100</b> All sizes	<b>£25</b>	<b>£100</b>
<b>Rhondda Cynon Taf</b>	<b>£100</b> All sizes	<b>£100</b> All sizes	<b>£0</b>	<b>£100</b>

Unlike the CIL charging schedules of some English authorities, most neighbouring local authorities to Cardiff do not differentiate charging rates by the size of retail units. The charging schedule for Monmouthshire has however differentiated charging for retail zones in the Centre (£0psqm) and Out-of-Centre thereof (£200psqm) . Merthyr and Caerphilly have also adopted a lower CIL charge rate for Restaurants and Bars

The results above show that Cardiff's has adopted the highest CIL rates for retail developments including restaurants and bars compared to its neighbouring local authorities.

Table 8. CIL Charging Rates<sup>12</sup> for other Retail Developments in Neighbouring Local Authorities (prices are per sqm)

<b>Authority</b>	<b>Student Accommodation</b>	<b>Offices</b>	<b>Industrial/Warehouse</b>	<b>Care Homes</b>	<b>Retail Warehouse</b>	<b>Mixed Leisure (inc hotels)</b>	<b>Public Service and Community Facilities</b>	<b>Other</b>
<b>Caerphilly</b>	-	£0	£0	£0	£0	£0	£0	-
<b>Cardiff</b>	£0	£0	£0	£0	£250	£0	£0	£0
<b>Merthyr Tydfil</b>	£0	£0	£0	£0	£0	£0	£0	£0

<sup>12</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.



<b>Monmouthshire</b>	£0	£0	£0	£0	£0	£0	£0	£0
<b>Newport</b>	£0	£0	£0	£0	£0	£0	£0	£0
<b>Rhondda Cynon Taf</b>	£0	£0	£0	£0	£0	£0	£0	£0

The local authorities in the Table above reported that they have not adopted CIL charges for all the types of developments that are outlined above.

### 3.3. Comparator Local Authorities (by Job Growth rates) CIL Status and Charging Data

Table 9. Progress in Adopting CIL amongst Comparator Local Authorities (by Job Growth Rates)<sup>13</sup>

<b>Authority</b>	<b>Status</b>	<b>Date of/for implementation</b>	<b>CIL receipts 13/14</b>	<b>CIL receipts 14/15</b>	<b>CIL receipts 15/16</b>
Bristol	Adopted	18th December 2012	£510,797.58	£2,768,571.50	£2,504,057.97 (to Nov)
Plymouth	Adopted	22nd April 2013	£43,436.12 (from Jun)	£435,436.12	Pending
Southampton	Adopted	17th July 2013	£69,936	-	Pending
Worthing	Adopted	17th February 2015	N/a	-	-
Peterborough	Adopted	15th April 2015	N/a	N/a	-
Birmingham	Examination report published	4th January 2016	N/a	N/a	N/a
Cardiff	Preliminary draft schedule	2017	N/a	N/a	N/a
Leicester	Charging Schedule Submitted	N/a	N/a	N/a	N/a
Bolton	Draft charging schedule published	N/a	N/a	N/a	N/a

<sup>13</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

The local authorities outlined in the Table above have either adopted CIL or all working towards introducing CIL. Of the five local authorities who have adopted CIL, only 3 local authorities (Bristol, Plymouth and Southampton) have provided data on their total annual CIL receipts. The two other local authorities have not been able to provide the figures requested, Bristol took modest receipts for CIL in the first year at £510,797.58, these had more than quadrupled the next year and are on course to be slightly higher again this year. Plymouth took £43,436.12 in the first nine months of charging CIL but saw this figure increase tenfold in the first full year of charging. Birmingham will be the next to implement CIL in early 2016 and Cardiff, Leicester and Bolton will follow in the next 12 months or so.

Table 10. Residential CIL Rates<sup>14</sup> of Comparator Local Authorities (by Job Growth Rates) (prices are per sqm)

Authority	Zones		
<b>Peterborough</b>	<b>High value zone</b>	<b>Moderate value zone</b>	<b>Low value zone</b>
< 15 units	£140	£120	£100
15 ≥ units	£70	£45	£15
Apartments < 15 units	£70	£45	£15
Over 500 dwellings	£0	£0	£0
	<b>(West of centre)</b>	<b>(Surrounding and east of centre)</b>	<b>(town centre)</b>
<b>Bristol</b>	<b>Inner zone</b>	<b>Outer zone</b>	
	£70	£50	
	<b>(City centre)</b>	<b>(outer)</b>	-
<b>Plymouth</b>	<b>Outside zone 1</b>	<b>Zone 1</b>	
	£30	£0	
	<b>(rest of city)</b>	<b>(South east of city close to some of waterfront)</b>	-

<sup>14</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

<b>Worthing</b>	<b>Charging area</b> £100 <b>(South central on the coast)</b>	<b>Zone 2</b> £0 <b>(Elsewhere)</b>	-
<b>Birmingham</b>	<b>Value zone</b> £69 <b>(outer, adjacent to centre and centre)</b>	<b>Other</b> £0 <b>(Elsewhere)</b>	-
<b>Leicester</b>	<b>Strategic regeneration area</b> £0 <b>(City centre)</b>	<b>Other</b> £0 <b>(Elsewhere)</b>	-
<b>Cardiff</b>	<b>All</b> £100	-	-
<b>Southampton</b>	<b>All</b> £70	-	-
<b>Bolton</b>	<b>All</b> £45	-	-

There is a lot of variation in the CIL rates for residential developments amongst local authorities identified in the Table above. Five of these local authorities (Peterborough, Bristol and Plymouth, Worthing and Birmingham) have differentiated their residential zones into various categories and have adopted different charges for each designated area. The charging schedule that has been adopted by Peterborough not only differentiates by zones (3 zones/location) but also differentiates the charging by type/number of units of development. Residential developments in the West of the Centre (Higher Value Zones) have the highest CIL Charges compared to other zones/areas, including the “Town Centre” area where development have the lowest CIL charges. In addition, developments of fewer than 15 units are charged more compared to other development types (sizes) regardless of location/zone. Any development of over 500 dwellings has no CIL charge in any location in the authority.

In contrast with Peterborough, the charging schedule for Bristol (City Centre) and Worthing (South Central) show that the highest CIL rate charges are in the centre/central areas. Three local authorities, Cardiff, Southampton and Bolton apply a single blanket CIL charge to all residential developments in their area. Leicester does not make a CIL charge for residential developments.

Table 11. Retail CIL Rates<sup>15</sup> of Comparator Local Authorities (by Job Growth Rates) (prices are per sqm)

Authority	Large	Small	Restaurants/Bars	Supermarket
<b>Birmingham</b>	<b>£260</b> >2700sqm	<b>£0</b> <2700sqm	<b>£0</b>	<b>£260</b> >2700sqm
<b>Cardiff</b>	<b>£0</b> All sizes	<b>£0</b> All sizes	<b>£0</b>	<b>£0</b>
<b>Worthing</b>	<b>£150</b> All sizes	<b>£150</b> All sizes	<b>£150</b>	<b>£150</b>
<b>Peterborough</b>	<b>£150</b> >500sqm	<b>£15</b> <500sqm	<b>£0</b>	<b>£150</b>

<sup>15</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

<b>Bristol</b>	<b>£120</b> All sizes	<b>£120</b> All sizes	<b>£120</b>	<b>£120</b>
<b>Plymouth</b>	<b>£100</b> >1000sqm	<b>£0</b> <1000sqm	<b>£0</b>	<b>£100</b>
<b>Southampton</b>	<b>£43</b> All sizes	<b>£43</b> All sizes	<b>£43</b>	<b>£43</b>
<b>Bolton</b>	<b>£5</b> All sizes	<b>£5</b> All sizes	<b>£5</b>	<b>£135</b>
<b>Leicester</b>	<b>£0</b> All sizes	<b>£0</b> All sizes	<b>£0</b>	<b>£150</b>

Birmingham, Peterborough and Plymouth had adopted a higher CIL charge rate for retail developments that fall under “Large” category including supermarkets. With the exception of Peterborough, these other local authorities (Birmingham and Plymouth) do not have a CIL charge for “Small” developments including “Restaurants and Bars” . Bristol, Cardiff, Worthing, and Southampton have a blanket CIL charge rate across all forms of retail development. Leicester only charge CIL for supermarkets and Bolton have a low CIL rate of £5psqm for most types retail development apart from supermarkets where they adopted a a CIL charge of £135 psqm. Peterborough’s charging schedule specifies that their retail rates are for convenience stores or stores with an element of comparison retail. Plymouth’s charging schedule specifies that their retail rates are for superstores and that all other rates will be £0 psqm.

**Table 12. CIL Rates<sup>16</sup>for Other Types of Development amongst Comparator Local Authorities (Job Growth Rates) (prices are per sqm)**

<sup>16</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

Authority	Student Accommodation	Offices	Industrial/Warehouse	Care Homes	Retail Warehouse	Mixed Leisure (inc hotels)	Public Service and Community Facilities	Other
Birmingham	£0 Greenbelt areas <b>£69</b> All other areas	£0	£0	£0	£0	<b>£27</b> City Centre Hotel £0 All other leisure	£0	£0
Bolton	<b>£45</b>	<b>£5</b>	<b>£5</b>	£0	<b>£45</b>	<b>£5</b>	£0	<b>£5</b>
Bristol	<b>£100</b>	£0	£0	£0	£0	<b>£50</b>	£0	<b>£50</b>
Cardiff	£0	£0	£0	£0	<b>£250</b>	£0	£0	£0
Leicester	<b>£100</b>	£0	£0	£0	<b>£150</b>	£0	£0	<b>£10</b> Distribution
Plymouth	£0 Zone 1 <b>£60</b> All other areas	£0	£0	£0	£0	£0	£0	£0
Peterborough	£0	£0	£0	£0	<b>£70</b>	£0	£0	£0
Southampton	<b>£70</b>	£0	£0	£0	£0	£0	£0	
Worthing	£0	<b>£30</b>	<b>£30</b>	<b>£0</b>	<b>£30</b>	£0	£0	£0

Most of the local authorities identified in the Table above have adopted different CIL charge rates for student accommodation. Of these local authorities, Leicester (£100) has adopted the highest CIL charge for this type of development.

Cardiff, Peterborough and Worthing's charging schedules do not have a CIL rate for student accommodation development regardless of location, whereas Birmingham do not have a CIL charge for this type of development in greenbelt areas and similarly in Plymouth for Zone 1 areas or in their designated residential zone.

Worthing and Bolton specify CIL charges for "Offices", "Industrial/Warehouses" and "Retail/Warehouse". Of the local authorities who have CIL charge for retail warehouses, Leicester had adopted the highest charging of £150 psqm. None of the authorities have a CIL charge for care homes or public service and community facilities. Bolton has adopted a standard CIL charge of £5psqm for 'all other uses' while Bristol charges £50 psqm for a similar category. The only other specified miscellaneous CIL charge is Leicester's £10psqm for distribution centres that is distinguished from retail warehouses.

#### **3.4. Comparator Cities (by Housing Stock Change) CIL Status and Comparative Charging Data**

**Table 13. Progress in Adopting CIL amongst Comparator Local Authorities (by Housing Stock Change)<sup>17</sup>**

<b>Authority</b>	<b>Status</b>	<b>Date of/for implementation</b>	<b>CIL receipts 13/14</b>	<b>CIL receipts 14/15</b>	<b>CIL receipts 15/16</b>
Bristol	Adopted	18th December 2012	£510,797.58	£2,768,571.50	£2,504,057. 97 (to Nov)
Swindon	Adopted	26th March 2015	N/a	£0	Pending
Peterborough	Adopted	15th April 2015	N/a	N/a	Pending
Ipswich	Preliminary draft schedule	4th December 2013	N/a	N/a	N/a
Cambridge	Preliminary draft schedule	March 2014	N/a	N/a	N/a
Gloucester	Preliminary draft schedule	29th May 2015	N/a	N/a	N/a
Barnsley	Preliminary draft schedule	15th June 2015	N/a	N/a	N/a
Cardiff	Preliminary draft schedule	2017	N/a	N/a	N/a
Warrington	Preliminary draft schedule	-	N/a	N/a	N/a

Of the comparator (by housing stock change) local authorities identified in the Table above, Bristol, Swindon and Peterborough have fully implemented CIL. So far only Bristol had been able to provide the value of their total annual CIL receipts. We are still waiting to receive the reported value of CIL receipts that has been received to date from Swindon and Peterborough. All other local in this group are working on their preliminary draft schedule with a view to implementing CIL in the not too distant future.

<sup>17</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.



Table 14. Residential CIL Rates<sup>18</sup> of Comparator Local Authorities (by Housing Stock Change) (prices are per sqm)

<b>Authority</b>	<b>Zones</b>					
<b>Barnsley</b>	<b>Zone 1</b>	<b>Zone 2</b>	<b>Zone 3</b>	<b>Zone 4</b>	<b>Zones 5 +6</b>	<b>Zones 7+8</b>
1- 14 dwellings	£100	£100	£100	£50	£30	£0
15+ dwellings	£100	£100	£50	£30	£5	£0
<b>Peterborough</b>	<b>High value zone</b>	<b>Moderate value zone</b>	<b>Low value zone</b>			
< 15 units	£140	£120	£100			
15 ≥ units	£70	£45	£15			
Apartments < 15 units	£70	£45	£15			
Over 500 dwellings	£0	£0	£0	-	-	-
	<b>(West of centre)</b>	<b>(Surrounding and east of centre)</b>	<b>(town centre)</b>			
<b>Ipswich</b>	<b>Zone 1</b>	<b>Zone 2</b>	<b>Zone 3</b>			
1- 9 dwellings	£120	£85	£50			
10+ dwellings	£120	£50	£0			
	<b>(Central)</b>	<b>(North and east of centre)</b>	<b>(South and south west)</b>	-	-	-
<b>Bristol</b>	<b>Inner zone</b>	<b>Outer zone</b>				
	£70	£50				
	<b>(City centre)</b>	<b>(outer)</b>	-	-	-	-
<b>Warrington</b>	<b>High charge zone</b>	<b>Medium charge zone</b>	<b>Low charge zone</b>			
Market housing	£80	£80	£25			
Market apartments	£30	-	-			
	<b>(South)</b>	<b>(North surrounding centre)</b>	<b>(Town centre)</b>	-	-	-
<b>Swindon</b>	<b>Zone 2</b>	<b>Zone 1</b>				
	£55	£0				
	<b>(Outside new communities)</b>	<b>(New communities)</b>	-	-	-	-
<b>Cambridge</b>	<b>All</b>					
	£125	-	-	-	-	-

<sup>18</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

<b>Cardiff</b>	<b>All £100</b>	-	-	-	-	-
<b>Gloucester</b>	<b>All £0</b>	-	-	-	-	-

The CIL Charging schedules for Barnsley, Peterborough and Ipswich Bristol, Warrington and Swindon have identified different residential zones with different specified charges for each area or location. Barnsley has identified as many as eight different charging zones with rates from £100psqm to £0psqm depending on the viability of the area as stated in their Local Development Plan. Bristol and Ipswich have the highest CIL charge rate for residential development in the “City Centre” or in “Central” location. On the contrary Warrington’s CIL Charges is lowest in the “Town Centre”. In Swindon where they only have two residential zones, there is no CIL charge in “Zone 1” (New Communities), while a CIL charge rate (£55) is specified for areas “Outside of new Communities” ((Zone 2).

Three of the local authorities (Barnsley, Peterborough and Ipswich) further differentiate their CIL charges by the size/number of developments. In Barnsley the CIL rate in Zones 1&2 are set at £100 regardless of the size of development. For this local authority the CIL rate only varies by the number of dwellings in Zones 4,5+6,7+8. In Peterborough residential development with larger numbers ( $\geq 15$  units), have a lower CIL charge in all designated zones.. In Ipswich larger residential developments 10 dwellings have a lower CIL charge outside of the “Central” zone with a lower charge of £50 (instead of £120) in Zone 2 and £0 in Zone 3.

In Warrington the CIL charging schedule not only differentiates between zones but also differentiates by type of residential development i.e. “Market Housing” and “Market Apartments” zone.

Table 15. Retail CIL Rates<sup>19</sup> of Comparator Local Authorities (by Housing Stock Change) (prices are per sqm)

Authority	Large	Small	Restaurants/Bars	Supermarket
<b>Cardiff</b>	<b>£250</b> all sizes	<b>£250</b> all sizes	<b>£250</b>	<b>£250</b>
<b>Peterborough</b>	<b>£150</b> >500sqm	<b>£15</b> <500sqm	<b>£0</b>	<b>£150</b>
<b>Gloucester</b>	<b>£150</b> all sizes	<b>£150</b> all sizes	<b>£150</b>	<b>£150</b>
<b>Ipswich</b>	<b>£120</b> all sizes	<b>£120</b> all sizes	<b>£120</b> Restaurants <b>£0</b> Bars	<b>£120</b>
<b>Bristol</b>	<b>£120</b> all sizes	<b>£120</b> all sizes	<b>£120</b>	<b>£120</b>
<b>Swindon</b>				
Zone 2	<b>£100</b> all sizes	<b>£100</b> all sizes	<b>£100</b>	<b>£100</b>
Zone 1	<b>£0</b> all sizes	<b>£0</b> all sizes	<b>£0</b>	<b>£0</b>
<b>Cambridge</b>	<b>£75</b> all sizes	<b>£75</b> all sizes	<b>£75</b>	<b>£75</b>
<b>Barnsley</b>				
Other areas	<b>£70</b> all sizes	<b>£70</b> all sizes	<b>£70</b>	<b>£70</b>
Town centre and principal shopping areas	<b>£0</b> all sizes	<b>£0</b> all sizes	<b>£0</b>	<b>£0</b>
<b>Warrington</b>	<b>£0</b> supermarket	<b>£40</b> Neighbourhood convenience	<b>£0</b>	<b>£120</b>

<sup>19</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

Apart from Peterborough and Warrington, the majority of the local authorities identified in the Table above apply a single CIL charge rate for various types of developments (i.e. “Large”, “Small”, “Restaurants/Bars” & “Supermarkets”) as well as in designated location or zones within the local authority.

The charging schedule for retail development in in Barnsley and Swindon differentiates by location where in Barnsley they are no CIL charges for any retail in the town centre and its identified principal shopping areas and Swindon has no charge in “Zone 1” (‘New Communities zone’). As with the majority, both local authorities charge a blanket CIL for different types of retail development in designated locations. The CIL charging in Peterborough differentiates between retail development size with a higher charge (£150) for retail developments that are > 500.

With the exception of Peterborough and Warrington most local authorities have adopted a CIL Charge for “Restaurants and/or Bars with Ipswich only specifying a CIL charge of £120psqm for restaurants but has no charge for bars.

Table 16. CIL Rates for other types of developments amongst Comparators local authorities (by Housing Stock Change)<sup>20</sup> (prices are per sqm)

Authority	Student Accommodation	Offices	Industrial/Warehouse	Care Homes	Retail Warehouse	Mixed Leisure (inc hotels)	Public Service and Community Facilities	Other
Barnsley	£0	£0	£0	£0	£0	£0	£0	£0
Bristol	<b>£100</b>	£0	£0	£0	£0	<b>£50</b>	£0	<b>£50</b>
Cardiff	£0	£0	£0	£0	£0	£0	£0	£0
Cambridge	<b>£125</b>	£0	£0	£0	£0	£0	£0	£0
Gloucester	£0	£0	£0	£0	£0	£0	£0	£0
Ipswich	£0	£0	£0	£0	£0	£0	£0	£0
Peterborough	£0	£0	£0	£0	<b>£70</b>	£0	£0	£0
Swindon	£0	£0	£0	£0	£0	£0	£0	£0
Warrington	£0	£0	£0	£0	<b>£75</b>	£0	£0	£0

Of the comparator (by Housing Stock change) local authorities identified in the Table above, only Cambridge and Bristol charge a CIL rate for student accommodation with rates of £125psqm and £100psqm respectively. Bristol also has a CIL charge for “Mixed leisure, including hotels” and has specified a CIL charge of £50 for any other type of development not identified in the Table above.

Only Peterborough and Warrington had specified a CIL charge for retail warehouses with charges £70psqm £75psqm respectively.

<sup>20</sup> All data taken from local authority charging schedules, draft charging schedules, email questionnaires or telephone interviews. More details in references section.

Table 17a. Local Authority Section 106 Collections 2010-2015 by Comparator Groupings

<b>Core Cities Group</b>	<b>2014/15</b>	<b>2013/14</b>	<b>2012/13</b>	<b>2011/12</b>	<b>2010/11</b>
<b>Birmingham</b>	£1.7m (2014)	£1.5m (2013)	£5.4m (2012)	£3.7m (2011)	£5.1m (2010)
<b>Bristol</b>	£3,788,684.35	£3,363,318.81	£3,435,607.10	£3,889,062.09	£3,462,502.89
<b>Cardiff</b>	£2,522,753	£2,601,762	£2,006,428	£1,969,397	£2,869,341
<b>Leeds</b>	Average of £3.5m between 2007 and 2012				
<b>Liverpool</b>	Unable to provide the figures				
<b>Manchester</b>	£223,455	Info Unavailable	£4,205,179	£1,252,307	£1,453,493
<b>Newcastle</b>	£1,380,493 (to end of 2014)	£3,734,707	£4,007,342	£1,223,789	£188,638
<b>Nottingham</b>	Data not provided				
<b>Sheffield</b>	Averaged £1m since 1994. Receipts peaked at £3m in 2006, so average 2005-2015 is £1.5m £1.5m				
<b>Portsmouth</b>	Stopped recording once CIL started			£935,995.67	£345,417.94
<b>Oxford</b>	£505,295.95	£577,907.10	£556,374	£651,576.19	£520,219.53
<b>Bournemouth</b>	Data not supplied	£2,027,000	£1,368,000	£1,505,000	£985,000
<b>Adjacent Local Authorities</b>	<b>2014/15</b>	<b>2013/14</b>	<b>2012/13</b>	<b>2011/12</b>	<b>2010/11</b>
<b>Blaenau Gwent</b>	Data not supplied				
<b>Bridgend</b>	Data not supplied		£1,000,556.50	£866,182.70	£20,000
<b>Caerphilly</b>	Data not supplied		£927,255.40	£301,188	£3,623,917
<b>Cardiff</b>					
<b>Merthyr Tydfil</b>	£2,500	£104,990	£57,838	£15,000	£0
<b>Monmouthshire</b>	£2,031,692	£313,315	£283,199	£373,367	£1,155,527
<b>Newport</b>	Data not supplied				
<b>Rhondda Cynon Taf</b>	Unable to provide within timescale				
<b>Torfaen</b>	Data not supplied	£178,878	£588,714	£0	£161,000
<b>Vale of Glamorgan</b>	£3,876,452.81	£5,431,630.24	£511,873	£10,263,858.68	£5,700,691.50

Table 17b. Local Authority Section 106 Collections 2010-2015 by Comparator Groupings

Comparator Cities by Job Growth Rates	2014/15	2013/14	2012/13	2011/12	2010/11
Birmingham	£1.7m (2014)	£1.5m (2013)	£5.4m (2012)	£3.7m (2011)	£5.1m (2010)
Bolton	Data not supplied		£212,658.44	£971,722.86	£186,825.15
Bristol	£3,788,684.35	£3,363,318.81	£3,435,607.10	£3,889,062.09	£3,462,502.89
Cardiff					
Hastings	Data not supplied		£0	£0	£300
Leicester	Data not supplied	£829,218.05	£549,575.68	£240,296.18	£451,581.96
Plymouth	Data not supplied		£2,395,934.28	£693,944.76	£785,593.74
Southampton	Data not supplied		£1,741,762	£3,387,572	£2,384,995
Telford	Data not supplied	£1,826,425 (to Nov)	£2,397,451.00	£2,973,702.00	£1,609,818.00
Worthing	£71,484	£63,844	£56,532	£496,672	£265,038
Peterborough	Data not supplied		£5,988,678	£4,404,321	£2,398,433
Comparator Cities by Percent of Housing Stock Change	2014/15	2013/14	2012/13	2011/12	2010/11
Barnsley	Data not supplied		£398,183	£498,107.50	£564,814
Bristol	£3,788,684.35	£3,363,318.81	£3,435,607.10	£3,889,062.09	£3,462,502.89
Cambridge	£3,826,000 (2014)	£2,877,000 (2013)	£2,597,000 (2012)	£1,431,000 (2011)	£7,072,000 (2010)
Cardiff					
Gloucester	£405,567	£299,361	£660,990	£147,991	£997,733
Ipswich	Data not supplied				
Peterborough	Data not supplied		£5,988,678	£4,404,321	£2,398,433
Swindon	Data not supplied		£135,973.29	£310,937.47	£516,862.15
Warrington	From Apr 2010 to Mar 2015, signed Section 106 agreements have an annual average value of £1,003,613.80				

It is worth noting that reported figures on the Section 106 receipts for Cardiff in the Table above are based only on financial contributions that the Council has received in each year. These S106 receipts also may not fully reflect the optimal level of development activity in Cardiff as the local authority is still awaiting the adoption of its LDP. The reported S106 figures for other local authorities may not take into account or reflect the monetary value of planning obligations in cases where the developers undertake the work themselves e.g. building affordable housing, providing open space or undertaking highway improvements etc. The above figures from other local authorities would need to be validated to confirm whether these only represent the monetary receipts that the local authority has received annually or whether these figures would include the value of the planning obligation works that had been undertaken by the developers themselves.

#### 4. Local authorities' rationale for their CIL charging schedule

It is a requirement for the implementation of the Community Infrastructure Levy (CIL)<sup>21</sup> that there is viability evidence that can be used to ensure that your CIL proposed rate or rates would not threaten delivery of the relevant Plan as a whole (National Planning Policy Framework paragraph 173). Table 1 below shows where this evidence was gathered for each of the selected authorities.

<b>Authority</b>	<b>Title of Study</b>	<b>Date of Study</b>	<b>Producer of Study</b>
Birmingham City Council	CIL Economic Viability Assessment	October 2012	GVA Grimley Ltd
Bristol City Council	CIL Viability Study	February 2012	BNP Paribas Real Estate
Leeds City Council	CIL Economic Viability Study	January 2013	GVA Grimley Ltd
Newcastle City Council	Gateshead and Newcastle Viability and Deliverability Report	October 2015 (update)	In-house chartered surveyors
Sheffield City	CIL Viability Study	February	BNP Paribas Real

<sup>21</sup> [http://www.pas.gov.uk/3-community-infrastructure-levy-cil/-/journal\\_content/56/332612/4070829/ARTICLE](http://www.pas.gov.uk/3-community-infrastructure-levy-cil/-/journal_content/56/332612/4070829/ARTICLE)



Council		2014 (update)	Estate
Bournemouth Borough Council	CIL Economic Viability Study	August 2014	Peter Brett Associates
Oxford City Council	The examiner's report says the council 'commissioned a number of viability studies to support the CIL charging rates but these have not been made available.		
Portsmouth City Council	CIL Viability Assessment	March 2011	Dixon Searle LLP
Merthyr Tydfil County Borough Council	Study into the economic viability of charging community infrastructure levy in Caerphilly, Merthyr & Rhondda Cynon Taf County Borough Councils		DVS Property Specialists
Merthyr Tydfil County Borough Council			
Rhondda Cynon Taf County Borough Council			
Monmouth County Council	Viability evidence for development of a Community Infrastructure Levy Charging Schedule	July 2014	Three Dragons with Peter Brett Associates
Newport City Council	Preliminary Draft Charging Schedule and CIL Viability Assessment	June 2015	National CIL Service
Bolton Council	CIL Residential Viability –Addendum Report	April 2013	
	CIL Non-residential Viability –Addendum Report	March 2013	Peter Brett Associates
Leicester City Council	Leicester, Leicestershire and Rutland CIL Viability Study	January 2013	HDH Planning and Development
Peterborough City	CIL Draft Charging	April 2014	Peter Brett

Council	Schedule Viability Study		Associates
Plymouth City Council	CIL Viability Evidence Report	January 2012	GVA Grimley Ltd
Southampton City Council	CIL Viability Assessment	April 2012 (updated)	
Worthing Borough Council	CIL Viability Assessment	August 2012	Nationwide CIL Service
Barnsley Metropolitan Borough Council	Draft CIL Viability Report	April 2015 (updated)	Andrew Golland Associates
Cambridge City Council	CIL Viability Assessment	February 2013	Dixon Searle LLP
Gloucester City Council	Joint Core Strategy Viability Assessment	February 2015 (updated)	Peter Brett Associates
Ipswich Borough Council	CIL Viability Study	November 2013	Peter Brett Associates
Swindon Borough Council	CIL Development Viability Study	June 2012	GVA Grimley Ltd
Warrington Borough Council	CIL Viability Study Final Report	September 2015	Peter Brett Associates

#### 4.1. Birmingham<sup>22</sup>

The CIL Charging structure in Birmingham aims to avoid complexity by adopting a two-tier structure that's based on postcodes.

##### Residential

<sup>22</sup> Birmingham CIL Examiners Report (June 2015) pp 9-15  
[http://www.birmingham.gov.uk/cs/Satellite?blobcol=urldata&blobheader=application%2Fpdf&blobheadername1=Content-Disposition&blobkey=id&blobtable=MungoBlobs&blobwhere=1223587549555&ssbinary=true&blobheadervalue1=attachment%3B+filename%3D564615BIRMINGHAM\\_-\\_CIL\\_REPORT\\_-\\_FINAL.pdf](http://www.birmingham.gov.uk/cs/Satellite?blobcol=urldata&blobheader=application%2Fpdf&blobheadername1=Content-Disposition&blobkey=id&blobtable=MungoBlobs&blobwhere=1223587549555&ssbinary=true&blobheadervalue1=attachment%3B+filename%3D564615BIRMINGHAM_-_CIL_REPORT_-_FINAL.pdf)

There are three high value areas for residential development which have higher charges compared to other residential areas in the city. Overall, the viability model demonstrates there is 'generally strong positive viability in the high value charging zones' and it has been suggested that smaller developments could withstand higher charges. The overall charge took all development types into account and was reduced to £69psqmafter a 40% buffer from the maximum viable rate was added. The results of the viability study also prescribes that low value zones could adopt a lower viable rate of £55psqm (£33 after 40% buffer). However, the local authority decided there will be no charge for these areas. Some concerns had been raised over new homes having no charge when there could be one, especially in light of limited role for Section 106. However, the proposal remains with the view of maintaining viability and maximising affordable housing. The viability study found that developments for retirement housing could also withstand a charge; however, other factors such as required support associated with this type of development would make them less viable and a decision was made to have no charge for this type of development.

### Retail

Due to the Council's perception that the city is already well-catered for by a network of centres and supermarkets, a higher charge of £260psqm is proposed for large (over 2000sqm) convenience stores. The charges for other retail types are zero to reflect the council's priority to increase comparison shopping floor space. The Council also has a CIL charge for smaller supermarket formats and discount operators because it is acknowledged that it is important to meet existing meeting demand, plug gaps in provision and drive consumer choice.

### Other

A charge is assigned for hotel development the city centre as the study results show that it has better viability in that area. Although the student housing market is regarded as mature, the indicative development in this area justifies a proposed charge for this type of development with the 40% buffer in place.

## **4.2. Bristol<sup>23</sup>**

Bristol wanted to keep the charging schedule as simple as possible, which is why they aimed for citywide zones wherever possible.

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<sup>23</sup> Bristol Completed questionnaire from Jim Cliffe, Planning Officer and CIL Examiner's Report (July 2012)  
<https://www.bristol.gov.uk/documents/20182/239200/Bristol%20CIL%20Report.pdf/3ef1925f-14f7-405b-903d-84cda4609931>

## Residential

The charging for residential development is divided into two zones that are broadly based on the SHMA (Strategic Housing Market Assessment). The higher value area is where 40% affordable housing is sought whereas the lower value areas is where 30% is sought. Bristol chose a conservative approach with a 50% buffer from the maximum identified in viability assessments. This was to leave a negligible impact on viability and allow space for site specific characteristics that may affect costs.

## Retail

The £120psqmCIL rate for retail was implemented based on robust evidence that it would be sustainable and would not affect the new shopping provision envisioned in the Core Strategy. There was not enough evidence to suggest anything other than a flat rate could be applied.

## Other

The results of their viability study also provided evidence which suggests that new hotel and student accommodation provision will continue to come forward and be highly viable despite the application of CIL charges for this type of development.

### **4.3. Leeds<sup>24</sup>**

The charging rates were determined by viability and although the buffer is only 10% below the maximum viable rate, a cautious approach and conservative estimates is seen as an in-built buffer.

## Residential

The Economic Viability study undertaken for Leeds built on its previous work on affordable housing requirements and identified five different residential zones. Average market values for a range of densities were established and over 140 sites including greenfield and previously developed sites were modelled.

## Retail

A cautious approach was taken on retail CIL rates, however the buffer was still increased to 37% from the maximum sustainable rate. Large stores outside the city centre proved the most viable in

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<sup>24</sup> Leeds CIL Examiners Report (September 2014) pp 3-6  
<http://www.leeds.gov.uk/docs/Leeds%20CIL%20Final%20Report%20050914.pdf>

contrast to smaller supermarkets and comparison stores that were subsequently given discounted rates. Considering the number of town centres in Leeds, it was decided that differential geographical rates, though feasible, would be unduly complex and cumbersome.

#### Other

The charges for Offices outside the city centre are lower as they are deemed less attractive and this is reflected in the proposed CIL rates. Other developments such as hotels, care homes or gyms have generated a revenue ranging from £5psqm and £23psqm through section 106 payments, so in keeping with the cautious approach of viability study, the CIL rate has been set at the bottom end of that scale.

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#### 4.4. Newcastle<sup>25</sup>

Newcastle has described their approach as 'cautious but optimistic' to reflect the current economic climate and low confidence in the housing market. They have acknowledged that the viability evidence is a 'snapshot in time' and that the selected rates must allow for those developments that have abnormally high costs. In the interest of caution wherever viability is only marginal, no charge will be issued.

##### Residential

Land and development values differ significantly across Newcastle and Gateshead, meaning there is variance in the level of charge that can be sustained for residential developments. The proposed zones were identified by their levels of viability. The two that were deemed capable of sustaining a charge were the High Mid Non Urban Value Area and the High Urban Value Area with the city centre. The remaining parts of the city were deemed unviable for development with a CIL charge. A buffer of just over 70% has been applied from the maximum average charge that would be viable.

##### Retail

Viability assessments have shown that a flat CIL rate/charge across different forms of retail development and different geographical areas was neither equitable nor appropriate. The city centre has a significant number of listed buildings, high density/mixed uses, complex ownership patterns and restrictions. It was extremely challenging to identify a realistic threshold which has led to the proposed £0psqm rate. Some locality centres were found to be 'at risk' and it was acknowledged that smaller stores have a valuable role in supporting these areas and therefore no CIL rate will be applied for these types of development. Supermarket rates are set to reflect changes in the industry and the type of planning applications received where discounter supermarkets go to low/medium value areas and local supermarkets are more central and generally across value areas.

##### Other

The student accommodation and hotel rates are a reflection of the existing market conditions and the recent strong increase in enquiries for such accommodation. Conversely market for office space

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<sup>25</sup> Newcastle CIL Background Paper (April 2015) pp 16-26

[https://www.newcastle.gov.uk/sites/drupalncc.newcastle.gov.uk/files/wwwfileroot/planning-and-buildings/planning-policy/ncc\\_and\\_gc\\_cil\\_pdcs\\_background\\_paper\\_april\\_2015.pdf](https://www.newcastle.gov.uk/sites/drupalncc.newcastle.gov.uk/files/wwwfileroot/planning-and-buildings/planning-policy/ncc_and_gc_cil_pdcs_background_paper_april_2015.pdf)

is regarded as weak and new developments have been postponed so the charges assigned for this type of development is zero.

#### **4.5. Sheffield<sup>26</sup>**

##### Residential

The Viability Study concluded that the ability for residential developments to make CIL contributions was found to depend on area, current use of the site and the amount of affordable housing the council would seek to develop. This has resulted in five different charging zones within the local authority area where two have been deemed as unable to sustain a charge and the other three given a percentage buffer for charging to avoid working on the border of viability.

##### Retail

The area of Meadowhall has the retail developments that produce the highest residual values according to the viability study, which is reflected in its CIL charge rate. Another justification of the higher CIL rate is that there is no proposed development and it does not qualify as a strategic site for development, so the strategy would not be affected if CIL were to serve as a deterrent. Viability is greatest for large stores, so they incur a rate across the city whereas smaller stores are only viable within the marked prime retail areas. For this reason smaller stores outside those areas are counted as 'other types of development' and subjected to no charge.

##### Other

A 46% buffer is applied to CIL rates for student accommodation. The rate is based on an assumed rent of £120 per week that the council believes will not deter students because of the quality of the accommodation on offer. There was an initial proposal to charge £10psqm for 'out of town' leisure facilities, however there has since been a proposal to delete the charge and leave the area categorised as 'all other development' which has zero CIL charge. This was a result of problems in defining zones, a lack of viability evidence to support such a charge, and the implementation of these type of developments are regarded as contrary to the core strategy of being located in the greenbelt area

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<sup>26</sup> Sheffield CIL Examiners Report (February 2015) pp 2-12

<https://www.sheffield.gov.uk/planning-and-city-development/applications/community-infrastructure-levy/adopt-cil/examination.html>

## 4.6. Bournemouth<sup>27</sup>

Two charging zones have been created in relation to the Town Centre Area Action Plan (AAP). One of the zones is the area designated to be part of this plan and the other is the rest of the town. Following the submitted schedule for examination, the examiner suggested that Bournemouth lower all its CIL rates to create a more suitable viability margin. The most notable change following this recommendation was for student accommodation where the proposed rate of £50psqm only gave a buffer from the maximum of 24% so it was dropped to £40psqm (39%).

### Residential

It was initially proposed that two different rates will be charged for residential developments outside the AAP zone, one for developments with 11 units or more and one for ten or less. Due to the removal of the requirement for the provision of affordable housing on developments of ten units or fewer, the initial proposal was overturned and instead a flat rate for residential development was proposed.

### Retail

Only convenience retail and student accommodation will have a CIL rate within the Action Plan area to facilitate development that will assist delivery of the plan. The Council has held the position that small convenience stores that are generally under 100sqm or developments that are conversion projects would not be subject to CIL. Land in Bournemouth is at a premium and it is therefore deemed unlikely that a net gain in new convenience floor space will take place. However, the CIL rate was lowered from the initial proposal to encourage such a development (though unlikely) come forward.

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<sup>27</sup> Bournemouth CIL Examiners Report (October 2015) pp 2-5

<http://www.bournemouth.gov.uk/PlanningBuilding/PlanningPolicy/PlanningPolicyFiles/CILAdoption/appendix-1-cil-examiners-report.pdf>



#### 4.7. Oxford<sup>28</sup>

When testing viability, Oxford did not include provision for section 106 income because they didn't expect it to be significant once CIL was approved.

##### Residential

The results of the viability study found that the majority of areas in the city was deemed viable at the proposed charging rate for residential development. Although three sites were regarded as unviable regardless of any CIL charges, a blanket or city wide CIL rate for residential development has been adopted. The Viability Study showed that the likely residential development values in a relatively compact urban area covered by the city boundary did not justify any differential charging on an area basis. The approach of setting a fairly simple structure of charges complies with government guidance and is appropriate in this case.

##### Retail

The Viability Evidence Report (VER) indicated that out of centre convenience superstores would be at the margin of viability if CIL were imposed at £100psqm. This is attributed to the very high value assumed for existing uses. According to the CIL examination, a marginal improvement in either rents or yields in the model used would comfortably support the proposed CIL rate and with consideration of comparable developments elsewhere in the sub region. The examiner considered the rate to not be unduly high in relation to costs and would be most unlikely to create a threat to retail development generally.

##### Other

Locally, BMW is regarded as a major employer which contributes significantly to the local economy. The adoption of CIL charge could result in a substantial charge and impact on any proposed expansion at the BMW premises. The examiner considered that on balance a CIL rate of £20psqm, which is likely to be a small proportion of overall costs, would be unlikely to threaten development at BMW, given the Council's commitment to supporting such a major employer

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<sup>28</sup> Oxford CIL Examiners Report (July 2013) pp 3-6  
[https://www.oxford.gov.uk/downloads/file/1390/cil\\_examiners\\_report](https://www.oxford.gov.uk/downloads/file/1390/cil_examiners_report)

As the County Council argued, it is clear that charging CIL on uses for community facilities such as education premises would merely add to the costs of development that would have to come from the public purse. However, in practice the additional costs on the small amount of development likely to come forward in this way could be funded through use of the levy itself or through other grant funding.

#### **4.8. Portsmouth<sup>29</sup>**

In developing their CIL charging schedule, the council considered different rates in different geographical areas, but have however concluded that in such a small and compact area, variations in terms of property values cannot be clearly defined. The only variation is that residential institutions will have a lower rate.

##### Retail

The viability assessment concluded that out-of-centre retail schemes could charge a CIL rate of as much as of £105psqm. The viability of smaller proposals is deemed to be marginal and a reduced levy has been applied for this type of development. The threshold under which are deemed 'small' and therefore incur a lower CIL rate has been set at because it is a reflection of the threshold for Sunday trading laws. In-centre retail will be charged the same lower rate because its viability suggests that a higher rate would put such development at risk regardless of the size

##### Other

Only extremely optimistic assumptions would make CIL charges viable for office development so the council is proposing that no CIL be charged. It was found that CIL charges for hotels may be viable up to a rate of £105psqm. However a conservative rate of £53psqm is proposed as hotel provision is seen as a key priority for the council and other specific factors (such as size, location and type) make broad assumptions difficult. A similar approach is being taken to care homes.

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<sup>29</sup> Portsmouth CIL Examiners Report (January 2012) pp 2-5  
<https://www.portsmouth.gov.uk/ext/documents-external/pln-cil-examiners-report.pdf>

## **4.9. Caerphilly<sup>30</sup>**

### Residential

The viability study found that sales values and development viability for residential developments are much stronger in the south of the borough than in the north. The three charging zones proposed approximate to, but do not mirror, the three strategic areas defined in the Local Development Plan. The geographical zones also reflect earlier work defining housing market areas, and related viability testing which informed the LDP's approach to location specific affordable housing targets. It is noted that one area, Risca, is an anomaly to this trend.

The Council's existing Local Development Plan seeks to encourage development northwards but the greater share of housing is proposed in the south where viability is regarded as stronger due to proximity to Cardiff and the M4. Three sites with affordable housing obligations of 40%, 10% and 40% showed strong viability resulting in a rate of £40psqm which incorporates a healthy buffer of at least 38% from the maximum viable rate.

### Retail

The viability study also provided clear evidence that certain commercial development types were not currently viable and could not sustain CIL charges. In terms of class A1 (shops), four sites were tested and two provided positive results. These were deemed more representative of potential development whereas the two that yielded negative results were thought unlikely to occur with or without a CIL charge. Therefore a flat £100psqm rate has been applied. It is worth noting that the council does not envisage a significant new retail development in the course of the current LDP.

## **4.10. Merthyr Tydfil<sup>31</sup>**

### Residential

The residential charging zones in Merthyr Tydfil County Borough Council are based on economic viability and also tie in with the different growth areas identified within the adopted Local Development Plan. The viability study found that sales values and development viability are much

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<sup>30</sup> Caerphilly CIL Examiners Report (February 2014) pp 7-11

[http://offlinehbpl.hbpl.co.uk/NewsAttachments/RLP/Caerphilly\\_CIL\\_Inspectors\\_Report.pdf](http://offlinehbpl.hbpl.co.uk/NewsAttachments/RLP/Caerphilly_CIL_Inspectors_Report.pdf)

<sup>31</sup> Merthyr Tydfil CIL Examiners Report (February 2014) pp 7-11

<http://www.merthyr.gov.uk/media/1226/merthyr-tydfil-cbc-cil-examination-report.pdf>

stronger in the north of the borough (around Merthyr Tydfil itself) and the south of the borough (around Treharris and Trelewis) than in the mid valleys area. The middle part of the borough have demonstrated lower land and sales values and development viability is more challenging.

The mid valleys zone sites tested were both greenfield sites that either have no affordable housing obligations or at most 5% and all showed that a CIL charge is simply not viable. Initially, the lower valley zone had a proposed rate of £25psqm, however the examiner recommended that any charge would not leave a suitable enough buffer and as such, the proposed charge was dropped and there will be no CIL charge for residential development in that zone. The area around the Merthyr Tydfil itself area has a £25psqm CIL charge which is comfortably below the viability level indicated by the evidence gathered. The examiner recommended that smaller housing schemes should be monitored to see if they continue to come forward and if affordable housing pressures are reduced.

### Retail

The Economic Viability Study provided clear evidence that certain commercial development types were not currently viable and could not sustain CIL charges. Large format shops were tested for viability in two sites and returned high achievable CIL rates (£348psqm and £507psqm). It is anticipated that there will be no development for small format retail and as a result the examiner concluded that the limited retail development that may come forward should be able to comfortably afford the £100psqm CIL charge i.e. there would be significant headroom to accommodate a range of schemes

The Council does not envisage any significant Class A3 (bars and restaurants) development in the planned period. However, its testing of a modelled 400 square metre restaurant development generated a £76psqm theoretical residual CIL. The setting of the CIL rate of £25psqm would be well below the theoretical maximum of the one example tested, and it is thought this will leave sufficient scope for other Class A3 development types to remain viable.

## 4.11. Monmouthshire<sup>32</sup>

### Residential

Proposed residential charging zones are based on viability evidence, influenced by house price data, land values and costs associated with meeting planning requirements (e.g. affordable housing and site specific infrastructure).

The viability study undertaken suggests that a theoretical maximum CIL rate for residential development in main towns and rural 'rest of Monmouthshire' might be around £160psqm. This proposed maximum value also acknowledges that the lower density development in Monmouth will not be viable at this level. The lower values in Severnside suggest that only a lower CIL can be supported for these types of site up to £40psqm (acknowledging that the lower density development will not be viable). However, it is cited in the LDP that these sites will only make up a small proportion of the planned development. The analysis for the viability study suggests that it is appropriate to set a CIL for residential development in Monmouthshire and that this should vary by location and type of site. Each zone has been given a 30% buffer below the maximum identified CIL rate.

### Retail

In light of the good national performance of supermarkets and following an appraisal on this in Monmouthshire show that there is scope for a CIL charge for out of town centre convenience retail development without affecting viability. The results of the viability testing indicated very little scope for charging CIL for town centre comparison and convenience retail units and there is insufficient value in town centre comparison development to set a levy. Whilst town centre convenience testing does show a positive value, it is not significant and may be considered as more marginal than out of centres retail uses.

Local convenience stores are another type of development that is being considered for inclusion in the charging schedule, but not on the same scale as supermarket development and retail warehouse units. Due to the rural nature of Monmouthshire it is anticipated that a lot of new convenience store floor space will either utilise existing floor space or be under 100 sq. m. Therefore the authority has opted for a simpler levy regime with a catch all charge for out of centre

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<sup>32</sup> Monmouthshire CIL Viability Assessment (September 2015) 99 34-40

<http://www.monmouthshire.gov.uk/app/uploads/2015/07/Monmouthshire-CIL-Viability-Final-Report-July-2014.pdf>

retailing, which is higher than a smaller convenience store has shown as viable. However, it is not considered that this will put at risk the provision of smaller units for the reasons set out above.

### Other

The viability report also suggests that it would not be helpful to set a CIL for the type of facilities that will be paid for by CIL (amongst other sources). The view on this issues is that there is no or £0 commercial value for community uses although there are build costs of around £1,800 psqm plus the range of other development costs. Therefore a zero CIL rate has been proposed.

## **4.12. Newport<sup>33</sup>**

### Residential

As part of their Affordable Housing Policy, Newport City Council has identified housing sub-markets, based on average house price data and postcode grouping. It was also noted that the value “spread” is relatively limited across the authority, particularly if Caerleon / Rural Newport is assessed in isolation and would generally (although not exactly) demonstrate something of an urban / rural split.

The results of the Council’s survey of the new build property market did not identify sufficient variability in new build values to robustly warrant more than a two-zone split. New build property drives similar values across the study area, and it was decided that there isn’t enough clear and differential evidence to value new build differently across 4 affordable housing sub-markets. They have suggested that similar new build values can be attributed to the areas grouped under the heading ‘zone 1’. Slightly higher values are deemed appropriate for Caerleon / Rural Newport (Zone 2).

### Retail

The research has identified a much less noticeable range for commercial property, with only limited information available. This has been partly attributed to a general lack of new build activity in the commercial market as a result of the on-going economic downturn. Furthermore within the study area the majority of commercial activity is contained within the urban area. This largely comprises some office / industrial and other uses combined with a retail offering.

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<sup>33</sup> Newport Preliminary Draft Charging Schedule and CIL Viability Assessment (June 2015) pp 4-5  
<http://www.newport.gov.uk/documents/Planning-Documents/Community-Infrastructure-Levy-/Appendix-A---Preliminary-Draft-Charging-Schedule-and-Viability-Assessment.pdf>

The rural areas have limited commercial activity across all sectors, mainly convenience retailing. In summary, the council do not believe that there is sufficient 'fine grained' evidence to warrant a subdivision of what is already a relatively small charging area into separate CIL charging zones for commercial property.

#### **4.13. Rhondda Cynon Taf<sup>34</sup>**

##### Residential

Providing an appropriate balance between helping to fund necessary new infrastructure and the potential effects on economic viability of development across the area was the main consideration when setting residential charging zones.

Zone 3 is in the south of the borough and has the strongest sales values and viability. This has been attributed to its proximity to the M4 and major urban centres. The study found that sales values and development viability are much stronger in the south of the county borough than in the north and therefore the CIL charging is higher in this area. Although Tonyrefail produced better viability than the rest of the area in zone 2, this area was not included in the higher charging rate of zone three because the council wanted to keep its approach simple and decided that Tonyrefail was not as strong as zone 3 in the south.

##### Retail

The Economic Viability Study (EVS) also provided clear evidence that certain commercial development types were not currently viable and could not sustain CIL charges. The EVS tested the viability of relatively large format shops in three sites. In results in the two of the sites for the type of development is , deemed most representative of retail development that may happen in the LDP period have produced potential maximum CIL rates of over £1000psqm. However it has therefore been decided that a £100psqm CIL charge is reasonable and would leave significant headroom for the most retail development scenarios.

The preliminary draft charging schedule included a £25psqm rate for bars and restaurants however the examiner saw no evidence to suggest this charge is supportable. There was only one area

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<sup>34</sup> RCT CIL Examiners Report (June 2014) pp 4-12

<http://www2.rctcbc.gov.uk/en/relateddocuments/publications/developmentplanning/communityinfrastructurelevyexamination/cil-finalinspectorreport.pdf>

available for study and the results have shown that CIL charges were deemed to scrap a CIL charge for this type of development .

### Other

There was also a proposal for a CIL charge on primary healthcare developments. Research suggests it would be a very small cost burden on the larger 'commercial' variants of development in this

Category. However , the examiner felt there was insufficient evidence to justify the imposition of a charge on the less commercial variants. As the Council was unable to justify whether or not a CIL charge was viable and with consideration the health and deprivation profiles of parts of the borough it was agreed to scrap the proposal for a CIL charge.

### **4.14. Bolton<sup>35</sup>**

Following consultation with developers, Bolton Council considered introducing differential CIL rates, which may help to ensure sites with more marginal viability are not unduly impacted. On consideration of evidence from developers it was found that this was insufficient to fully justify the inclusion of boundaries for differential rates. Without robust evidence for geographically varied rates, the council believes that it is more practical to implement a levy with flat rates, rather than introducing differential rates and passing any additional administrative expenses onto the development industry.

### Retail

Bolton considered that their proposed response of a £5 base rate for all non-specified development approach is an appropriate response to the viability evidence that balances the need to fund the infrastructure required to enable growth, with the need to maintain development viability. This conclusion was based on revised research and guidance, and the findings of recent Examiner's Reports on CIL charging schedules that included a similar approach. Supermarkets and retail

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<sup>35</sup> Bolton Community Infrastructure Levy Background Document (April 2013) pp 12-14

<http://www.bolton.gov.uk/sites/DocumentCentre/Documents/Bolton%20DCS%20background%20document.pdf>

CIL Residential Viability Addendum (April 2013) pp A16-A17

<http://www.bolton.gov.uk/sites/DocumentCentre/Documents/Residential%20viability%20addendum%202013.pdf>

CIL Non-residential Viability Addendum (March 2013) pp 3-9

<http://www.bolton.gov.uk/sites/DocumentCentre/Documents/Non%20residential%20development%20viability%20study%20addendum%20report.pdf>



warehouses showed by far the greatest viability which is reflected in the CIL rates that they have applied.

#### **4.15. Leicester<sup>36</sup>**

The recommended strategy for Leicester is to set their CIL charges low. This is to ensure that they are able to maximise the developers' total contribution through managing the Regulation 123 List and ensure that developers continue to make further contributions through a well-developed section 106 strategy and support the delivery of affordable housing. Leicester reports that they are not trying to maximise CIL receipts – but rather to develop a strategy to ensure that development continues and stressed the uncertainty in their housing market in their viability study

##### Other

With consideration of the viability study results, retail warehouses and supermarkets (including discount supermarkets) are recommended at £150psqm and other retail at a zero rate so as to not run the risk of threatening development.

#### **4.16. Peterborough<sup>37</sup>**

##### Residential

The results of the CIL viability study has shown that that there are clear and marked differences in the average values of various types of dwellings in different parts of the City. This has therefore justified the differential rates for residential developments of up to 500 dwellings in the different charging zones identified.

There had been representations to suggest that the low value residential zone should be extended to the west to include all of the city centre area defined in the recently adopted Development Plan document. However, the three defined zones have all been done so strictly based on their viability.

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<sup>36</sup> Leicester CIL Viability Study (January 2013) pp v-ix

<http://www.rutland.gov.uk/pdf/CIL%20031%20Leicestershire%20and%20Rutland%20CIL%20Viability%20Study%201%2013.pdf>

<sup>37</sup> Peterborough CIL Examiners Report (February 2015) pp 8-12

<https://www.peterborough.gov.uk/upload/www.peterborough.gov.uk/council/planning-and-development/Planning-CIL-ExaminersCILReport.pdf?inline=true>

The viability study concluded that residential developments with fewer than 500 dwellings, other than larger scale apartment developments, in all three areas could viably contribute towards CIL. Smaller scale developments were found to have the greatest degree of viability. The nil rate for apartment developments comprising 15 units or more reflects the VS finding that developments of apartments this size could not viably contribute towards CIL.

### Retail

The viability evidence concludes that supermarkets (including for typical discount operators), retail warehouses, and neighbourhood convenience stores are all viable, whereas high street comparison retail development could not viably contribute towards CIL.

The proposed charging rates all provide a significant margin of 25% or more to allow for inevitable variations in the costs and value of particular retail developments. They are therefore, unlikely to threaten the viability of retail development across the City.

## **4.17. Plymouth<sup>38</sup>**

### Residential

Analysis of residential values across Plymouth has shown variation however the council concluded that it would be extremely difficult to convincingly evidence and justify a set of boundaries for the implantation of a differential CIL rate system. The zone identified as carrying no charge broadly reflects the “Zone of Opportunity for Tall Buildings” in the Council’s Design Supplementary Planning Guidance (SPD).

This zone is the city centre and adjacent areas where it has been determined that tall buildings for residential and student accommodation are most likely to be built. The viability evidence suggests that tall buildings have higher build costs and the return on investment is not realised until completion. The remaining areas of Plymouth is however subject to a £30psqm charge for residential development and £60psqm for student accommodation, both of which are deemed viable an unlikely to affect any affordable housing obligations.

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<sup>38</sup> Plymouth CIL Viability Report (January 2012) pp 7-14  
[http://www.plymouth.gov.uk/plymouth\\_cil\\_viability\\_evidence\\_report.pdf](http://www.plymouth.gov.uk/plymouth_cil_viability_evidence_report.pdf)

## Retail

In assessing the capacity of various types of development category to pay a CIL charge, they have also carefully considered the state of Plymouth's retail economy. Data from an annual retail survey shows a decline in retail occupancy from 2008 to 2011. There has been either the entry into administration or outright closure of a number of national and regional retail outlets who have a significant presence in Plymouth. For this reason only supermarkets are deemed viable for a charge. Those 'superstores' with floor space >1000sqm (the size threshold deemed by the authority to differentiate between types of retail in terms of viability) can comfortably sustain the suggested CIL rate according to the study.

### **4.18. Southampton<sup>39</sup>**

The Council's decision to set flat rates for both retail and residential developments across the city is based on assumptions about current local development values and likely costs. The evidence suggests that retail and residential development will remain viable across most of the area if the charges, as modified, are applied. Only if development sales values were to beat the lowest end of the predicted spectrum would development in some parts of the city be at risk.

In setting the two CIL charging rates the Council has had regard to detailed evidence on infrastructure planning and the economic viability evidence of the development market in Southampton, albeit a reduction is required in relation to new housing. The Council has tried to be realistic in terms of achieving a reasonable income to help address an acknowledged gap in infrastructure funding, while ensuring that a range of development remains viable in the city.

### **4.19. Worthing<sup>40</sup>**

## Residential

Two residential pricing zones have been identified based on viability. Updated appraisals indicate that the proposed £100psqm CIL levy could be viably charged, with a "buffer" of between £24 and £491psqm, for all categories of residential development in what are deemed the 'medium and high value areas' and for executive housing on greenfield sites in low value areas.

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<sup>39</sup> Southampton CIL Examiners Report (April 2013) pp 8-10

[https://www.southampton.gov.uk/Images/Southampton-CIL-Final-Inspector-Report\\_tcm63-368654.pdf](https://www.southampton.gov.uk/Images/Southampton-CIL-Final-Inspector-Report_tcm63-368654.pdf)

<sup>40</sup> Worthing CIL Examiners Report (November 2014) pp 4-9

<http://www.adur-worthing.gov.uk/media/media,129583,en.pdf>

Updated appraisals of general purpose housing have indicated that in low value areas only executive housing on greenfield land would be viable with the proposed £100psqm CIL charge. On the basis that little residential development would be likely to come forward in these locations, the Council has concluded that a separate rate should not be set for these areas. However, the updated appraisals show that the proposed £100psqm CIL charge would make unviable executive housing on brownfield land, suburban housing on greenfield land and mixed residential development on both greenfield and brownfield land in low value areas. Consequently, by imposing a £100 CIL charge it is very likely that this development would not materialise and thus no CIL income would be secured. Conversely, if no CIL were to be charged on residential development in low value areas, little or no CIL income would be foregone but the potential for otherwise viable residential development to come forward to contribute towards housing needs would be significantly increased.

### Retail

Following an assessment of a range of different retail types including a 100sqm general retail store, a 15sqm food store, a 2000sqm supermarket and a 5000sqm retail warehouse, it was found that, assuming the higher on-going s106 cost, all the appraised retail developments could comfortably pay a proposed £150psqm CIL rate. The appraisal also shows that, even on brownfield land, a minimum 'buffer' of £30psqm between the maximum CIL which would be viable and as well as the rate proposed.

The maximum viable CIL rates indicated by the appraisals generally vary more by type of retail use (e.g. food retail versus general retail) than they do by size of development and, thus, the evidence does not support a differential CIL rate for smaller and larger retail development. The appraisals indicate that a higher than proposed CIL charge could be viably levied on certain types of retail development (e.g. general retail). However, the council has found no specific evidence to indicate that not doing so affects finding an appropriate balance in setting its rate, bearing in mind the need to avoid selective assistance resulting from differential rates and the desirability of an uncomplicated schedule.

## 4.20. Barnsley<sup>41</sup>

### Residential

CIL residential charging zones have been based on the established housing submarkets zones. This ensures that CIL is linked to the housing policy.

The viability study showed that the economics of development in the lowest value sub markets do not support a CIL, and the Council has decided to take this on board. The evidence suggests that the Council should set a differential CIL, based on the threshold at which Affordable Housing is triggered. Where Affordable Housing and other Section 106 contributions is not required residual values are found to be higher.

The council doesn't believe this should mean that a CIL should be set for smaller sites in the weaker sub markets, but that it should be set differentially in the sub markets where there is a surplus. The point at which CIL is set should reflect a level of cautiousness, since inevitably the land value benchmark will be higher in some instances than assumed in the viability study.

The evidence indicates that for residential development, it is considered that CIL will not render the majority of development throughout the borough unviable. However, it is acknowledged that different rates may have to be set for different parts of Barnsley in order to reflect the viability of residential developments within local areas.

### Retail

For non-residential uses, the only types of development which could support CIL and remain viable (at present) are A1 uses (shops). The Council recognises the importance of the redevelopment of the Town Centre and therefore it is proposing that a zero non-residential CIL rate will be applied for the regeneration area within the context of this charging schedule.

The importance of Principal Town shopping district centres and the associated contribution to local communities has also been recognised. It is therefore proposed that a zero non-residential CIL rate will be applied to those zones also.

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<sup>41</sup> Barnsley CIL Viability Study (September 2012) pp 23-25

<http://consult.barnsley.gov.uk/portal/development/planning/cil/cil?tab=files>

#### 4.21. Cambridge<sup>42</sup>

The council proposed to have singular residential and retail rates. decision was taken bearing in mind that a differential charging approach across a small city like Cambridge could get quite complicated, unwieldy and difficult to administer; that there is not much planned growth in the higher value area and so a higher charge in that area would be of little value; and, taking the emerging development strategy into account. This was considered the most appropriate solution because it best represents the mix and balance of local circumstances within the relatively small overall city area, and the blurring between very localised characteristics.

The Council also considered the wider CIL implications, such as the difficulties associated with arriving at suitable differential rates boundaries (in itself telling in terms of weighing up the options), the clarity of the system, administrative side and potential CIL receipts estimates. The opposing tension to viability and finding optimal contributions towards infrastructure need in light of the funding gap were also part of the consideration of balance and the selected single rate approach.

##### Residential and Retail

The Council proposed to have a single city wide residential CIL charging rate of £125psqm and a single approach based on a retail rate set at the relatively low level of £75psqm. This rate was agreed after consideration of the type of retail development that is most relevant for delivery of the city's local plan And city centre retail needs.

##### Other

The CIL Viability Assessment found that purpose built student accommodation in Cambridge was to be broadly equivalent to residential (market housing) development in viability terms so is therefore subject to the same CIL rate.

The viability assessment concluded that, in the current depressed market conditions, many commercial uses would not be viable if a CIL charge was applied to them at this time. These

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<sup>42</sup> Cambridge CIL Supporting Information Summary (March 2014) pp 12-16  
<https://www.cambridge.gov.uk/public/Idf/CIL/Examination/CIL020%20-%20Draft%20CIL%20Charging%20Schedule%20-%20Supporting%20Information%20Summary.pdf>

findings were deemed a reflection of the poor relationship between development values and costs, compounded by uncertain market conditions, and are consistent with a wide range of other Local Authority areas.

#### **4.22. Gloucester<sup>43</sup>**

##### Residential

In Gloucester, the viability appraisal undertaken to date (across generic sites) does not support a CIL charge for residential uses. A CIL rate of £0 is therefore proposed but may be reviewed following further viability appraisal and testing.

##### Retail

The District Valuer Services (DVS) undertook the viability study and found that 'all retail schemes in Gloucester, Cheltenham and Tewkesbury are viable with degrees of surplus except for the Gloucester out of centre scheme'. Using a similar methodology to the residential testing, and applying the headroom to a per square metre figure it was shown that all retail developments can accommodate a rate of £150psqm (with the exception of the Gloucester out of town scheme).

Although CIL may make some developments such as the Gloucester out of centre scheme unviable, the Department for Communities and Local Government guidance recognises the importance of considering economic viability as a whole across the area rather than many different permutations of charges. This is to ensure the rate setter strikes an appropriate balance between the likely development that may arise and a consideration of complexity in variable rates. It is therefore recommended that the £150 rate is sought on retail developments across the three Joint Core Strategy authorities (Gloucester, Cheltenham and Tewkesbury)

#### **4.23. Ipswich<sup>44</sup>**

##### Residential

The Preliminary Draft Charging Schedule split the CIL Charging Map into four residential zones. One zone is for an urban extension which will be dealt with through Section 106 agreements. The

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<sup>43</sup> Gloucester Preliminary Draft Charging Schedule (April 2015) pp 11-15

<http://www.gct-jcs.org/Documents/CIL/Tewkesbury-Borough-PDCS-Final.pdf>

<sup>44</sup> Ipswich CIL Viability Study (November 2013) pp 35-50

[https://www.ipswich.gov.uk/sites/default/files/Ipswich\\_CIL\\_Viability\\_Study.pdf](https://www.ipswich.gov.uk/sites/default/files/Ipswich_CIL_Viability_Study.pdf)

other three zones relate to a low, mid and high charge based upon the sales values of properties in these areas.

To avoid potential problems in defining boundaries, Ipswich set out two conditions for creating a robust set of differential charging zones:

- The zones should be separated by substantial and clear-cut price differences.
- They should also be separated by substantial and clear-cut geographical boundaries – for example with zones defined as individual settlements or groups of settlements, as urban or rural parts of the authority. We avoid any charging boundaries which might bisect a strategic site or development area.

The council looked at house prices, talked to agents, developers and officers and together with Land Registry data generated a main hypothesis, which was then tested through formal development appraisals.

The result was a three-tiered charging structure. A variety of viabilities were then tested in each of the zones and the result was that smaller developments provided greater potential profit and could therefore withstand higher CIL charges. To reflect this it is proposed that each zone charges more CIL for developments comprised of 1-9 dwellings, apart from the town centre where there is a flat rate.

#### Retail

The recommended CIL charge for convenience retail is significantly below all overages produced, allowing for a significant buffer. Viability results show that there are some differences in viability of development for different sized units. However, only limited levels of convenience retail are expected in Ipswich so to avoid undue complexity a single rate charge has been suggested.

#### Other

Other developments were found to not generate a surplus that could be captured by CIL.



## 4.24. Swindon<sup>45</sup>

### Residential

Swindon's housing provision over the planned period is primarily focused on five new urban extensions, or New Communities, which are programmed to deliver the lion's share of housing, employment and supporting community facilities and infrastructure for the Borough. Three of these areas already benefit from outline planning permission. This refers to zone 1 where there will be a CIL rate of £0 and the existing section 106 regime will be continued. The proposed CIL rate for zone 2 applies to the remaining 5,701 new dwellings which are expected to come forward over the planned period within the rest of the Borough.

### Retail

The updated retail Viability Study assessed a number of retail scenarios. Town centre retailing in Swindon is in some difficulty, and has been for a number of years. The town's principal shopping area – the Brunel Centre – went into receivership in December 2011. In common with many town centres, Swindon has seen a reduction in letting activity and rental values as vacancy rates have risen since 2008. Current town centre retail projects, such as Regent Circus and Kimmerfields, are planned to be mixed use developments which typically require an anchor store. This brownfield redevelopment would involve significant costs and a heavy financial burden on scheme viability. For all these reasons, the retail CIL rate has been set at £0 psm within the town centre.

The Council has applied a standard retail CIL rate to all sites outside the town centre, including sites within the New Communities, which are to continue with the existing Section 106 regime. The examiner suggested that the new communities areas also have a £0psqm CIL rate because hypothetical evidence in the VS and retail VS update seems to bear little resemblance to the likely retail development within these areas, such schemes would still be expected to make S 106 contributions towards a range of infrastructure schemes, a separate CIL rate for retail development would add unjustified complication to the CIL geographic zoning, and the additional CIL receipts from the inclusion of the £100psqm rated within Retail Zone 2 would be a relatively minor contribution towards the overall CIL total for Swindon.

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<sup>45</sup> Swindon CIL Examiners Report (February 2015) pp 6-14

[http://offlinehbpl.hbpl.co.uk/NewsAttachments/RLP/Swindon\\_Examination\\_Final\\_Report.pdf](http://offlinehbpl.hbpl.co.uk/NewsAttachments/RLP/Swindon_Examination_Final_Report.pdf)

## Other

The Council has commissioned the testing of a range of other uses, including various employment uses (office, industrial and warehousing); hotels; leisure; health; education; and community facilities. The viability study found there is evidence to show that there are early signs of recovery in the employment and leisure sectors, however the information also shows that this recovery is not yet sufficient to justify applying a rate above £0psqm.

## **4.25. Warrington<sup>46</sup>**

The approach taken by Warrington is to set CIL charge rates at between 50% and 75% of the identified theoretical maximum. This range is applied to show that the charge rate is based on an equitable proportion of the 'surplus' development value and is contributing to the Charging Authority's CIL revenues, whilst also demonstrably drawing down from the ceiling of viability. The Council also adopted the view that simplicity in the charging schedule is also extremely desirable. As such, the approach taken in seeking to set a charge rate for each market area, is to adopt the lowest common denominator of the typologies assessed for each value scenario.

### Residential

Using a combination of the sales value heat mapping and other aspects of the evidence base along with the viability assessments undertaken, three residential zones have been defined within Warrington where there is variation in viability

### Retail

Based on viability evidence alone, it has been concluded that that only retail developments can comfortably accommodate a charge when looked at on a speculative basis. Assessments showed that high street comparison retail and neighbourhood convenience retail to be viable, however only marginally so.

In the case of each type of development, the council have proposed a range for any CIL charge that takes account of the size of buffer there should be from the set rate and the maximum that would be viable. The extent of which the charge draws away from this theoretical maximum is informed by the Council's attitude to development risk, confirmed by discussions with the project steering group and the feedback received.

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<sup>46</sup> Warrington CIL Viability Study (September 2015) pp47-52

[https://www.warrington.gov.uk/download/downloads/id/9052/community\\_infrastructure\\_levy\\_viability\\_study.pdf](https://www.warrington.gov.uk/download/downloads/id/9052/community_infrastructure_levy_viability_study.pdf).

## 5. Recommended guidelines and case studies in implementing CIL

The Local Government Association and Planning Advisory Service (April 2013) has published some case studies based on the experiences of 10 local authorities who have developed and adopted CIL. These authorities are:

- Bristol City Council
- Elmbridge Borough Council
- Havant Borough Council
- London Borough of Croydon
- London Borough of Redbridge
- London Borough of Wandsworth
- Newark and Sherwood District Council
- Plymouth City Council
- Shropshire Council
- Wycombe District Council.

Specific details of these case studies can be found at: [http://www.pas.gov.uk/web/pas1/3-community-infrastructure-levy-cil/-/journal\\_content/56/332612/6073804/ARTICLE](http://www.pas.gov.uk/web/pas1/3-community-infrastructure-levy-cil/-/journal_content/56/332612/6073804/ARTICLE)

Based on the findings of the case studies the following recommended guidelines have been developed for those local authorities who have already adopted CIL.

### 5.1. Lessons learned and recommended guidelines

#### 5.1.1. Developing and adopting a CIL<sup>47</sup>

The first case study looks at the experience that 10 authorities had when developing and adopting CIL. The following are some of the key things those authorities have highlighted to inform good practice:

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<sup>47</sup> [http://www.pas.gov.uk/c/document\\_library/get\\_file?uuid=793acdf8-cdf1-4f0f-8060-79eb89a574f6&groupId=332612](http://www.pas.gov.uk/c/document_library/get_file?uuid=793acdf8-cdf1-4f0f-8060-79eb89a574f6&groupId=332612)

- Brief and involve members from the outset
- Take time to plan
- Consider carefully how best to use consultant support
- Don't have preconceived ideas about a CIL charge
- Gather and manage evidence carefully
- Allow time at preliminary draft and draft charging schedule stages
- Don't fear examination – be prepared
- Think about a joint local plan/CIL examination.

### **5.1.2. Implementing the CIL<sup>48</sup>**

The key things identified to consider when implementing a CIL are:

- Start preparing as early as possible.
- Allow plenty of time before commencement of charging.
- Information, information, information.
- Make CIL information a validation requirement of a planning application.
- Involve services across the council – this is a corporate project.
- Training is time consuming.

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<sup>48</sup> [http://www.pas.gov.uk/c/document\\_library/get\\_file?uuid=cdf49099-b1ae-4769-99d2-b6502eb036ac&groupId=332612](http://www.pas.gov.uk/c/document_library/get_file?uuid=cdf49099-b1ae-4769-99d2-b6502eb036ac&groupId=332612)

- Structure the CIL implementation team carefully.
- IT is often where the teething problems occur.
- Ensuring consistency.

### **5.1.3. Governance and spending the CIL<sup>49</sup>**

- Governance is still a work in progress for many
- All roads invariably lead back to the Corporate Programme
- Geography and approach can influence spending decisions
- Governance needs to incorporate partnership working with parish councils and other mechanisms in non-parished areas
- Acceptance that CIL is not the 'silver bullet'.
- Think about the intricacies of the Regulation 123 list.
- CIL represents new opportunities for governance.

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<sup>49</sup> [http://www.pas.gov.uk/c/document\\_library/get\\_file?uuid=cf7f93e4-e0e1-4d2e-9cdb-3f497b302545&groupId=332612](http://www.pas.gov.uk/c/document_library/get_file?uuid=cf7f93e4-e0e1-4d2e-9cdb-3f497b302545&groupId=332612)

#### **5.1.4. Local authorities' experiences on the impact of CIL on Section 106 charging**

As part of a study into Section 106 Planning Obligations in England<sup>50</sup> that was commissioned by the Department for Communities and Local Government, five local authorities were asked a short list of questions about their operation of the Community Infrastructure Levy (CIL) and its impact on Section 106. The key points under each question are as follows:

##### **Q1. What motivated the local authority to proceed with the levy and how far was the decision driven by the changes to Section 106 pooled contributions from 2014?**

The change (post April 2014) in limiting the 'pooling' of Section 106 contributions was a key motivator for introducing the levy for some, but not all, of the authorities. Other factors included, the capture of small contributions from a much wider range of developments (often where it had not been realistic to negotiate planning contributions previously), the reduction of previously available funding pots, and the ability in these early stages of the Community Infrastructure Levy to demonstrate that funding would be in place to support growth alongside a new local plan. The levy was seen to be capable of speeding up the process for securing payments from sites (especially smaller schemes) where previously there would need to be a negotiation to arrive at a Section 106 agreement. Again, this advantage focused on the process for smaller schemes.

##### **Q2 How is the system operating and where is the line drawn between the levy and Section 106?**

How the line is drawn between strategic infrastructure to support growth and site specific/local infrastructure is a matter of judgement (but recognising that the authority must not seek Section 106 contributions for something that is levy-funded). Two authorities also prepared "Developer Contributions" Supplementary Planning Documents alongside Community Infrastructure Levy preparation to provide clarity and to identify those obligations still required for large strategic sites. An interesting comment was that in reviewing its Regulation 123 list, one authority said that it was likely to refocus the list on their top priorities.

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[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/314066/Section\\_106\\_Planning\\_Obligations\\_in\\_England\\_2011-12\\_-\\_Report\\_of\\_study.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/314066/Section_106_Planning_Obligations_in_England_2011-12_-_Report_of_study.pdf)

-Authorities operating the levy are very aware of the importance of the way their Regulation 123 list is drawn up and that items excluded from the list are capable of being delivered by Section 106 agreements for schemes.

**Q3 Are there early indications that the amount collected from the levy and Section 106 from developments is different than from under the previous Section 106 regime?**

Where authorities report an uplift of income since implementing the levy, it is not because they are collecting more from each scheme but because the levy applies to (nearly) all development. Getting income from smaller sites was cited as being a fairer system than before as these sites would not previously have attracted a Section 106 contribution

But not all the local planning authorities in the (very small) sample reported an immediate sign of an uplift in money collected - two authorities stated that it was difficult to say due to low amounts actually paid to date (although a significant number of liability notices have been issued) and large sites were being treated the same as pre-levy with regard to obligations required.

Low actual income to date outside of London/south east was attributed to the wider financial climate.

**Q4a How many Section 106 agreements have been signed since the local authority started charging in 2012 and what were they for?**

**Q4b How does this compare with the pre-levy world?**

The number of Section 106s negotiated and signed has reduced for the sample of authorities since the levy was introduced; in some cases, the fall has been dramatic. It is difficult to say whether this is due to the introduction of the levy and a period of transition for the authority, or due to a slowing down of development due to the wider financial climate. A couple of authorities, for example, had signed around ten Section 106 agreements in the past year compared with more than 50 per annum in pre-levy days. These first signs of the impact of the levy suggest a potential scaling back of Section 106 negotiations and could be the start of a longer term trend. This is an aspect that the Department for Communities and Local Government can keep under review as the levy is more widely implemented – it could, for example, be readily picked up in a future study of the type undertaken in 2011/12.

Affordable housing was the majority component of Section 106s that were used, which is not unexpected as it is excluded from levy funding.

**Q5 What happens when viability concerns are raised and to what extent does the negotiation become a discussion about affordable housing?**

When questions of viability are raised, the key issue is almost always affordable housing and this is also the element with most flexibility in any agreement. However, one authority said that other contributions such as education, open space, etc. could be affected as well.

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## 6. Local Authority Supplementary Planning Documents on New Planning Obligations

As of April 2015 there are restrictions on the pooling of planning obligations. Now, local authorities can no longer pool more than five s106 obligations together (dating back to March 2010) to pay for a single infrastructure project or type of infrastructure<sup>51</sup>. One of the objectives of the research team was to see what difference, if any, this has made to the Section 106 negotiation and consultation process. With the limited time frame in place, the authorities that have already adopted CIL were targeted to give an overview of how these changes fit into the adoption of CIL.

For most authorities, there is a form of Supplementary Planning Document that includes guidelines for the negotiation and consultation process. The most recent, relevant document relevant document for each authority can be found in the table below. These were either shared via email or are currently publically available on the local authorities planning website.

**Table 1. Local Authority Planning Obligations Documents**

Authority	Document	Date	Notes
Bristol	Planning Obligations Supplementary Planning Document	January 2013	The new SPD was created to coincide with the adoption of CIL
Leeds			Since the adoption of CIL Leeds no longer uses its 'tariff style' supplementary planning documents guidance although elements of these are still active under CIL.
Sheffield	Community Infrastructure Levy and Planning Obligations Supplementary	December 2015	Since the adoption of CIL, Sheffield now will only ask for 106 for affordable housing or on large schemes. They have recently adopted a new SPD to

<sup>51</sup> Planning Advisory Service - CIL – April 2015 pooling restrictions

[http://www.pas.gov.uk/web/pas1/3-community-infrastructure-levy-cil/-/journal\\_content/56/332612/6251592/ARTICLE](http://www.pas.gov.uk/web/pas1/3-community-infrastructure-levy-cil/-/journal_content/56/332612/6251592/ARTICLE)

	Planning Document <sup>52</sup>		provide guidance for this.
Portsmouth			There are no published or formalised section 106 processes. Negotiations are conducted in light of pooling restrictions, but with CIL operational for some years this issue has not been particularly problematic.
Oxford	Affordable Housing and Planning Obligations – Supplementary Planning Document <sup>53</sup>	September 2013	The SPD explains the basis on which planning obligations will be sought and the process by which they will be negotiated and calculated where appropriate. These have superseded pre-CIL guidance and were published at the same time that CIL was adopted.
Merthyr Tydfil	Supplementary Planning Guidance Note No. 2 Planning Obligations <sup>54</sup>	March 2012	This guidance forms part of the LDP that runs until 2021 and there is no sign of an updated version since the adoption of CIL in 2014.
Caerphilly	Affordable Housing Obligations <sup>55</sup>	2015 (Updated)	Following the implementation of CIL, it is only really affordable housing that is subject to negotiation therefore this supplementary document covers the process. It is part of

<sup>52</sup> <https://www.sheffield.gov.uk/planning-and-city-development/planning-documents/sheffield-plan/supplementary-planning-documents.html>

<sup>53</sup> <http://www.oxford.gov.uk/Library/Documents/Planning/AHPO%20Adopted%20SPD.pdf>

<sup>54</sup> <http://www.merthyr.gov.uk/media/1211/spg-2-planning-obligations.pdf>

<sup>55</sup> <http://www.caerphilly.gov.uk/CaerphillyDocs/Planning/LDP1-Affordable-Housing-Obligations.aspx>

			the LDP that runs until 2021 but was updated June 2021
RCT	Supplementary Planning Guidance: Planning Obligations <sup>56</sup>	December 2014	This guidance aims to clarify what the obligations process and was published at the time that RCT adopted CIL.
Plymouth	Planning Obligations and Affordable Housing Supplementary Planning Document (SPD) <sup>57</sup>	July 2012	The guidelines describing the approach that the Council planned to apply in its negotiations during the transitional period into CIL adoption are in this document from 2012. No updated document exists.
Southampton	Supplementary Planning Document (SPD) on Planning Obligations <sup>58</sup>	June 2012	The city council's Planning Service leads the Developer Contributions process, with input from a range of other city council service areas and other public bodies. The guidance provided in this Developer Contributions SPD has not been updated since the adoption of CIL in 2013.
Worthing	Developer Contributions Supplementary Planning Document (SPD) <sup>59</sup>	July 2015	This was adopted by the Council prior to the implementation of CIL so that it could inform the consideration of planning contributions for

<sup>56</sup>

<http://www.rctcbc.gov.uk/EN/Resident/PlanningandBuildingControl/LocalDevelopmentPlans/RelateddocumentsSupplimentaryplanningGuidanc/PlanningObligationsSPG.pdf>

<sup>57</sup> [http://www.plymouth.gov.uk/planning\\_obs\\_affordable\\_housing\\_spd\\_2nd\\_review.pdf](http://www.plymouth.gov.uk/planning_obs_affordable_housing_spd_2nd_review.pdf)

<sup>58</sup> <https://www.southampton.gov.uk/policies/Developer-Contributions-SPD.pdf>

<sup>59</sup> [http://www.adur-worthing.gov.uk/media/media\\_135907,en.pdf](http://www.adur-worthing.gov.uk/media/media_135907,en.pdf)

			relevant schemes.
Peterborough	Developer Contributions Supplementary Planning Document <sup>60</sup>	April 2015	This document is set within the context of the council's adoption of a Community Infrastructure Levy (CIL) by April 2015
Swindon	Development Control Guidance Note <sup>61</sup>	2011	Most of the content of the guidance note became defunct with the introduction of CIL. At present SBC intends to publish a more relevant Planning Obligations SPD.

## 6.1. Examples of changes in Section 106 obligations with the adoption of CIL

### 6.1.1. LEEDS<sup>62</sup>

Following the change in planning regulations in April 2015, infrastructure which is directly required to make development acceptable in planning terms will continue to be sought through Section 106. This means S106 obligations will remain alongside CIL but will be restricted to infrastructure required to directly mitigate the impact of the proposal.

According to the Community Infrastructure Levy Leeds Local Development Framework, on adoption of the CIL, the Council will no longer use its 'tariff style supplementary planning documents guidance (although affordable housing pooled contributions will remain the same). Parts of these documents will still be extant under the CIL, i.e. sections relating to design guidance and broad planning principles. The Council's website provides further detailed guidance.

<sup>60</sup> <https://www.peterborough.gov.uk/upload/www.peterborough.gov.uk/council/planning-and-development/CILDeveloperContributionSPD.pdf?inline=true>

<sup>61</sup> <http://ww1.swindon.gov.uk/ep/Environment%20Document%20Library/Information%20-%20Developer%20Contributions.pdf>

<sup>62</sup> Community Infrastructure Levy Leeds Local Development Framework pp 15-16  
[http://www.leeds.gov.uk/docs/CIL\\_Adt\\_01%20Adopted%20Charging%20Schedule%20April.pdf](http://www.leeds.gov.uk/docs/CIL_Adt_01%20Adopted%20Charging%20Schedule%20April.pdf)

Larger scale developments typically have larger and more concentrated impacts on the local community and infrastructure network. Under the CIL regime, there will still therefore be a need for provision of infrastructure on-site as part of the determination of a planning application. For instance, major sites are one of the main opportunities to increase the quantity of open space and will be required to provide open space on site in accordance with Core Strategy policies. Similarly, education infrastructure is an integral component of balanced sustainable communities. New housing creates a need for more school places, and these may in some instances be accommodated across the existing school network through payments from the CIL for extensions. Where a scheme in itself creates such a level of need for school places that it cannot be easily accommodated elsewhere, it follows that the site should provide the land for a school on site. On large scale major sites therefore it is likely to be necessary to provide schools directly on site to meet the needs of the development, or it may be appropriate to locate the school on a nearby site where the school will meet the needs of a number of medium to large scale developments. In such cases an appropriate Section 106 contribution will be secured.

The Council will ensure that these schools will not be funded through CIL receipts, that the obligations meet the statutory tests and that no more than five separate planning obligations will be secured for the same school. The Site Allocations Plan will provide more detail and will consider which large sites may require significant on site facilities and be of sufficient scale to fund these through S106 obligations.

Where CIL and Section 106 payments are both required, viability may be taken into account through the exceptional circumstances policy<sup>63</sup>.

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<sup>63</sup> Community Infrastructure Levy Leeds Local Development Framework pp 15-16  
[http://www.leeds.gov.uk/docs/CIL\\_Adt\\_01%20Adopted%20Charging%20Schedule%20April.pdf](http://www.leeds.gov.uk/docs/CIL_Adt_01%20Adopted%20Charging%20Schedule%20April.pdf)

### 6.1.2. SHEFFIELD

According to Principal Planning Officer Richard Holmes, Sheffield now usually only ask for section 106 for affordable housing or on large schemes. Although CIL is expected to replace certain Section 106 contributions, there are still affordable housing and site specific contributions that may be appropriate to keep Section 106 charges. The CIL charges include an assumption, as set out in the CIL Viability Study that Section 106 contributions will continue to be made<sup>64</sup>.

The Council's collection of Section 106 Planning Obligations will only be sought for new requirements where they meet the three statutory tests and do not appear in the Regulation 123 List.

### 6.1.3. PORTSMOUTH<sup>65</sup>

The council's draft charging schedules states that, the Council operated a system of pooled contributions for certain types of Section 106 monies, including provision for open space and sustainable transport. Once the CIL charging schedule was adopted the scope for pooling Section 106 contributions was dramatically reduced, becoming restricted to contributions from no more than five developments for each infrastructure project in line with the new regulations.

Many developments are liable to both pay CIL and enter into a Section 106 agreement. The CIL payment and Section 106 obligations cover different things, and developments are not being charged for the same items of infrastructure through both obligations and the levy.

CIL became the main source of developer contributions towards infrastructure beyond the immediate needs of the development site. While CIL replaced Section 106 agreements in many cases, Section 106s are still used for local infrastructure requirements on development sites, such

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<sup>64</sup> Community Infrastructure Levy and Planning Obligations Supplementary Planning Document p 11.  
<https://www.sheffield.gov.uk/planning-and-city-development/planning-documents/sheffield-plan/supplementary-planning-documents.html>

<sup>65</sup>CIL Consultation on Draft Charging Schedule p. 2  
<https://www.portsmouth.gov.uk/ext/documents-external/pln-cil-consultation-charging-schedule.pdf>

as local access or connection to services. Some of these requirements may be physically off site, but are be secured under Section 106 where they are clearly linked to the development site and needed to make that particular site acceptable..

#### **6.1.4. OXFORD**

According to the Affordable Housing and Planning Obligations Supplementary Planning Document, as a result of the changes in Section 106 pooling from April, planning obligations will be scaled back to cover the provision of affordable housing and site specific measures required to mitigate the impact of development. In circumstances where a development proposal directly results in the loss of an existing community facility that is used by the public, or an important site feature such as a habitat of high biodiversity value, the City Council may require the replacement of that facility or site feature either directly by the developer or through a financial contribution that would be set out in a planning obligation.

CIL will be the mechanism by which contributions are pooled to help pay for items of infrastructure that are needed to support growth. CIL will therefore replace planning obligations as the means of funding off-site infrastructure, such as additional school places, transport improvements or improved leisure facilities, which are required in connection with new development and consequent population or economic growth.

In relation to Core Strategy strategic sites that are likely to include significant on-site infrastructure provision, the City Council will be careful to ensure that the combination of CIL and S106 obligations does not threaten delivery of the sites.<sup>66</sup>

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<sup>66</sup> Affordable Housing and Planning Obligations Supplementary Planning Document pp12-13  
[https://www.oxford.gov.uk/downloads/file/596/ahpo\\_adopted\\_spd](https://www.oxford.gov.uk/downloads/file/596/ahpo_adopted_spd)

### 6.1.5. MERTHYR TYDFIL AND CAERPHILLY

In order to ensure that planning obligations and the CIL can operate in a complementary way, the CIL Regulations scale-back the way planning obligations operate. According to each local authority's Regulation 123 List of Infrastructure, Limitations are therefore placed on the use of planning obligations in three respects:

- Putting the policy tests on the use of planning obligations on a statutory basis for developments which are capable of being charged the CIL
- Ensuring the local use of the CIL and planning obligations do not overlap
- Limiting pooled contributions from planning obligations towards infrastructure, which may be funded by the CIL.

The CIL regulations place into law the policy tests on the use of planning obligations. The statutory tests are intended to clarify the purpose of planning obligations in light of the CIL.

Conversely, the CIL is intended to provide infrastructure to support the development of an area, rather than to make individual planning applications acceptable in planning terms. As a result, there is likely to be site-specific impact mitigation requirements without which a development should not be granted planning permission. Some of these needs may be provided for through the CIL but others may not, particularly if they are very local in their impact. There is therefore still a legitimate role for development-specific planning obligations to enable the Council to be confident that the specific consequences of a development can be mitigated.

The Council will therefore continue to secure Planning Obligations where they are necessary to remove obstacles to planned development and are therefore critical to the delivery of the site, for example to provide direct site access, flood protection and wildlife protection measures and for on-site leisure provision such as open space, local areas for play (LAPs), local equipped areas for play (LEAPs) and on-site education provision (schools). Further, s106 contributions may still be sought for infrastructure, where:

- It can meet the above tests
- The Council has indicated that this type of infrastructure item will not be funded through CIL.



Affordable housing will continue to be funded through S106 Obligations. The Charging Schedule has set CIL at a level that has been assessed as viable with the provision of affordable housing and it is, therefore, expected that on-site provision of affordable housing will be achievable<sup>67</sup>.

#### **6.1.6. RCT**

Some Q&As published by the authority say that the ability to use Section 106 planning obligations (in line with the Council's Supplementary Planning Guidance: Planning Obligations) has not been removed now CIL has taken effect. The CIL Regulations do, however, introduce statutory restrictions on the use of planning obligations once CIL takes effect.

The restrictions include the provision that the Council cannot secure planning obligations through Section 106 arrangements for a type of infrastructure once it is identified for delivery through CIL on the Regulation 123 list. This provision is to ensure the Council will not double charge for the same item of infrastructure; it will either be delivered through CIL or Section 106, not both.

The purpose of these restrictions is to ensure that the Council will only use Section 106 to secure planning obligations that are directly related to the development, not being delivered through CIL and are necessary to enable the grant of planning permission. Examples being to secure affordable housing, which is outside of CIL or a pedestrian crossing required to mitigate a specific impact. The Council's Planning Obligations: Supplementary Planning Guidance (SPG) (currently subject to Council approval) provides guidance on the circumstances in which planning obligations will be sought, along with advice on the likely nature of the obligations<sup>68</sup>.

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<sup>67</sup> Caerphilly Regulation 123 List of Infrastructure pp 3-4

[http://www.caerphilly.gov.uk/CaerphillyDocs/Planning/Regulation\\_123\\_List\\_replacement\\_Aug2015.aspx](http://www.caerphilly.gov.uk/CaerphillyDocs/Planning/Regulation_123_List_replacement_Aug2015.aspx)

Merthyr Tydfil Draft regulation 123 List of Infrastructure p 4. <http://www.merthyr.gov.uk/media/1208/mctcbc-reg-123-list-of-infrastructure.pdf>

<sup>68</sup> Community Infrastructure Levy FAQ's

<http://www.rctcbc.gov.uk/EN/Resident/PlanningandBuildingControl/CommunityInfrastructureLevy/CommunityInfrastructureLevyFAQs.aspx>

### 6.1.7. PLYMOUTH

The Community Infrastructure Levy (CIL) Guide for Developers Depending on the nature, scale and location of the development, the Council may seek planning obligations through the Section 106 mechanism, in addition to the payment of CIL.

Affordable Housing provision will continue to be sought through the Section 106 mechanism. (In particular, it is likely that Section 106 agreements will be negotiated to ensure that other on-site infrastructure requirements are met).

In some cases, Section 106 agreements may be negotiated to deliver strategic infrastructure, where the development gives rise to or contributes to the need for that infrastructure, and where the requirements of the tests set out in CIL Regulation 122 are met<sup>69</sup>.

### 6.1.8. SOUTHAMPTON

The Developer Contributions Supplementary Planning Document states that following the adoption of the Charging Schedule, CIL will become the main source of funding available through development management decisions for the majority of sites.

The provision of affordable housing currently lies outside of the remit of CIL and will continue to be secured, in the main, through Section 106 Agreements as well as some exception sites. Section 106 Agreements and planning conditions will also continue to be used for local infrastructure requirements on development sites, such as site specific highway improvements, local provision of public open space, connection to utility services (as required by legislation), habitat protection, access footpaths and roads, and archaeology. The principle is that all eligible developments must pay towards CIL as well as any site specific requirement to be secured through Section 106 Agreements. Further details on the levy charge can be found in the Community Infrastructure Levy Charging Schedule, or successor documents, and should be read in conjunction with this document.

Large scale major developments usually also necessitate the provision of their own development specific infrastructure, which are dealt with more suitably through a Section106 agreement, in

<sup>69</sup> Plymouth Community Infrastructure Levy (CIL) Guide For Developers  
April 2014 p4. [www.plymouth.gov.uk/cil\\_guide\\_for\\_developers.pdf](http://www.plymouth.gov.uk/cil_guide_for_developers.pdf)

addition to the CIL charge. It is important that the CIL Charging Schedule differentiates between these infrastructure projects to ensure no double counting takes place between calculating the city wide CIL rate for funding of infrastructure projects and determining Section 106 Agreements for funding other development site specific infrastructure projects.

It is advisable for each large scale major development to come forward in its entirety at outline application stage in order for the scheme as a whole to be considered. Outline applications will need to agree phases of development in order for each phase to be considered as a separate development and enable CIL to be levied per agreed phase<sup>70</sup>.

### 6.1.9. WORTHING

The Developer Contributions Supplementary Planning Document states that development should make appropriate provision of services, facilities and infrastructure to meet its own needs. This means that where sufficient capacity does not exist the development should contribute what is necessary either on-site or by making a financial contribution towards provision elsewhere. These site specific developer contributions are secured by applying a Planning Obligation, secured by either a Section 106 Agreement or Unilateral Undertaking, which is prepared and concluded as part of the planning application process.

The NPPF supports the continued use of these mechanisms and it states that local planning authorities can consider whether otherwise unacceptable development could be made acceptable through the use of conditions or Planning Obligations to provide mitigation or compensation. However, it is also emphasised that agreements should only be used where it is not possible to address unacceptable impacts of a development through a planning condition and, if used, they should be sufficiently flexible to prevent planned development being stalled.

The NPPF (paragraphs 203-206) reiterates the statutory requirements set out in regulation of the 122 of the CIL Regulations that states that Planning Obligations should only be sought where the requirements are:

- Necessary to make the development acceptable in planning terms;

<sup>70</sup> Developer Contributions Supplementary Planning Document pp 8-9.  
[https://www.southampton.gov.uk/Images/Developer%20Contributions%20Supplementary%20Planning%20Document\\_tcm63-360904.pdf](https://www.southampton.gov.uk/Images/Developer%20Contributions%20Supplementary%20Planning%20Document_tcm63-360904.pdf)

- Directly related to the development; and
- Fairly and reasonably related in scale and kind to the development.

Therefore, the Council can continue to use Planning Obligations alongside CIL for affordable housing and to mitigate the potential adverse impacts of development. As such, the Council will continue to negotiate financial or other contributions for site related infrastructure improvements that are required to: mitigate the impact of development; enable planning permission to be granted; and to make a new development acceptable or successful.

To achieve this, and in accordance with Section 106 of the Town and Country Planning Act 1990 (as amended), Planning Obligations can be used to:

- Restrict the development or use of the land in any specified way
- Require specified operations or activities to be carried out in, on, under or over the land
- Require the land to be used in any specified way
- Require a sum or sums to be paid to the authority on a specified date(s) or periodically.

Planning Obligations can therefore be used to: prescribe the nature of the development (e.g. a proportion of the housing must be affordable); compensate for loss caused by a development (e.g. loss of open space); or mitigate a development's impact (e.g. increase public transport provision). Agreements must be governed by the fundamental principle that planning permissions may not be bought or sold and they cannot be used to secure a share in the profit from development.

Unless it is agreed otherwise, Planning Obligations run with the land in perpetuity and are usually enforced against those with a legal interest in the land at the time of any breach of the planning obligations until such time as they are discharged or otherwise modified.<sup>71</sup>

#### **6.1.10. PETERBOROUGH**

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<sup>71</sup> Developer Contributions Supplementary Planning Document pp 6-7. <http://www.adur-worthing.gov.uk/media/media,134951,en.pdf>

Following the adoption of a CIL Charging Schedule in Peterborough, the use of S106 Planning Obligations will be scaled back significantly, and it is expected that, for the majority of development, CIL will become the main source of infrastructure funding obtained through the development management process. However, on sites of 500 dwellings or more Planning Obligations will continue as the primary mechanism for securing infrastructure associated with these developments<sup>72</sup>.

#### **6.1.11. SWINDON**

Section 106 negotiations are directly informed by the Reg 123 List and pooling restrictions. This means that the Council can no longer negotiate a S106 package using its previous tariff based approach to planning obligations prior to CIL. The approach was contained in the guidance note referenced in table 1<sup>73</sup>.

The Council's Validation Checklist now requires the submission of an 'Infrastructure Requirements Statement' for relevant development proposals and the validation of these will be held up without it. For more information on this please see the Checklists for Planning Applications

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<sup>72</sup> Peterborough City Council Developer Contributions Supplementary Planning Document p 11.  
<https://www.peterborough.gov.uk/upload/www.peterborough.gov.uk/Council/planning-and-development/CILDeveloperContributionSPD.pdf?inline=true>

<sup>73</sup> Continued Use of Section 106 Obligations <http://ww1.swindon.gov.uk/ep/ep-planning/planningpolicy/communityinfrastructurelevyadopted/Pages/About%20CIL%20and%20How%20it%20Operates.aspx>

## **7. Case studies on consultation approaches adopted on the use of Section 106 funding**

The following case studies are some examples of consultation approaches that had been adopted by various local authorities in relation to the use of Section 106 funding.

The first three case studies were summarised from the publication produced by the Town and Country Planning Association entitled a “A guide to effective Section 106 agreements & Statements of Community Involvement” published in July 2008.

The succeeding case studies are some examples of the use of a participatory approach in East Devon Council to determine the use of Section 106 funding.

### **7.1. London - King's Cross Railway Lands Development<sup>74</sup>**

#### Background

The King's Cross Railways Lands Development scheme is regarded as one of the largest regeneration projects in the UK. It covers land released by construction of the Channel Tunnel Rail Link into St Pancras. In existence were proposals to regenerate the site during the last twenty years. The developer Argent took over the development scheme and proposed to build offices, new homes (40% affordable), student accommodation, new retail, hotels, and leisure, health and community facilities in this area.

There was a very active community campaign led by the campaign led by the campaign led by the Kings Cross Railway Lands Group (KXRLG) umbrella organisation. This organisation led the campaign, challenged and informed the planning process, and had sought to ensure that the scheme meets the needs of local people and the voluntary and community sector more effectively. This group also and became the vehicle for much of the negotiation and engagement with the

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<sup>74</sup> [http://www.tcpa.org.uk/data/files/planning\\_community\\_needs\\_website\\_version.pdf](http://www.tcpa.org.uk/data/files/planning_community_needs_website_version.pdf) p10

developer. Following extensive consultation and design development, the developer had evolved a masterplan (Argent masterplan) for the area for the area which included the production of the Design and Development Brief.

In 2006, the Council granted consent subject to completion of a Section 106 agreement.

## Community Engagement

Extensive engagement took place between Argent, the community and statutory authorities for over 3 years. The nature of the consultation was broadly seen as innovative and appealing to a wide audience with emphasis on children, schools and communities. Methods included:

- Vox pops (street interviews)
- Schools workshops
- Discussions via local radio
- An open ended 'Fluid Design' process using cartoon imagery was adopted.

This approach was adopted to overcome the difficulties of articulating to the community a masterplan that became progressively more detailed at each stage. The developers also recognised that understanding the principle of Reserved Matters was a particular challenge for non-planners. The engagement with community groups enabled the developers to hear key messages regarding their views on safety against crime; maintenance of a clean environment and generation of new jobs.

Argent also felt that politicians needed to engage better with the developer during the pre-application process.

KXRLG believed that a key limitation of the engagement process was the Councillors often did not have the technical ability to participate meaningfully, and sometimes felt that there would be a conflict of interest in relation to their independence at decision making time. The local organisation KXRLG also held the view that local government politics is now prone to too much top down control, with dominance of the Council leadership over development committees and local ward Councillors' representation of their constituents.

The developer Argent had difficulty in engaging with the community and community groups (including businesses), particularly because of their lack of awareness and capacity to engage. They were disappointed not to see a Local Strategic Partnership formed to cover the area as they felt that this would have provided a more coherent and accountable structure for engagement with all stakeholders.

As part of the local authority's engagement process for this development, the Council had undertaken dialogue with about 100 such groups over the course of the planning process. The Council aimed to broaden engagement in the planning process to be able to reach out to a constituency of about 30,000 people, instead of dealing solely with KXRLG which they believed were a self-appointed and non-representative group.

### Community Benefits

As a result of the consent for this development, the community were able to accrue social 'benefits' including affordable housing (approximately 40% of the total) and a combined University of Arts, Local Employment Training Centre, Primary Care Trust (PCT) Walk-In Centre, Old Persons Home and Sports/Leisure Centre. Much benefit is not quantifiable (e.g. the location of a Police Station in the centre of site through the design process to encourage visibility of 'police on the streets' and access to them; a Joiners Pack for new tenants promoting use of local businesses; and changes to housing space standards for extended family occupancies).

Despite the opportunities that were made available for engagement with the community and organised groups, KXRLG expressed significant dissatisfaction with the negotiation process for conditions to be attached to the planning consent. They felt that they were excluded from the negotiation. They believed that the Section 106 agreement was not consulted on at all, and agreed 'behind closed doors'. KXRLG's believe that the final Section 106 agreement should be subject to democratic sign-off, to ensure the benefits negotiated by officers meet the needs identified by the community.

A key concern raised by KXRLG was the lack of transparency from the Council in relation to the timescales that were involved in the submission of the revised plan and when decision was made on the revised plan. KXRLG believe that the duration of four days notice of this change prior to decision making, have left third parties very little time to consider them properly. Consequently, the



organisation believes that the revised plans led to a significant reduction in office floor space standards, reducing the quality of jobs within the project.

KXRLG produced their own community plan for the site. They believe that their 'Planning for Real' exercises effectively engaged wide Sections of the community, creating 'normal' tensions with the developer, as part of the negotiating process. They believe that developers are generally amenable to open negotiation over stringent Section 106 terms in return for certainty, but that Argent were never stretched on this principle by the Council and "got away lightly". Despite the criticisms from the community organisations, the local authority, L.B. Camden prides itself on the delivery of an optimised scheme in terms of social benefits to the community, job generation, new homes, and including the time taken to deliver results. They point to the RTPI Planning Award secured for the scheme as giving some independent justification to this view.

### Learning and Recommendations

According to the Town and Country Planning Association many community groups feel that affordable housing and many Section 106 issues should be funded through central taxation. These groups fear that the economic downturn will give developers like Argent scope to fail to deliver on their commitments, and that the community will bear the consequences. It's thought that a genuine openbook project accounting would allay many suspicions of the developer 'paying too much' or 'too little' for the grant of consent.

The case study also draw attention to an arrangement wherein the community organisation KXRLG advocated the appointment of a powerful Development Trust which served to interface with the developer and the Council during planning and construction and take over management and maintenance of communal assets of scheme when operational. It was believed that Transfer of community assets to such a development trust would allay fears in the community of unaccountable management and would relieve developers of ongoing management and maintenance obligations.

Due to the breakdown of trust between the Council and KXRLG as the umbrella community organisation, the developer and the community sector advocated a 'double devolution' principle, pushing influence over decision-making towards grass roots level through a tripartite partnership decision-making process involving the developer, Local Planning Authority (Camden) and community.

At that time, Argent and KXRLG felt that this arrangement would create greater community influence, and Argent felt it would formalise community engagement towards swifter decision making and more certain outcomes.

This was less popular with Camden Council due to the risk of ultimately ceding the powers and responsibilities of their elected Development Control Committee. Such tripartite agreements for decision making would not be deemed necessary if local Councillors and Development Control committees could be seen to represent their constituencies adequately. Third parties are always open to challenge on the basis of being unrepresentative

It was suggested that the balance between top down leadership control and grass roots representation and promotion of interests, needs constant monitoring to ensure one does not dominate the other. The mechanisms to achieve these are deemed difficult to define, often invisible and thus open to accusations of manipulation and being anti-democratic. The TCPA conclude that it ultimately depends on sound judgment of elected Councillors to do “the right thing for the right reasons” – judgment on which will rarely achieve consensus.

It was also suggested that technical and governance training and extensive support for Councillors in high profile development circumstances is needed to ensure they optimise community representation with delivering timely and effective decisions on major development schemes. They also believe that more facilitators trained in the planning process should be funded to work with community groups.

## 7.2. Salford - Lower Broughton Regeneration<sup>75</sup>

### Background

As part of the redevelopment of Lower Broughton, a development partnership with Countryside Properties was secured by the Council to regenerate the neighbourhood situated within the housing market renewal area.

In this particular case, there was no Section 106 agreement as Salford City Council own 90% of the site and therefore were not be able to sign a Section 106 agreement as both planning authority and landowner. However, the nature of the consultations and community engagement could easily be applicable to Section 106 projects, hence its inclusion as a case study in The Town and Country Planning Association's report.

### Community Engagement

According to the report, the consultation intended to raise awareness of regeneration, build capacity around the masterplan and achieve positive and participative support. Countryside Properties designed and wrote the Lower Broughton Design Code SPD, in consultation with the City Council.

The statutory consultation undertaken on the document, was greatly informed by the capacity building work undertaken by consultants Kevin Murray Associates, who directed the early stage community engagement and consultation. Countryside Properties believe that the Consultation process that took place before the SPD was produced, was a positive process as in effect the community did "endorse the plans that had been produced because they all knew them".

The consultation utilised a wide range of techniques that were structured specifically to the profile of the community. In particular the following were deemed particularly innovative /effective:

- Listening Event 2004, introducing the process and the principle of regeneration and to receive feedback about peoples' likes, dislikes and aspirations for Lower Broughton.

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<sup>75</sup> [http://www.tcpa.org.uk/data/files/planning\\_community\\_needs\\_website\\_version.pdf](http://www.tcpa.org.uk/data/files/planning_community_needs_website_version.pdf) p12

- Regular steering group meetings later known as the Lower Broughton
- Regeneration Partnership (with opportunity for community leadership).
- Study Visits to Countryside sites including Peckham, Blackpool and Birmingham, to demonstrate what can be achieved.
- Community based Drop-in Centre opened one day a week Aug – Sept 2004
- Youth interviews Aug - Sept 2004
- Collaborative Design Event 5 days – Aug 2004
- Consultation Bus – toured for 10 months Aug 2005

Following on from the previous consultation work undertaken by Kevin Murray and Associates, further community consultation was undertaken in relation to phase 2 and 3 of the development. The consultants worked closely with the Lower Broughton Regeneration Partnership, undertaking informal meetings with stakeholders and topic based workshops, after which community feedback was provided. During this stage, the City Council’s draft Statements of Community Involvement (SCI) requirements were given consideration and a further support SCI document produced.

The Council’s Statement of Community Involvement (SCI<sup>76</sup>) emerged late in the development process for Lower Broughton, and had little influence over the nature of engagement with the community and local voluntary sector organisations. However, the City Council commented that “Countryside far exceeded the requirements of the document”.

Although it was recognised that the consultation process had many successes, Broughton Trust, had concerns that some groups have not been fully involved in the consultation process, in particular the parent and toddler group. It was reported that this was a source of anxiety this stakeholder group as “the current building that the group are using will disappear through the development process and at present they have no identifiable move on space”. The Trust also believed that traders on the periphery of the development are equally not fully involved in the process. They state that the development process is long and actually engaging people over that length of time “just doesn’t happen”.

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<sup>76</sup> Statements of Community Involvement are documents prepared by the Local Planning Authority which aim to set out how and when the LPA proposes to engage with the public when preparing Development Plans Documents and considering planning applications.

## Community Benefits

The consultation process during the early stages resulted in the” community identifying their “wish list” to be incorporated into the development. According to the developer this had formed the basis of a community benefits strategy which was used to identify priorities with the Council. Although some of the physical community infrastructure including community centre and indoor sports provision has not been delivered yet by the publication of this case study, this remained mandatory by virtue of the development agreement and outline planning consent.

The developer has also raised some concerns over the Council’s ability to negotiate positively on the behalf of the community. The example they cited relates to the requirement for a new library in Lower Broughton which was high on the community’s wish list. The developer stated that that the City Council has not required this facility, however they intended to provide a library outside of the planning system, and had stated that the library provision “it would have never come through Section.106 and yet it is high on the communities wish list”.

## Learning Points

Some examples of good practice coming out of the project were:

- Developer commitment to early and continuous consultation, so that they identify and understand the needs of the community and local Voluntary and Community Sector (VCS) groups. This has allowed the community to appreciate their contribution to the masterplan.
- Appropriate consultation to the nature and scale of the community using a range of innovative methods, including provision to support community members where appropriate to lead forums and meetings.
- Developer support for both social and physical community infrastructure (coordinated by a full time officer funded by the developer in Lower Broughton).

The lessons that have been taken from the project are:

- It is necessary for Local Authority Planners to be aware of the needs and aspirations of their communities through proactive forward planning and engagement, and to negotiate positively with developers.
- Developers need to ensure that project specific consultation is continuous and inclusive so that momentum and the trust of the community are not lost. This is achieved with a committed and skilled professional team.
- It is necessary to identify all community and voluntary sector groups. If there is no representative community body the developer and Council should work together to build capacity in the community.
- It is necessary to provide positive feedback to the community.
- Honesty and accountability by all professionals is required at every stage of the planning process.
- It is necessary to coordinate consultation with development partners to avoid consultation fatigue (partner RSL's undertook their own consultations in Lower Broughton).

### **7.3. Solihull - Blythe Valley Park<sup>77</sup>**

#### **Background**

Blythe Valley Park Phase 2 was a greenfield development extension to an existing business park located in Shirley, Solihull. The site is situated within the Coventry, Solihull, Warwickshire High Technology corridor and helps serve the East Birmingham North Solihull regeneration Zone. It has a total area of 267 acres and will include 13 office buildings totalling approximately 600,000 square ft. in phase 1 and it was also reported that the second phase of the development will provide 800,000 of employment space. The site includes 122 acre Countryside Park, private gym and nursery facilities.

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<sup>77</sup> [http://www.tcpa.org.uk/data/files/planning\\_community\\_needs\\_website\\_version.pdf](http://www.tcpa.org.uk/data/files/planning_community_needs_website_version.pdf) p14

## Community Engagement

With the intention of informing community and local stakeholders of the emerging proposals from an early stage, public consultation was undertaken as part of the preparation for the outline planning application. This was intended as an opportunity for them to influence the master planning process. Local residents, community organisations, existing employees and Councillors engaged in the consultation stage which had involved:

- Negotiations with the Council prior to the submission of the outline planning application. A development team for Phase 2 was established consisting of Council Officers and members of the development team.
- An initial presentation of the proposals was given to the Blythe Valley Working Party
- Following revisions to the masterplan the scheme was presented to the public at a two week exhibition, which provided an opportunity for people to comment on the scheme. Seminar sessions were held during this time with invited stakeholders. A total of 64 people attended the exhibition and briefing sessions.
- A newsletter was circulated widely and distributed to local residents, community groups, existing tenants and Council members.

During submission of the outline planning application, a supporting consultation statement was submitted stating that the response to the proposals was very encouraging with substantial support for the scheme. Included in the submission was a summary of the developer's response to consultation comments, most of which related to environmental and landscaping matters.

A key driver to the developer's (British Land) approach was the company's strong commitment to pre-application community consultation whose, the detail and structure is led by their comprehensive in-house sustainability manual that is used to inform the development process. It is reported that this document covers the full range of sustainability matters from design to construction, including stakeholder relations and community engagement. British Land highlighted that "it is usual for the company to spend upwards of £4 million on pre-application consultation and the company takes a long term view in most cases". British Land also encourages staff to "get out and get involved" with communities seeking to support relevant organisations where possible.

## Community Benefits

Via the Section 106 agreement a number of community benefits were negotiated and secured alongside the outline planning application. The planning authority granted the outline permission subject to the completion of the Section 106 agreement.

The benefits secured are as follows:

- The procurement of new bus services subject to stage of development
- The provision of business investment contributions totalling £250,000, payable to the Council over a 10 year period. This money will be used to support Council officers in developing, marketing and promoting business liaison activity to secure additional investment and jobs.

## Learning and Recommendations

The following recommendations have been inferred from the lessons learned on the consultation and delivery of this project:

- Consultation should be appropriate to the nature and scale of development.
- Developer commitment to early engagement with community groups, planners and Councillors, to identify community needs helps to ensure better development and public acceptance.
- Negotiations are smoother where the planning authority is supportive of the application and / or are part of the development team.
- Negotiation of Section 106 agreement should take place prior to and alongside the determination of the planning application, to ensure that implementation of planning permission is not delayed.



#### **7.4. Participatory budgeting approach in using Section 106 funding<sup>78</sup>**

East Devon Council had adopted the **Participatory Budgeting approach** in determining the use of Section 106 funding. Specifically Participatory Budgeting (PB) has been defined as a process of democratic decision-making, in which residents become involved in deciding how to allocate part of a public budget. It allows the residents of an area to participate in allocating part of the local Council's or other statutory agency's budget. Its aim is to make local government more accountable and transparent and to encourage understanding of its affairs amongst local people. It also creates social inclusion by encouraging involvement from all parts of the community. The process involves engaging residents and community groups from across the community and giving them the opportunity to discuss spending priorities, make spending proposals, and vote on these.

According to a case study presented to the Participatory Budgeting Unit the use of the participatory budgeting approach has so far demonstrated to be successful in five projects distributing a total in excess of £200,000 of Section 106 funds.

Some examples of specific projects reported in May 2015 by East Devon Council, where the Participatory Budgeting approach has been used are presented as follows:

##### **7.4.1. Budleigh Salterton: Sport**

A major consultation exercise took place to spend £35,000 of Section 106 money on sport in Budleigh Salterton. Five eligible, affordable and possible projects were put forward by the community

To ensure the age profile of the town's residents was fully represented, a number of engagement events and activities took place. Officers and town Councillors had a voting stall at the very well attended Budleigh Salterton Gala, residents were asked to vote for the projects they most wanted to see in the town.

Budleigh Salterton town clerk visited the library and a coffee morning to encourage more people aged over 60 to vote, as they weren't adequately represented.

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<sup>78</sup> [http://www.swcouncils.gov.uk/media/RIEP/Stronger%20Communities/PB\\_Case\\_Study\\_Final\\_Version.pdf](http://www.swcouncils.gov.uk/media/RIEP/Stronger%20Communities/PB_Case_Study_Final_Version.pdf)

A total of 308 people had voted on the projects by the end of the consultation identifying the desired or most popular projects i.e. £15,000 outdoor gym and the widening of the path across the Green and turning one side of it into a cycle path at a cost of £20,000.

Budleigh Salterton Town Council, East Devon District Council and the proposers of the projects have worked hard to make the projects happen. The design for the outdoor gym was chosen by the community at a Christmas late night shopping event in the town and had now been installed on The Green and near Lime Kiln car park. At the time of reporting of these case studies, they are still working on widening the footpath.

#### **7.4.2. Exmouth: sports**

In 2011, East Devon District Council and Exmouth Town Council asked community groups, residents and other organisations to put forward their ideas as to how £150,000 of the sports funding accumulated from recent Exmouth housing developments (Section 106 money) should be spent. Devon and Cornwall Police covering the Littleham area proposed the idea of a multi-use games area in Littleham.

The residents voted on 18 eligible, affordable and possible ideas at the Exmouth Festival and Kite Festival on which ones they wanted to happen in Exmouth.

Exmouth Town Council group and East Devon District Council worked together to deliver what residents voted for. The following have already happened through this project and were already in place for residents to use:

- the outdoor gym equipment in Phear Park and on the seafront (£25,000)
- the multi-use games area and refurbished tennis courts in Phear Park (£50,000 towards the £200,000 project)
- making Exmouth skate park larger and re-designing it with new ramps (£60,000)
- outdoor showers on the seafront (£15,000)

When more money became available at the end of 2013, Exmouth Town Council decided to keep working down the residents' priority list and fund the multi-use games area in Littleham in Exmouth.

Local children and parents came along to East Devon District Council's community festival in The Crescent in Littleham, Exmouth in May 2014. As part of the day the new £40,000 outdoor multi-use games area with lines and goals for netball, basketball and football was officially opened.

#### **7.4.3. Woodbury: play**

Early November 2013 saw the official opening of the re-vamped Woodbury Village Green play area for children aged under eight years. A total of £17,500 was contributed by Section 106 money and Woodbury Parish Council decided to add £7,500 to make the facilities bigger and better.

Woodbury Parish Council and East Devon District Council started off their consultation by going into Woodbury Primary School and Woodbury Pre-school and found out that children under the age of eight wanted swinging, climbing and spinning activities. These specifications were sent off to several play companies along with the budget.

All 177 children at Woodbury Church of England Primary School and Woodbury Pre-School voted for which of the three designs they wanted in their play area. The winning design received 55 per cent of the votes and included a basket swing, climbing frame and a spinning item.

#### **7.4.4. Payhembury: play**

Much anticipated improvements to Payhembury's play area are now complete after improvements chosen by local children were installed.

Payhembury Playing Field Committee and East Devon District Council worked closely with Payhembury Primary School to spend £6,700 of Section 106 money on improvements.

To find out what activities the children wanted East Devon District Council visited Payhembury Primary School and Payhembury Playing Field Committee visited the youth club. The designs that the children chose from were provided by companies who followed the children's design brief for the area.

Children had a choice of four designs and voted for their favourite in a special assembly at Payhembury Primary School. Of the 66 children who voted, 38% chose the winning design which included a climbing wall, climbing net and a spinning item.

The following case studies are also some examples of the use of the participatory budgeting approach that had been cited by the Public Budgeting Organisation:

#### **7.4.5. Budleigh Salterton, Children's Activities**

With a new housing development in Budleigh Salterton, £30,000 from developers was available to spend on a new play area. Working with residents, officers found out they wanted the play area to be made of natural materials in natural colours. By talking to local schoolchildren officers also identified the sort of activities children wanted for play area, such as climbing. This feedback was included in tender documentation sent to play companies. Three of the designs that came back from the companies met all the requirements. The District Council organised a play event and invited all the residents in the development to participate. As part of the event, adult and children residents voted on which of the three play area designs they wanted. The winning play area received over half of the votes and is now being installed.

#### **7.4.6. Axminster, Community Projects**

There was £100,00 of Section 106 money to spend on play and recreation in Axminster. Axminster Town Council asked local community groups to submit proposals on how they would like the money to be spent. The proposals were looked at for technical details by the Section 106 officer. The Town Council wrote a questionnaire asking residents to prioritise the projects and placed it in the local newspaper for people to fill in and send back. To gain a wider range of views, the District Council organised and ran a face to face voting event with local residents by taking over a market stall at one of the town's market days. A total of 227 people voted on the projects, and the Council are now working, to make them happen.



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[https://www.whatdotheyknow.com/request/payments\\_under\\_section\\_106\\_agree\\_292](https://www.whatdotheyknow.com/request/payments_under_section_106_agree_292)

**TCPA** Planning Community Needs - A guide to effective Section 106 agreements & Statements of Community Involvement

[http://www.tcpa.org.uk/data/files/planning\\_community\\_needs\\_website\\_version.pdf](http://www.tcpa.org.uk/data/files/planning_community_needs_website_version.pdf)

**Telford and Wrekin Council** – Freedom of Information Request

[https://www.whatdotheyknow.com/request/payments\\_under\\_section\\_106\\_agree\\_298?unfold=1](https://www.whatdotheyknow.com/request/payments_under_section_106_agree_298?unfold=1)

**Torfaen County Borough Council** – Freedom of Information Request

[https://www.whatdotheyknow.com/request/payments\\_under\\_section\\_106\\_agree\\_363](https://www.whatdotheyknow.com/request/payments_under_section_106_agree_363)

**Vale of Glamorgan Council** – Annual Section 106 Reports

[http://www.valeofglamorgan.gov.uk/en/our\\_council/council/minutes\\_agendas\\_and\\_reports/reports/cabinet/2015/15-09-21/Annual-Report-Section-106-Legal-Agreements-2014-2015.aspx](http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes_agendas_and_reports/reports/cabinet/2015/15-09-21/Annual-Report-Section-106-Legal-Agreements-2014-2015.aspx)

**Warrington Borough Council** – CIL Preliminary Draft Charging Schedule Consultation

[https://www.warrington.gov.uk/download/downloads/id/9053/community\\_infrastructure\\_levy\\_consultation\\_document\\_-\\_oct\\_2015.pdf](https://www.warrington.gov.uk/download/downloads/id/9053/community_infrastructure_levy_consultation_document_-_oct_2015.pdf)

**Warrington Borough Council** CIL Viability Study (September 2015)

[https://www.warrington.gov.uk/download/downloads/id/9052/community\\_infrastructure\\_levy\\_viability\\_study.pdf](https://www.warrington.gov.uk/download/downloads/id/9052/community_infrastructure_levy_viability_study.pdf)

**Worthing Borough Council**- Annual Monitoring Report

<http://www.adur-worthing.gov.uk/worthing-ldf/annual-monitoring-report/>

**Worthing Borough Council** Community Infrastructure Levy Preliminary Draft Charging Schedule January 2013

[http://offlinehbpl.hbpl.co.uk/NewsAttachments/RLP/Worthing\\_PDCS.pdf](http://offlinehbpl.hbpl.co.uk/NewsAttachments/RLP/Worthing_PDCS.pdf)

**Worthing Borough Council** CIL Examiners Report (November 2014)

<http://www.adur-worthing.gov.uk/media/media,129583,en.pdf>

**Worthing Borough Council** - Developer Contributions Supplementary Planning Document (SPD)

<http://www.adur-worthing.gov.uk/media/media,135907,en.pdf>

## 9. APPENDICES

### Job Growth Comparators

Authority	Change in Jobs 2004-2013	Change in Jobs 2004-2013 (%)
Bolton	4,100	4%
Hastings	1,100	4%
Peterborough	3,600	4%
Plymouth	4,100	4%
Telford	3,300	4%
Blackburn	2,000	3%
<b>Cardiff</b>	<b>6,100</b>	<b>3%</b>
Leicester	6,200	3%
Worthing	1,400	3%
Birmingham	23,400	2%
Bristol	6,500	2%
Glasgow	13,000	2%
Liverpool	5,300	2%
Southampton	2,900	2%

## Housing Comparators

<b>Authority</b>	<b>Change in Housing Stock (£)</b>	<b>% Change</b>
Swindon	12,030	15
Cardiff	15,740	12
Gloucester	5,640	12
Peterborough	8,130	12
Ipswich	6,480	12
Cambridge	4,710	11
Bristol	26,920	10
Warrington	8,150	10
Barnsley	8,350	9

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Mae'r dudalen hon yn wag yn fwriadol



### **Joint Scrutiny Task & Finish – Community Infrastructure Levy – Membership**

- Chairperson - Councillor Paul Mitchell – Chair of the Environmental Scrutiny Committee;
- Councillor Mary McGarry – Chair of the Community & Adult Services Scrutiny Committee;
- Councillor Richard Cook – Chair of the Children & Young People Scrutiny Committee;
- Councillor Nigel Howells – Chair of the Policy Review & Performance Scrutiny Committee;
- Councillor Roderick McKerlich – Chair of the Economy & Culture Scrutiny Committee;
- Councillor Jim Murphy – Children & Young People Scrutiny Committee and Policy Review & Performance Scrutiny Committee;
- Councillor Lynda Thorne – Children & Young People Scrutiny Committee;
- Councillor Huw Thomas – Policy Review & Performance Scrutiny Committee.

Mae'r dudalen hon yn wag yn fwriadol

## **Children & Young People Scrutiny Committee – Terms of Reference**

The role of the Committee is to scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of children and young people, including:

- School Improvement
- Schools Organisation
- School Support Services
- Education Welfare & Inclusion
- Early Years Development
- Special Educational Needs
- Governor Services
- Children's Social Services
- Children & Young Peoples Partnership
- Youth Services and Justice
- Play Services

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, Welsh Government Sponsored Public Bodies, joint local government services and quasi-departmental non-government bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance and service delivery in this area.

Mae'r dudalen hon yn wag yn fwriadol

## **Community & Adult Services Scrutiny Committee – Terms of Reference**

The role of the Committee is to scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of community and adult services, including:

- Public and Private Housing
- Disabled Facilities Grants
- Community Safety
- Neighbourhood Renewal and Communities Next
- Advice & Benefit
- Consumer Protection
- Older Persons Strategy
- Adult Social Care
- Community Care Services
- Mental Health & Physical Disabilities
- Commissioning Strategy
- Health Partnership
- Local Service Board

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies and health services on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance and service delivery in this area.

To be the Council's Crime and Disorder Committee as required by the Police and Justice Act 2006 and any re-enactment or modification thereof; and as full delegate of the Council to exercise all the powers and functions permitted under that Act.

## **Economy & Culture Scrutiny Committee – Terms of Reference**

The role of this Committee is to scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of economic regeneration including:

- Cardiff Business Partnership
- Cardiff & Co Marketing Initiative
- South East Wales Economic Forum
- Economic Strategy & Employment
- European Funding & Investment
- SME Support
- Cardiff Harbour Authority
- Lifelong Learning
- Leisure Centres
- Sports Development
- Parks & Green Spaces
- Libraries, Arts & Culture
- Civic Buildings
- Events & Tourism
- Strategic Projects
- Innovation & Technology Centres
- Local Training & Enterprise

To assess the impact of partnerships with an resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance and service delivery in this area.



## **Environmental Scrutiny Committee – Terms of Reference**

The role of this Committee is to scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of environmental sustainability including:

- Strategic Planning Policy
- Sustainability Policy
- Environmental Health Policy
- Public Protection Policy
- Licensing Policy
- Waste Management
- Strategic Waste Projects
- Street Cleansing
- Cycling and Walking
- Streetscape
- Strategic Transportation Partnership
- South East Wales Transport Alliance
- Transport Policy and Development
- Intelligent Transport Solutions
- Public Transport
- Parking Management

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance and service delivery in this area.

Mae'r dudalen hon yn wag yn fwriadol

## **Policy Review & Performance Scrutiny Committee – Terms of Reference**

The role of this Committee is to scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives, including:

- Strategic Policy Development
- Strategic Programmes
- Community Planning & Vision Forum
- Voluntary Sector Relations
- Citizen Engagement & Consultation
- Corporate Communications
- International Policy
- Council Business management and Constitutional Issues
- Equalities
- Finance and Corporate Grants
- Organisational Development
- Fundamental Operational Review
- E-Government and ICT
- Property and Procurement
- Carbon Management
- Contact Centre Services and Service Access
- Legal Services

To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-government bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance and service delivery in this area.