

**CABINET: THURSDAY, 19 MAY 2016 at 3.30 PM**

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A Cabinet Meeting will be held in the City Hall on at 3.30 pm

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**A G E N D A**

**Apologies & Declarations of Interest**

- 1 Minutes of the Cabinet Meetings held on 10 and 21 March 2016 *(Pages 1 - 10)*

**Leader & Community Development, Co-Operatives & Social Enterprise**

- 2 Cardiff Business Improvement District *(Pages 11 - 44)*

**Corporate Services & Performance**

- 3 City of Cardiff Council Digital Strategy *(Pages 45 - 62)*

**Early Years, Children & Families**

- 4 Multi-Agency Child Sexual Exploitation Strategy *(Pages 63 - 78)*
- 5 Corporate Parenting Strategy *(Pages 79 - 94)*

**Education**

- 6 Cardiff 2020 - Aiming for Excellence *(Pages 95 - 122)*

**Health, Housing & Wellbeing**

- 7 Response to the Report of the the Community and Adult Services Scrutiny Committee report entitled 'Information, Advice and Assistance (IAA) Services for Mental Health Service Users in Cardiff' *(Pages 123 - 130)*

**Skills, Safety & Engagement**

- 8 Llanover Hall - Expressions of Interest to Sub Lease *(Pages 131 - 142)*
- 9 Cabinet Advisory Groups *(Pages 143 - 148)*

**PAUL ORDERS**  
Chief Executive

**CITY OF CARDIFF COUNCIL**  
**CYNGOR DINAS CAERDYDD**



**MINUTES**

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CABINET MEETING: 10 MARCH 2016

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Cabinet Members Present: Councillor Phil Bale (Chair)  
 Councillor Sue Lent  
 Councillor Peter Bradbury  
 Councillor Dan De'Ath  
 Councillor Bob Derbyshire  
 Councillor Graham Hinchey  
 Councillor Susan Elsmore  
 Councillor Sarah Merry  
 Councillor Ramesh Patel

Observers: Councillor Dianne Rees  
 Councillor Neil McEvoy  
 Councillor Judith Woodman

Officers: Paul Orders, Chief Executive  
 Christine Salter, Section 151 Officer  
 Marie Rosenthal, Monitoring Officer  
 Joanne Watkins, Cabinet Office

Apologies:

**103 MINUTES OF THE CABINET MEETING HELD ON 18 FEBRUARY 2016**

**RESOLVED:** that the minutes of the Cabinet meeting of 21 January 2016 be approved.

**104 WALES AUDIT OFFICE - CORPORATE ASSESSMENT FOLLOW ON**

The Cabinet received the Wales Audit office Corporate Assessment Follow On report of the City of Cardiff Council. The report contained 14 proposals relating to leadership & management, governance, performance reporting, and corporate enablers. The statutory recommendation stated that the Council must ensure that the proposals for improvement deliver improved outcomes within the next 12 months.

It was stated that significant progress had been made to date and a further report containing the proposed Statement of Action will follow to the Cabinet meeting on 21 March 2016.

Chris Pugh and Alan Norris, Wales Audit Office were present during consideration of this item to address comments raised by Members.

**RESOLVED:** that

1. the Wales Audit Office Corporate Assessment Follow On report be received; and
2. a further report containing a proposed statement of action and timetable be considered at the next meeting of the Cabinet on 21 March 2016.

## **105 LLANISHEN COMMUNITY HUB**

Cabinet considered a report outlining proposals to commence development of a community hub in Llanishen. At its meeting in September 2014 Cabinet agreed a report on the overall approach to future hub provision. Public consultation on the Llanishen hub proposals took place in November / December where 93% of respondents expressed agreement to the proposals.

**RESOLVED:** that

1. the development of a community hub at Llanishen proceed.
2. authority be delegated to the Director of Communities, Housing and Customer Services, in consultation with the Cabinet Member for Community Development, Co-operatives and Social Enterprise to undertake all matters relating to procurement, construction and implementation of the project, as well as all required permissions and consents, in consultation with the Corporate Director Resources as appropriate.

## **106 NON-DOMESTIC RATES - WRITE OFFS**

*Appendices A and B to this report are exempt from publication by virtue of paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972*

Cabinet considered a report requesting authorisation to write off debts amounting to £699,136.70. The report outlined action taken in respect of attempts to recover this debt.

**RESOLVED:** that the write off of debts amounting to £699,136.70 as outlined in Appendix A be authorised.

## **107 PAY POLICY STATEMENT 2016/17.**

The Council has a statutory requirement under the Localism Act 2011 to prepare a pay policy statement annual. Cabinet therefore considered the Pay Policy for 2016/17 prior to consideration at Council. The policy statement provided a framework to ensure that employees are rewarded fairly and objectively without discrimination.

**RESOLVED:** that the attached Pay Policy Statement 2016/17 (Appendix 1) be approved for consideration by Council on 24 March 2016.

#### **108 SCHOOL ADMISSION ARRANGEMENTS 2017/2018**

In accordance with Section 89 of the School Standards and Framework Act 1998 and the Education (Determination of Admission Arrangements) (Wales) Regulations 2006 the Council is required to review the School Admission Policy annually. Cabinet therefore considered the School Admissions Arrangements Policy for 2017/18. The policy had been subject to consultation with head teachers, governing bodies, diocesan directors, neighbouring local education authorities and other interested bodies.

**RESOLVED:** that it be noted the draft School Admissions Arrangements 2017/18 have been determined and the Admission Policy 2017/18 be agreed.

#### **109 SCHOOL ORGANISATION PROPOSALS: THE PROVISION OF ADDITIONAL ENGLISH-MEDIUM AND WELSH-MEDIUM PRIMARY SCHOOL PROVISION IN AND AROUND THE BUTETOWN, CANTON, GRANGETOWN AND RIVERSIDE AREAS (THE 'FOUR WARDS')**

The Cabinet considered a report outlining objections received to statutory notices regarding the provision of additional English-medium and Welsh-medium primary school provision in and around the Butetown, Canton, Grangetown and Riverside areas. The objections received and the Council's responses were outlined within the report.

**RESOLVED:** that

1. the proposals as set out in paragraph 1 without modification be approved.
2. officers be authorised to take the appropriate actions to implement the proposals as set out in paragraph 1.
3. Officers be authorised to publish a summary of the statutory objections and the Authority's response to those objections (referred to as the "Objection Report") within 7 days of the determination of the proposal.
4. Officers be authorised to publish the decision within 7 days of determination of the proposal.
5. Approval be delegated, only following the respective grant approvals by Welsh Government, of any necessary contracts to the Director of Education and Lifelong Learning in consultation with the Corporate Director Resources & Section 151 Officer, Director of Legal Services and the Cabinet Members for Corporate Services & Performance and Education & Skills.
6. the approval of the Governing Body of St Mary the Virgin Church in Wales Primary School of the proposal to increase the capacity of the school from 1FE to 2FE with nursery places from September 2017 be noted.

**110 SCHOOL ORGANISATION PROPOSALS: PROPOSED ESTABLISHMENT OF A NEW HIGH SCHOOL IN THE WEST TO REPLACE GLYN DERW HIGH SCHOOL AND MICHAELSTON COMMUNITY COLLEGE**

The Cabinet received a report outlining objections received to statutory notices proposing the establishment of a new high school in the west to replace Glyn Derw High School and Michaelston Community College. Objections received and the Council's responses were detailed within the report.

**RESOLVED:** that

7. the proposals as set out in paragraph 1 without modification be approved.
8. officers be authorised to take the appropriate actions to implement the proposals as set out in paragraph 1.
9. officers be authorised to publish a summary of the statutory objections and the Authority's response to those objections (referred to as the "Objection Report") within 7 days of the determination of the proposal;
10. officers be authorised to publish the decision within 7 days of determination of the proposal.
11. approval be delegated, only following the respective grant approvals by Welsh Government, of any necessary contracts to the Director of Education and Lifelong Learning in consultation with the Corporate Director Resources & Section 151 Officer, Director of Legal Services and the Cabinet Members for Corporate Services & Performance and Education & Skills.

**111 SCHOOL ORGANISATION PROPOSALS: THE PROVISION OF WELSH-MEDIUM AND ENGLISH-MEDIUM PRIMARY SCHOOL PLACES IN AND AROUND LLANDAFF NORTH.**

The Cabinet received a report outlining responses received to the statutory notices regarding provision of Welsh-medium and English-medium primary school places in and around Llandaff North. Following the publishing of the statutory notices on 5 January 2016 no objections were received following.

**RESOLVED:** that

12. the proposals as set out in paragraph 1 without modification be approved.
13. Officers be authorised to take the appropriate actions to implement the proposals as set out in paragraph 1.
14. Officers be authorised to publish the decision within 7 days of determination of the proposal.
15. approval be delegated, only following the respective grant approvals by Welsh Government, of any necessary contracts to the Director of Education and Lifelong Learning in consultation with the Corporate Director Resources &

Section 151 Officer, Director of Legal Services and the Cabinet Members for Corporate Services & Performance and Education & Skills.

## **112 HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN**

**RESOLVED:** that

- (1) the HRA Business Plan 2016-2017 be approved.
- (2) it be noted that the Plan will be submitted to the Welsh Government.

## **113 THE CITY OF CARDIFF COUNCIL'S STRATEGIC EQUALITY PLAN 2016-2020**

The Cabinet considered the Council's Strategic Equality Plan 2016-2020. The Plan sets out how the Council will meet the requirements of the Equality Act 2010 in order to ensure the rights of individuals and advance equality of opportunity for all.

**RESOLVED:** that the following documents be approved for publication;

- 1) The City of Cardiff Council's Draft Strategic Equality Plan 2016 – 2020
- 2) The Annual Review for 2014/15 of "*Everyone Matters*" - The City of Cardiff Council's Strategic Equality Plan 2012 – 2016
- 3) The City of Cardiff Council's updated Ageing Well Delivery Plan for 2016/17.

**MINUTES**

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CABINET MEETING: 21 MARCH 2016

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Cabinet Members Present: Councillor Phil Bale (Chair)  
Councillor Sue Lent  
Councillor Peter Bradbury  
Councillor Dan De'Ath  
Councillor Bob Derbyshire  
Councillor Graham Hinchey  
Councillor Susan Elsmore  
Councillor Sarah Merry  
Councillor Ramesh Patel

Observers: Councillor Dianne Rees  
Councillor Neil McEvoy  
Councillor Elizabeth Clark

Officers: Paul Orders, Chief Executive  
Christine Salter, Section 151 Officer  
Marie Rosenthal, Monitoring Officer  
Joanne Watkins, Cabinet Office

Apologies: Councillor Judith Woodman

**114 TO RECEIVE THE COMMUNITY AND ADULT SERVICES SCRUTINY COMMITTEE REPORT ENTITLED "HOW TO REDUCE CRIME AND DISORDER IN THE NIGHT TIME ECONOMY IN A TIME OF AUSTERITY"**

Cabinet received the report entitled "How to reduce Crime and Disorder in the Night Time Economy in a Time of Austerity".

The report contained 26 key findings and 15 recommendations.

**RESOLVED:** that the report be received and responded to by June 2016.

**115 WALES AUDIT OFFICE CORPORATE ASSESSMENT FOLLOW ON REPORT - STATEMENT OF ACTION**

Cabinet considered a report and Statement of Action in response to the Wales Audit Office Corporate Assessment Follow On report.

The Wales Audit Corporate Assessment Follow On report was formally received at the Cabinet meeting on 10 March 2016 and was considered at the Council's Policy Review and Performance Scrutiny Committee on 8 March.



The action plan outlines the Council's proposals in response to the fourteen specific proposals for improvement and the one statutory recommendation identified by the Wales Audit Office.

**RESOLVED:** that the Statement of Action in response to the recommendations made in the Wales Audit Office Corporate Assessment Follow On report be approved.

## **116 CARDIFF CAPITAL REGION CITY DEAL**

*In considering this item The Leader has ruled that by reason of special circumstances, that this item should be considered at this meeting as a matter of urgency. Whilst this item was published on the Agenda the Report was only finalised on Friday and is urgent for decision at this meeting. The reasons for urgency are as follows:*

- The reason for this report emanates from the presentation of the City Deal document on Tuesday 15<sup>th</sup> March. The final document was not available for publication until this point, and represented discussions that had been taking place up until the time that the document was finalised.*
- In anticipation of the document being signed it had been agreed that an item would be placed on the Economy and Culture Scrutiny Committee of 17<sup>th</sup> March 2016.*
- The authority being required are not substantive authorisations in that much could be done without specific Cabinet approvals but it is appropriate having regard to the potential importance of such an arrangement (including the substantial rewards which may be achieved but also the risks associated) that the decision to proceed should be considered at Cabinet level.*

Cabinet received a report detailing the progress of the City Deal in relation to the signing of the "Heads of Terms" document which outlines the principles for the detailed development of the deal.

The document was signed by local authority Leaders, Welsh Government Ministers and UK Government Ministers on 15 March 2016, with a commitment to full implementation of the deal.

Cabinet noted that further work will take place over coming months to develop a comprehensive City Deal Agreement that will provide detail on how the Deal will operate and set out the steps for implementation.

**RESOLVED:** that

- 1) the content of the report and the City Deal document, which is attached as Appendix A to the report be noted;
- 2) further update reports be received as the detail of the City Deal is further developed;

- 3) Council be recommended to note the report and delegate authority to the Chief Executive, in consultation with the Leader of the Council, the Corporate Director Resources and Monitoring Officer to conclude any interim arrangements necessary to facilitate the development of the final City Deal (including without limitation to the generality of the foregoing appointment of external consultants and any interim appointments that may be required), provided the requisite budget provision is available.

## **117 CREATIVE EDUCATION PARTNERSHIP**

Cabinet considered a report outlining the intention to establish a partnership between Cardiff schools and the creative and cultural sector of the city with the aim of enriching the curriculum and learning.

It was noted that the new High School in the West had been identified as a “pathfinder school” to pilot the model.

**RESOLVED:** that

1. the setting up of partnership arrangements as detailed in the report be approved in principle.
2. the Director of Education and Lifelong Learning in consultation with the Interim Monitoring Officer be authorised to finalise the partnership arrangements including agreement of any terms of such partnership, members of the partnership and all ancillary matters.

## **118 SCHOOL CATCHMENT AREAS**

***Councillor Susan Elsmore and Councillor Ramesh Patel declared a personal interest in this item and left the meeting for the duration of the item.***

Cabinet considered a report outlining the responses received following consultation on catchment area arrangements relating to English-medium and Welsh-medium primary and secondary school provision. The changes aim to achieve balance between supply and demand for school places.

**RESOLVED:** that

1. Officers be authorised to carry out a review of options for secondary provision in the area concerned, in order to better match supply and demand and to secure consistently high standards of education provision.
2. changes to the English-medium high school catchments of Fitzalan High School and Cantonian High School and associated English-medium primary school catchment areas would not proceed currently.
3. the proposed changes to the Welsh-medium high school catchment areas of Ysgol Plasmawr and Ysgol Glan Taf through transfer of Ysgol

Pencae catchment from Ysgol Plasmawr to Ysgol Glan Taf catchment to take effect from September 2017 be approved.

**119 SCHOOL ORGANISATION PLANNING: THE PROVISION OF ADDITIONAL ENGLISH-MEDIUM AND WELSH-MEDIUM PRIMARY SCHOOL PROVISION IN THE ADAMSDOWN AND SPLOTT WARDS.**

Cabinet received a report outlining the objections received to the published statutory notices regarding the provision of English-medium and Welsh-medium primary school places in Adamdsown and Splott wards.

The report seeks to address the shortfall of English-medium and Welsh-medium primary school places in Adamsdown and Splott and outlined the Council's response to the three objections received

**RESOLVED:** that

1. the proposals as set out in paragraph 1 be approved without modification
2. officers be authorised to take the appropriate actions to implement the proposals as set out in paragraph 1.
3. officers be authorised to publish a summary of the statutory objections and the Authority's response to those objections (referred to as the "Objection Report") within 7 days of the determination of the proposal;
4. officers be authorised to publish the decision within 7 days of determination of the proposal.
5. approval be delegated, only following the respective grant approvals by Welsh Government, of any necessary contracts to the Director of Education and Lifelong Learning in consultation with the Corporate Director Resources & Section 151 Officer, Interim Monitoring Officer and the Cabinet Members for Corporate Services & Performance and Education.

**120 CARDIFF CENTRAL TRANSPORT INTERCHANGE**

*Appendices 1-3 of this report are exempt from publication because they contain information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972.*

Cabinet received a report providing an update on the Central Transport Interchange Project. It was noted that since the report to Cabinet on 3 December 2016 significant progress had been made on both the broader Central Square regeneration scheme and on preparing for the delivery of the Central Transport Interchange building.

It was noted that the next step in the process for the delivery of the Central Transport Interchange was to enter into a Pre Planning Agreement with the developer in advance of agreeing a heads of terms funding package.

**RESOLVED:** that authority be delegated to the Director of Economic Development, in consultation with the Leader of the Council, the Cabinet Member for Corporate Services and Performance, the Cabinet Member for Transport, Planning and Sustainability, the Corporate Director Resources and the Interim Monitoring Officer to settle the terms of a phased Pre-Planning Agreement in accordance with paragraph 9 of this report and the proposal set out in Appendices 1 and 2 with a view to preserving the indicative timetable for the new Interchange building in advance of the recommendation to Cabinet in May 2016 regarding the funding package.

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MAY 2016**

**CARDIFF BUSINESS IMPROVEMENT DISTRICT**

**REPORT OF DIRECTOR OF ECONOMIC DEVELOPMENT**

**AGENDA ITEM: 2**

**PORTFOLIO: LEADER (ECONOMIC DEVELOPMENT AND PARTNERSHIPS)  
(COUNCILLOR PHIL BALE) & COMMUNITY DEVELOPMENT, CO-  
OPERATIVES AND SOCIAL ENTERPRISE (COUNCILLOR PETER  
BRADBURY)**

**Reason for this Report**

1. To update Cabinet on the development of Cardiff Business Improvement District proposals in Cardiff.
2. To agree a position on the vote with regard to the City of Cardiff Council's hereditaments in the city centre.
3. If a BID is introduced, to consider an exemption for any paying members payers from any potential future Late Night Levy should such an approach be introduced in Cardiff.
4. To consider a new approach for the City of Cardiff Council's City Centre Management related functions.
5. Confirm that the proposed BID does not conflict with area plans and schemes.

**Background**

*Business Improvement Districts*

6. A Business Improvement District is a legally and geographically defined partnership for area improvement and service delivery, funded by levy-paying businesses within that agreed boundary. It is managed and operated by a BID Company – a non-profit company run by and for its members.
7. BIDs are business-led initiatives supported by government legislation, which gives local business the power to get together, decide what improvements they want to make in their city centre, how they will manage these. BID's have the power to raise and spend funds locally.

8. BIDs are typically run as not for profit companies and are controlled by the businesses that fund them. There is no limit on what projects or services can be provided through a Business Improvement District. The only requirement is that it should be something that is in addition to services provided by local authorities. Improvements may include, but are not limited to, extra safety/security, cleansing and environmental measures.<sup>1</sup>
9. A BID's mandate is for a maximum of five years. A BID wishing to continue beyond that must reaffirm its mandate through re-ballot, based on a further proposal.
10. The process of developing a BID involves widespread consultation with businesses to ascertain what improvements they want and would be prepared to pay for. A BID proposal is then produced and a 28 day postal ballot held where businesses vote 'for' or 'against' the proposed programme. For the BID to go ahead, two conditions must be met; firstly, a majority of those voting have to vote 'yes' and secondly those 'yes' votes have to correspond to more than 50% of the total rateable value of all votes cast.
11. The local authority has a statutory responsibility to support the development of BIDs and facilitate their establishment. This includes conducting the ballot and collecting and enforcing the levy. The authority must also confirm that the proposed BID does not conflict with area plans and schemes. If the local authority is of the opinion that the Business Improvement District arrangements are likely to conflict to a significant extent with an existing policy, place a financial burden on rate payers or the burden from the levy is unjust, it can decide to veto the proposals. The local authority can only veto proposals within 14 days from the date of the ballot.<sup>2</sup>
12. If a yes vote is achieved there will be a requirement to ensure the BID body has good governance in place – the activities of the BID body will be scrutinised by the levy payers who fund the BID. In particular the BID will need to ensure the correct arrangements are in place relating to membership of the BID body, board elections and annual reporting mechanisms. Typically the local authority will also be represented on the board.
13. The Welsh Government has supported the development of some BIDs in Wales, as a key component of its commitment to encourage economic development and to deliver its new regeneration framework, Vibrant and Viable Places.<sup>3</sup>
14. However, despite submitting two bids for support to the Welsh Government for funding, the City of Cardiff Council were unsuccessful in attracting Welsh Government funding to support the development of a

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<sup>1</sup> <https://www.gov.uk/guidance/business-improvement-districts>

<sup>2</sup> <https://www.gov.uk/guidance/business-improvement-districts>

<sup>3</sup> Welsh Government Business Improvement Districts Handbook

BID, and subsequently sought to identify internal funding to take forward the process.

15. The BID is complimentary to the Council's Corporate Plan aim to "*work with partners in the public and private sectors to create an environment which supports the development of new business and the growth of current businesses, as well as attracting inward investment.*" It also supports the Council's objective that "*Cardiff has more employment opportunities and higher value jobs.*"
16. The BID, in developing a based partnership to support improvement in the city centre, also supports the Council's Co-operative Council aspiration, and brings together stakeholders to help manage and improve the city centre environment.
17. There are currently eight BIDs in Wales covering areas in Swansea, Merthyr Tydfil, Newport, Bangor, Caernarfon, Colwyn Bay, Neath and Llanelli. Cardiff is also the only Core City in England and Wales not to have established a BID, and competitor cities are already benefiting from the additional investment. BIDs have also proven successful in those areas where they have been introduced, as outlined by a success rate of over 90% at renewal.<sup>4</sup> There are now over 200 BIDs established across the UK.
18. Whilst the vast majority of BID ballots are generally approved there are still a number of areas where a positive vote was not achieved.

### *City Centre Management*

19. Cardiff city centre is the commercial, retail and visitor heart of the Cardiff city-region and plays a vital role in the life and economy of South Wales. The city centre has seen rapid and substantial changes over the last decade, most notably through the completion of the St David's retail development and the pedestrianisation of St Mary Street, and supports tourism and a day time economy of over £1.2bn. The city centre also supports a night time economy worth £400m annually to the city.
20. The city centre has also seen an increase in residents living in the area in recent years and is now home to around 10,000 people.
21. The management and promotion of the city centre is critical to the city's economic performance. A Business Improvement District (BID) is a mechanism that has been recognised as being successful in bringing local businesses and other stakeholders together with the aim of improving their trading environment and enhancing their profitability.
22. The City Centre Management Arrangements Report taken to the Cabinet Meeting of 29 January 2014 highlighted the need to rationalise existing public and private arrangements in the city-centre and to establish a new approach which delivers both a strong private sector leadership role and

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<sup>4</sup> <http://www.rics.org/uk/news/news-insight/comment/making-a-bid-for-business/>

value for money for both the businesses in the city-centre and the taxpayers of Cardiff.

23. The City Centre Management Arrangements Report taken to the Cabinet Meeting of 29 January 2014 resolved to delegate authority to the Director for Economic Development in consultation with the Leader of the City of Cardiff Council, the Section 151 Officer and County Solicitor to:
- a) Work with local businesses in the development of a Business Improvement District Proposal for Cardiff City Centre, and to bring any proposal before a future Cabinet meeting for approval prior to the ballot taking place.
  - b) Undertake a detailed review of the Council's City Centre Management related functions with a view to creating a new approach in partnership with the private sector which consolidates activities and spend, and to report back to a future Cabinet meeting with options for consideration.
24. Subsequently MOSAIC, a company specialising in the development of BIDs, were appointed in March 2015 following a competitive process to work with the city centre business community to develop a proposal to take to ballot. An initial Task Group was formed to represent city-centre stakeholders. This group comprised members of the business community, as well as other stakeholders including the Council and Police.
25. The Task Group members comprise:
- Simon Phillips - Marks & Spencer & Task Group Chair
  - Marie Fagan - Hilton Hotel & Task Group Vice Chair
  - Cliff Vanstone - John Lewis
  - Natasha Williams - S.A. Brain
  - Nick Newman - Brewhouse / Cardiff Licensees Forum
  - Bruno Nunes - Peppermint Bar / Independent Business
  - Phil Sheeran - Motorpoint Arena
  - Stephen Widnall - Rightacres Property Co Ltd
  - Ken Poole – Head of Economic Development, City of Cardiff Council
  - Paul Williams - City Centre Manager, City of Cardiff Council
  - Nigel Griffiths - Chief Inspector South Wales Police
  - Stephen Madeley - St David's Partnership
  - Andrew Phillips - Castle Quarter
  - Steven Salamon - Wally's Deli
  - Neil Wicks - National Museum of Wales

## **Issues**

### *BID Proposal and Business Plan*

26. Throughout the summer and autumn of 2015 MOSAIC, led by the Task Group, consulted with business throughout the city centre to begin the process of developing a business plan. This process involved face to



face discussions, an online survey and events in the city centre where businesses could meet the Task group members and discuss plans for the BID.

27. The process was used to establish a number of key considerations, notably:

- The BID boundary map
- The proposed BID Levy
- Proposed areas of investment
- The BID Business Plan

28. Subsequently a summary business plan was developed, which is attached as Appendix A which includes a proposed BID boundary. It is proposed that all eligible businesses will pay a levy of circa 1% of the rateable value of the business. Smaller businesses with a rateable value of less than £25,000 will be exempt from paying the levy. It is possible for businesses that are exempt such as those below £25,000 in rateable value and those in sectors outside Retail, Leisure, Culture, Tourism, Office and Commercial to make a voluntary investment which entitles them to all the projects and services outlined in the Business Plan as well as full rights in the governance and management of the BID Company. Based on the 1% levy the estimated revenue for the Business Improvement District is £1.5 million annually.

29. The summary business plan highlighted three key areas for investment from the BID:

- Welcoming - Providing a Capital welcome that is cleaner, safer and greener
- Vibrant - That is lively, entertaining and easier to know about and to get to
- Influential - Business working better together, reacting quickly, with resources, whilst helping to reduce costs

30. In delivering these areas the BID proposes (but is not limited to) the following activities:

#### Welcoming

- Funding a dedicated cleansing and waste team to deal directly with business concerns; carry out tactical cleaning of frontages, doorways and hot spots that can quickly and efficiently target problem areas over and above those currently provided by the Council; and responding to business call outs and report/liaise with the City of Cardiff Council.
- Work with the City of Cardiff Council to ensure their cleansing and collection schedules support the needs of the city centre businesses.
- Support a team of uniformed BID-branded Cardiff Ambassadors. This team will provide a warm welcome to the BID area and provide information for visitors and businesses.

- Investment in the management of the evening and night time economy, and strengthen business participation with crime reduction partnerships and support new or improved business crime management initiatives.
- Provide additional planting and lighting initiatives and help install floral displays to achieve a more attractive 'softer' environment across the whole of the BID area.
- Work with Cardiff Business Safe to continue to grow the existing RadioNet Scheme.

### Vibrant

- Invest in city centre entertainment and provide additional funds to support existing events that boost business and establish new events in current quiet periods.
- Work with the Principality Stadium, Stadium Events Group, Cardiff Council and tourism partners to ensure businesses have an open and positive input to the bidding, planning and management phases of major events held across the city centre. The BID would help coordinate a cross sector business group to discuss securing major events and commitments towards value for money, timing, frequency, impact and promotion.
- Work in conjunction with other partners to build on and add value to the Christmas season in Cardiff city centre.
- Ring-fence over £100,000 per year exclusively for supporting the priorities of independent businesses.
- Forge closer links between businesses, universities and colleges to build a greater understanding of how to create an exciting and appealing offer, to manage issues as they arise, and hopefully encourage more students to choose Cardiff and stay here once qualified.
- Work with businesses to establish a strong and viable evening economy that encourages people of all ages to stay in the city after work, or to visit the city more regularly in the evening.
- Working with the Council, transport and parking operators, the BID will seek to make it easier to access and to navigate around the city centre.
- Promote information about routes into the city.
- Support cyclists through improved secure facilities.
- Work with partners responsible for the place marketing and management of Cardiff and support a strategy to widen Cardiff's appeal to help promote to a wider audience beyond the immediate catchment area and into national and international markets. Key targets would be business tourism and conferences.

### Influential

- Provide a collective voice for over 700 businesses and several sectors, and will communicate and negotiate with other key representative groups.
- Undertake research in to the key issues that affect businesses and to help influence city decision-making.

- Lobby the City of Cardiff Council and other regional agencies on behalf of BID businesses.
  - Provide a focus point for strengthening business networks, communications, incubating new ideas and collaboration between all city centre businesses regardless of sector.
  - Work with local authorities and economic development agencies to assist them with attracting local, national and international investors.
31. More detail is available within the Summary Business Plan attached as Appendix A.
32. It is proposed that the BID ballot date (the final day of the ballot) will be 30 June 2016. In advance of the ballot a final Business Plan will be sent to all eligible voters within the city centre as well as the Local Authority. The final Business Plan will comprise an update to the Summary Business Plan to include further financial detail and to reflect the latest ratings list for the BID area.
33. In advance of this the BID proposer will also need to send the following information to the local authority:
- A copy of the BID proposal
  - Details on the consultation undertaken
  - The proposed business plan (including estimated cash flows, revenues and overall budget for the duration of the BID)
  - The financial management arrangements for the BID body
34. For the ballot to take place officers will need to confirm receipt of the above information.
35. On 21 April MOSAIC also wrote to the Council to confirm that the entire cost of holding the BID ballot will be covered by the BID Proposer and that this money is budgeted for, and that all potential levy payers and the Billing Authority will receive, before the ballot commences, BID Business Plan which sets out the BID Proposals, the consultation that has been undertaken and financial management details. A copy of this letter is attached as Appendix C.

### *City Centre Management*

36. Recognising the importance of the city-centre the Council has a City Centre Management team who are responsible for dealing with issues within the city-centre, above and beyond the services provided by the Council across the city. The team is responsible for engaging with businesses, and acting as an interface between businesses and the Council. The team is also responsible for the delivery of specific city centre related schemes, including city-centre mobility schemes and the management of the night time economy.
37. In the Cabinet Report of 29 January 2014 it was identified that pressure on resources suggests that a new approach is required to maximise the effectiveness of city centre management. It was proposed that bringing

together the current partnership groups as well as other stakeholders would help to maximise the efficiency of the overall city centre management functions and deliver more for the collective resources of all partners.

38. The Business Improvement District provides an opportunity to bring together key stakeholders in the city centre to maximise efficiency of decision making. In light of this it is proposed that the current City Centre Management arrangements are aligned with the proposed BID. In ensuring alignment of resources it is proposed that a Service Level Agreement is developed between Cardiff Council and the Business Improvement District whereby the BID management is able to utilise the resources of the City Centre Management team on the basis that current levels of service provision within the city centre are maintained. Under such an approach staff employed in City Centre Management would remain employed by the City of Cardiff Council. This arrangement would be reviewed after the first year of operation.
39. This approach is typical of other areas where City Centre Management roles are heavily integrated with the appropriate Business Improvement District.

#### *Night Time Economy*

40. One of the critical elements of city centre management is how the night time economy is managed. This was noted in particular in the March 2016 Scrutiny Report "How to reduce Crime and Disorder in the Night Time Economy in a time of austerity"
41. The Scrutiny Report noted that "The crux of this Inquiry is the unsettled picture of resources for managing the Night Time Economy in Cardiff and the impact that further cutbacks caused by austerity could have on the effectiveness of this process. The Inquiry has heard clear evidence that the status quo is positive, as demonstrated by views expressed re operational and policy mechanisms, detailed further on in this report, and by the reduction in violent crime and disorder in Cardiff city centre. However, the status quo has come about through flexible resource use which is no longer viable due to austerity cutbacks."
42. With particular reference to the role of the Business Improvement District the Scrutiny Report recommended:

*R6. As part of identifying and securing sustainable funding for the essential mechanisms that work in Cardiff, task officers to implement a Late Night Levy, with a legal agreement between Cardiff Council and the South Wales Police and Crime Commissioner to make it transparent that the monies raised by the Levy will be spent in Cardiff on tackling Night Time Economy crime and disorder issues.*

*R7. Task officers to ensure that all relevant sections of the Council involved in managing the Night Time Economy are involved in the conversations to develop and implement the Cardiff Business Improvement District.*

*R8. Continue to have strong and constructive conversations with the Cardiff Business Improvement District working group to ensure Night Time Economy issues are kept on the table so that proposals to add to and enhance service provision to tackle these issues appear in the final business case.*

*R9. Clearly acknowledge that the Cardiff Business Improvement District will not pay for existing Night Time Economy services, including those to tackle crime and disorder.*

43. A Business Improvement District would provide a robust mechanism, with resource, to address issues raised by the Scrutiny Committee. Reflecting this Summary Business Plan includes numerous commitments to manage the night time economy.
44. In particular the BID Task Group have made a commitment to dedicate an equivalent amount or greater than would be collected through the Late Night Levy to contribute towards managing the night time economy. The BID Task Group, however, also outlined that this approach would be dependent on an exemption from any Late Night Levy (should this be sought to be introduced) from any businesses contributing to the BID.
45. Representatives from the licensees' community in the city centre raised some concerns over the prospect of committing to support the night time economy through the BID whilst also contributing through the Late Night Levy. Therefore, in order to secure the commitment of resources dedicated to the Night Time Levy the BID would seek assurances from the Council that any paying members of the BID would be exempt from any future Late Night Levy (should this be sought to be introduced) on the basis of the contribution outlined above.

#### *BID Support*

46. As part of the BID process the Council are required to undertake baseline service statements which set out current levels of service provision within the BID area for both statutory and non-statutory provision. These allow the BID Company to understand the level of services currently in place so that it can provide services and projects that are additional. These statements are not legally binding but do provide an outline of the commitment to provision of services.
47. The City of Cardiff Council will be the organisation responsible for collecting the BID levy and subsequently will incur costs to administer the collection. The council will charge the BID to cover the costs of these activities.
48. In order that the BID company can begin delivering projects it is proposed that a sum will be provided in advance of future payment of the Levy on the basis that this sum will be taken from future collections of the levy. This will enable the BID to begin delivering projects and services should the ballot be successful

49. The Council as the relevant billing authority will need to enter into an Operating Agreement with the BID which sets out the arrangements for collection, and distribution of the funds collected. This will set out the timing of the distribution of funds after collection. The costs of undertaking the collection will be recharged to the BID. A draft Operating Agreement is attached as Appendix B. The full operating agreement will be determined should a BID company be established.
50. Whilst many ballots are undertaken by the local authority, the Cardiff BID ballot will be undertaken by Electoral Reform Services.
51. If established, a board of directors will also be appointed for the newly established BID. Typically there is representation on the board from local government, though voting powers are limited by legislation to 20%. It is proposed that the Council's representative is the Director of Economic Development.
52. In the event of this arrangement being put in place the Director of Economic Development will also update local Councillors covering the area of the proposed BID on issues that will affect local residents.
53. In addition, and to reflect the growing resident population, the Director of Economic Development will also seek to establish formal links with resident groups to update them on City Centre management issues.

#### **Reason for Recommendations**

54. To establish the Council's position on the Business Improvement District, and if approved to outline the support to be provided.

#### **Financial Implications**

55. The attached report provides an update on the proposals to develop a Business Improvement District (BID) in the city centre and outlines the potential role and impact on the council, if businesses identified as potential bid levy payers vote to proceed with a BID.
56. The council has appointed consultants to lead on the necessary work required to develop the proposal, make the necessary arrangements to hold a ballot and in the event of a 'Yes' vote, assist with the implementation phase of the BID. The fee agreed (£93,776) as part of their appointment covers all support costs (including the ballot) and is fully funded from the council's revenue account. As part of their engagement the consultants have prepared a draft business plan, which sets-out how the BID will operate and the associated resource implications.
57. In the event that the ballot secures a decision to proceed, a non-profit BID company is to be established to oversee the delivery of the BID. The company will be fully resourced from the levy that it places on the BID area. The proposal indicates that the BID could generate around £1.5 million based on a levy of 1%. However, the BID Levy Rules are yet to be finalised and the actual levy collected will be impacted by decisions

such as the way exemptions and discounts may be applied and the actual collection rate achieved.

58. The draft business plan allocates over 83% of the first year's levy to deliver project activities and initiatives, 14% has been earmarked to meet the BID company's operating costs, with the balance (just under 3%) set aside to cover contingencies. The sums allocated to each heading may need to be flexed as part of the process to fine tune the business plan i.e. once the final rating list is agreed and BID levy rules have been determined.
59. Within the BID area the council has a number of hereditaments and therefore it could become a levy payer itself. Based on the attached proposal the new BID Levy is estimated to cost the council circa £30,000 in the first full year of operation. The BID Levy costs will need to be met from within existing budgets of those service areas operating within the BID area.
60. The council will have a key role in supporting the BID company through the setting-up and management of a separate 'BID Revenue Account'. The council's Revenue Services will be responsible for billing, collecting and enforcement matters in connection with the BID Levy. In order to support this function specialist software will need to be purchased, installed and tested ahead of the agreed billing date. It is important that sufficient time and the appropriate level of resources are set aside to complete these critical tasks.
61. Detailed discussions have been scheduled to take place with the council's software suppliers in May. This should enable a detailed project plan to be agreed to implement the software required and also firm up on the costs involved. At this stage it is not certain that this software will be functional in time for the start of the BID.
62. The council and BID company's respective roles, responsibilities and obligations will be fully set-out in the Operating Agreement and associated schedules. A draft agreement is attached at Appendix B. It is understood that these arrangements are to be concluded on the basis that the council will be reimbursed all costs incurred in setting-up, operating and reporting on BID Levy matters. The final business plan will need to ensure that the resources set aside for 'Levy set-up and collection', reflect the agreed Operating Agreement.
63. The regulations provide that all BID income and expenditure is accounted for through a separate 'BID Revenue Account'. This includes amounts which remain outstanding following enforcement action, details of which will be passed on to the BID company to consider as part of their debt management procedures. Therefore, the council will not be responsible for any deficits arising within the BID Revenue Account.
64. The BID Levy, as collected by the council, remains the property of the council and is ring-fenced for the specific purpose of the BID. Therefore, once the details relating to the BID company have been finalised (including the business plan and financial management arrangements),

the Council will need to undertake a final review and satisfy itself that all the necessary arrangements are in place. The review will need to ensure that the governance structure is appropriate and robust accounting and reporting arrangements are in operation. The final business plan will need to demonstrate that income, expenditure and cashflow projections are in-line with the proposal and that VAT, taxation matters and audit requirements have all been factored in, as appropriate.

65. The proposal to exempt BID levy payers from any Late Night Levy scheme that may be introduced by the council in future will need to be considered as part of any future report brought to Cabinet on such matters.
66. Any request for an 'advance payment' of levy revenues will be assessed once the final business plan has been reviewed and the financial management arrangements are clearly understood. The cashflow implications associated with any advance and its subsequent repayment will need to be clearly set-out within the business plan.
67. The services of the City Centre Management Team as they relate to the activities of the BID company will need to be baselined and agreed through a service level agreement. The agreement will be based on the existing level of resources committed to the management of the city centre and therefore be contained within existing budgets. A further report will be presented to Cabinet following the ballot and the financial implications of any outstanding matters will need to be fully set-out within that report.
68. Once approved the BID Levy will operate for a term of up to 5 years after which a re-ballot is required to continue the BID Levy, otherwise the Operating Agreement will terminate.

### **Legal Implications**

69. The establishment of a Business Improvement District is to be conducted in accordance with the Business Improvement Districts (Wales) Regulations 2005.

### **RECOMMENDATIONS**

The Cabinet is recommended to:

- a) Note the receipt of relevant information relating to the proposed Cardiff Business Improvement District including a summary business plan and boundary
- b) Delegate authority to the Director of Economic Development to exercise the Council's vote in support of the proposed BID Ballot in respect of the hereditaments in the Council's ownership within the BID area subject to any detailed clarification of the information received being satisfactory and subject to no material change in the Summary Business Plan..



- c) Delegate authority to the Director of Economic Development, in consultation with the Leader of the Council, the Chief Executive, the Section 151 Officer and the Monitoring Officer to conclude a Service Level Agreement with relation to City Centre Management and to bring any agreement to Cabinet for approval.
- d) To note the proposal to exempt BID levy paying members from Late Night Levy (should the Council choose to introduce it in the future) on the basis that the Business Improvement District will allocate a sum equal to or greater than the figure that would be collected from the imposition of a Late Night Levy.
- e) Delegate authority to the Section 151 Officer in consultation with the Leader of the Council, the Chief Executive, the Director of Economic Development and the Monitoring Officer to negotiate an advance to the BID company should the ballot be successful, and on the basis that any advance would be repaid through levy collection and paid within the current financial year and so that any proposed payment would be brought to a future Cabinet meeting for approval.
- f) Delegate authority to the Section 151 Officer in consultation with the Leader of the Council, the Chief Executive, the Director of Economic Development and the Monitoring Officer to negotiate and complete a BID Operating Agreement on behalf of the Council.
- g) To nominate, should a yes vote be achieved, the Director of Economic Development as the Council representative to the board of the BID company.

**NEIL HANRATTY**

Director

13 May 2016

*The following appendices are attached:*

*Appendix A: Cardiff BID Summary Business Plan*

*Appendix B: MOSAIC Operating Agreement Template*

*Appendix C: Cardiff Ballot Authorisation Letter*



BUSINESS  
IMPROVEMENT  
DISTRICT  
ARDAL GWELLA BUSNES

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2016-2021

SUMMARY BUSINESS PLAN

A Cardiff BID could mean £7.5 million being raised by businesses and...  
INVESTED BY YOU  
MANAGED BY YOU  
BENEFITTING YOU

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## INTRODUCTION

FROM THE TASK GROUP CHAIR

I am delighted to be able to introduce this draft Summary Business Plan for Cardiff Business Improvement District (BID). The Plan is the result of extensive engagement and consultation with Cardiff businesses. A Task Team made up of local business representatives has been working hard, using the business feedback, to create objectives, projects, budgets and potential governance structures for a Cardiff BID. The time is right for a Business Improvement District in Cardiff city centre and we hope you take the time to read through the plan and offer further and final feedback on the ideas it includes. Cardiff is one of the last remaining UK cities without a BID and whilst our city centre is performing well, our competitors are adopting BID's to become more organised and are investing significantly in making their city centres great places to visit, meet, study, work and invest. Surely that is a vision that benefits the Capital City?

The BID is a great way to develop and manage the environment in which we all operate, providing business leadership for an area and acting as a stimulus for visible improvements, but importantly it also provides a united voice of influence and opinion.

The Cardiff BID will provide the opportunity for us to self-fund projects, for the benefit of all businesses in the area through tackling specific local issues and thereby enhancing the overall experience for visitors, shoppers and workers alike.

Businesses so far have said the BID should focus on encouraging people to visit more often, stay longer and invest more in the city centre. We want to hear even more views from businesses and hope the ideas in this draft plan will prompt greater discussion leading towards a ballot of businesses and a convincing YES vote in June 2016.

SIMON PHILLIPS  
Marks & Spencer



## WHAT IS A BUSINESS IMPROVEMENT DISTRICT (BID)?

A BID is a **business-led initiative** supported by government legislation, which gives local business the power to get together, decide what improvements they want to make in their city centre, how they will manage these and what it will cost them. BID's have the power to raise and spend funds locally, with the sole aim of improving their trading environment.

BIDs have a maximum term of 5 years, which gives them a good length of time for businesses to feel the benefit of the services and projects delivered by the BID. BID's deliver services and projects that are always in addition to those provided by the public agencies including Cardiff Council and the Police.

BIDs are usually run by not for profit companies and are **controlled by the businesses that fund them**. They are run as a private sector organisation with a business mind-set.

A BID can only be formed following extensive consultation with businesses. The ideas from the consultation are included in a business plan. A postal ballot is then carried out giving each eligible business the opportunity to **vote for the implementation of the BID Business Plan**. Since the legislation was introduced in the UK in 2004 nearly 200 BID's have been formed, in locations including Belfast, Birmingham, Bristol, Leeds, Liverpool, Nottingham, Sheffield, Edinburgh and over 50 in London.





## WHY DOES CARDIFF NEED A BID?

Cardiff city centre is compact, vibrant, cosmopolitan, and great value for money. Cardiff is also one of the UK's fastest growing cities, with a rising population, new development and investment. It has been named as one of the best shopping destinations in the UK, hosts' brilliant major events that draw people from all over the UK and abroad, and is already one of the most liveable capital cities in Europe. So why does Cardiff city centre need a BID?

The city centre is performing well but if Cardiff aspires to continue to be amongst the best it needs to improve and become an even better place for people to visit, meet, study, work and invest. A key part of making this happen is a "Yes" vote for Cardiff BID.

Cardiff continues to be rejuvenated; with major new developments, infrastructure and investment, yet public sector cuts and reduced spending are an ongoing challenge, one faced by every UK city. A BID is a key piece in the jigsaw, which opens the door for all business sectors (retail, leisure, office, entertainment, culture) to work together with the public sector to create a meaningful resource and have a greater say in making change happen – to make the best of what we have already and invest in improvements.

Cardiff is one of the few remaining UK cities not to have established a BID, and our neighbours and competitors are already benefiting from businesses taking that leap to invest in their own future and are now reaping the rewards.

## WHAT'S HAPPENED SO FAR?

CONSULTATION OVER THE PAST 6 MONTHS HAS BEEN EXTENSIVE, INCLUDING:

**1**

A city centre business survey distributed to 1,000 businesses

**2**

Formation of a BID Task Group – representative of the BID study area both by sector and geographically (see Cardiff BID Task Group)

**3**

Consultation with the Public Agencies who currently provide services within the city centre

**4**

Programme of workshops – to allow businesses to engage with the process in more depth

**5**

One-to-one business meetings

**6**

Presentations to the sector groups such as the Cardiff Hoteliers Association

**This DRAFT SUMMARY BUSINESS PLAN brings all of the above together represents the next stage in our consultation with businesses; we hope the content of this document will trigger even more interest and discussion.**

“ A BID in Cardiff is an opportunity for the city to thrive. Businesses will be able to collectively invest in the market in which they trade and in doing so ensure the environment is attractive as possible to existing, potential and future customers.”

**ANDREW PHILLIPS**  
Savills

## MEET THE CARDIFF BID TASK GROUP

The Task Group was formed by a representative group of businesses that volunteered to work towards preparing the business plan and the ballot.



**Simon Phillips**  
Marks & Spencer &  
Task Group Chair



**Marie Fagan**  
Hilton Hotel/  
Cardiff Hoteliers  
Association & Task  
Group Vice Chair



**Cliff Vanstone**  
John Lewis



**Natasha Williams**  
S.A. Brain



**Nick Newman**  
Brewhouse/  
Cardiff Licensees  
Forum



**Bruno Nunes**  
Peppermint Bar/  
Independent  
Business



**Phil Sheeran**  
Motorpoint Arena



**Stephen Widnall**  
Rightacres  
Property Co Ltd



**Ken Poole**  
City of Cardiff  
Council



**Paul Williams**  
City Centre  
Manager



**Nigel Griffiths**  
Chief Inspector  
South Wales  
Police



**Stephen Madeley**  
St David's  
Partnership



**Andrew Phillips**  
Savills / Castle  
Quarter

The Task Group also includes: Richard White, Boots

## WHAT WE PLAN TO DO

It is important that the BID projects reflect the ideas and address the needs of the businesses who are investing into it. Our consultation to date has found that businesses across all sectors share many similar priorities and needs.

Over the next 5 years, businesses have said that they would want **A BID TO FOCUS ON ENCOURAGING PEOPLE TO VISIT MORE OFTEN, STAY LONGER AND INVEST MORE IN THE CITY CENTRE.** You have told us that the BID needs to spend its first term **building credibility and making a visible difference.** This means improving the quality and consistency of the city centre experience for all our businesses, visitors, employees, students and investors. **Once we have achieved our goals we will actively seek recognition for what we have accomplished through accolades and national awards.** Businesses want to be more involved in shaping the decisions that affect them most and to work together to genuinely influence the way the city centre is managed.

**IN SUMMARY, BUSINESSES HAVE SAID IN THE FIRST 5 YEARS THEY WANT THE CITY CENTRE TO BECOME MORE:**

## WELCOMING

Providing a Capital welcome that is cleaner, safer and greener

## VIBRANT

That is lively, entertaining and easier to know about and to get to

## INFLUENTIAL

Business working better together, reacting quickly, with resources, whilst helping to reduce costs

Cardiff embracing the BID would be a great step forward in securing collective responsibility for improving our fantastic city.”

NATASHA WILLIAMS  
S.A. Brain

“Focussing resources and strategy will enable us to be far more effective, helping Cardiff city centre to be an attractive, vibrant and thriving trading centre into the future.”

STEPHEN WIDNALL  
Rightacres



# WELCOMING

£3M OVER 5 YEARS

## BUSINESSES SAID...

We need to get the basics right and to improve standards and the presentation of the city centre, making it look good, feel safer and better managed. You want quality public realm and cleaner streets, enforcement of anti-social and unlicensed activity and investment to ensure customers can enjoy the night time economy without fears about safety and anti social behaviour.

## CARDIFF BID WILL...

### CLEANER

- Find a dedicated **cleansing and waste team** to deal directly with business concerns; carry out tactical cleaning of frontages, doorways and hot spots that can quickly and efficiently target problem areas over and above those currently provided by the Council; and responding to business call outs and report/liaise with Cardiff Council.
- Work with Cardiff Council to ensure their cleansing and collection schedules supports the needs of the city centre businesses e.g. 'morning after', following major events, timely waste collections. Also, to work to provide information and advice to businesses on the presentation of waste.

### SAFER

- Support a team of uniformed BID-branded **Cardiff Ambassadors** dedicated to ensuring the city centre is a safe, secure, managed environment. This team will provide a warm welcome to the BID area, be a hub of information for visitors and businesses, and become the face of our city centre.
- The BID is committed to investing in the management of the evening and night time economy, and to strengthening business participation with crime reduction partnerships and supporting any **new or improved business crime management initiatives**.
- Add value to existing night time economy schemes, for example the **Street Pastors and Taxi Marshalls**, where they continue to provide valuable on street support for the city's night-time visitors. That means even more residents; students, visitors and employees will be able to benefit from the reassurance of using the city centre at night.

- The BID will seek to work with Cardiff Business Safe to continue to grow the existing **RadioNet Scheme**, a valuable tool linked with CCTV which shares information on incidents of crime and anti-social behaviour and potential offenders. The BID will look at linking the proposed Ambassadors and its 700 business members with the scheme, as well as seeking to reduce the cost to businesses, increase coverage and its effectiveness.
- Work with agencies around the reduction and improved management of the homeless community and strategies to **manage street begging and drinking**, both of which are highly visible on the streets.

## HOW WE WILL WORK WITH THE LATE NIGHT LEVY?

The late night levy is a local authority power to raise a financial contribution from late-opening (after midnight) alcohol suppliers towards policing the night- time economy. This is separate from the BID, with Cardiff Council & the Police considering introducing a city wide Late Night Levy in the near future.

- The BID will secure a **Late Night Levy exemption** for licensees located within the city centre BID area
- Licensed businesses that fall below the proposed £25,000 rateable value BID threshold and decide to take out voluntary membership of the BID (see below - How are BID's funded? page 18), the BID is committed to paying any future Late Night Levy. This is to ensure that all BID businesses are competing on an equal footing and encourage the growth of small independent licensees.



### GREENER

- Provide and tend to **additional planting and lighting** initiatives and help install floral displays to achieve a more attractive 'softer' environment across the whole of the BID area.
- Work with property owners and local authorities to urge for the improved presentation of the **key arrival points/gateways** and to be proactive in removing the clutter and distractions that currently exist.

# VIBRANT

£4M OVER 5 YEARS

## BUSINESSES SAID...

Cardiff has a great profile across the UK and globally as a city of attractions, big brand and independent shopping, international sport, culture and entertainment. There are also 1.6 million people living within an hours travel to the city centre and a footfall of some 40 million a year. You want the BID to focus on improving the city centre experience, whether for residents, students, employees and visitors. This means **making it easier to travel into and out of the city centre, capturing people more frequently and keeping them here for longer.** This would mean making the city centre busier and vibrant, both day and night, and all year-round.

## CARDIFF BID WILL...

### ENTERTAIN

- Invest in a city centre entertainment – to draw people into and around the whole BID area week in week out. Smaller, **more focused and more frequent street entertainment** will familiarise visitors with the entire city centre, and create a positive, welcoming atmosphere.

### EVENTS

- We know the city is celebrated for its major events that enhance both the reputations of Cardiff and Wales. We will establish which events drive business growth with an objective of enhancing the events calendar to drive an even greater return for all sectors. This will include: **providing additional funds to support existing events that evidently boost business and establish new events in current quiet periods** which will

increase footfall and spend e.g. fashion, food, culture, music, film and so on, e.g. Vogue's Fashion Night Out in Heart of Manchester BID.

- We will work with the Millennium Stadium, Stadium Events Group, Cardiff Council and tourism partners to ensure **businesses have an open and positive input to the bidding, planning and management phases of major events held across the centre.** The BID would help coordinate a cross sector business group to discuss securing major events and commitments towards value for money, timing, frequency, impact and promotion.
- **Christmas campaign** -working in conjunction with other partners to build on and add value to the Christmas season in Cardiff city centre. The BID will ensure Christmas kicks off with a bang and is a world class and memorable experience.

### INDEPENDENT

- **Independent businesses and the historic arcades are a crucial and distinctive feature of Cardiff's retail and leisure offer.** The BID is committed to celebrating and supporting their vital contribution to the charm, character and diversity of the city centre – this means there really is something for everyone.
- The BID will **ring-fence over £100,000 per year exclusively for supporting independent businesses** priorities for example marketing, and form a new independent business group to recommend how this fund is spent each year. In addition the proposed investment in entertainment, events and marketing will include bespoke independent aspects to each campaign.

### STUDENTS

- There are 75,000 students within the catchment of city centre, and with new developments taking place, the number of students living in the centre continues to grow. The BID will forge closer links between businesses, universities and colleges to build a greater understanding of how to **create an exciting and appealing offer**, to manage issues as they arise, and hopefully encourage more students to choose Cardiff and stay here once qualified.

### CITY CENTRE WORKERS

- Many office sector businesses have told us how important a vibrant, safe and accessible city centre is to the recruitment and retention of their workforce. The same has been said about encouraging clients and suppliers to visit and spend more time in Cardiff. **The BID would ensure that the Cardiff city centre experience is good for their employees and good for promoting their own business.**







“ Cardiff is such a fantastic city and embracing Cardiff BID will provide Independent businesses like mine, with an excellent opportunity to promote and enhance what we already have. Put simply, the BID will work for all city centre businesses and will have the opportunity to sit at the table of all the key decision making forums of our city thus aiding the representation of ourselves far better than anything else has ever in the past.”

**BRUNO NUNES**  
Peppermint Bar

### AFTER WORK & EVENING ECONOMY

- Successful cities have often established diverse retail and leisure experiences that appeal to employees and visitors in the evening. The BID will work with businesses to **establish a strong and viable evening economy** that encourages people of all ages to stay in the city after work, or to visit the city more regularly in the evening.

### PUBLICISE IT!

- If we are putting on entertainment, running events, have special promotions or know about the great things our partners are doing, **the BID will have a solid communications strategy and make sure all 700 levy paying businesses know about it so you can also tell your customers and employees.** We will liaise with the shopping centres and other agencies who are already marketing themselves and Cardiff – in order to **avoid duplication and to improve the coordination of information.**
- We will develop effective website and digital platforms and excellent media relations to spread the word.

### EFFORTLESS

- Working with the Council, transport and parking operators, the BID will seek to **make it easier to access and to navigate around the city centre.** The BID will promote information about routes into the city, car parking availability/locations/cost, navigating the city centre, opening hours, best times to visit the city, and so on. Lack of clarity around these issues can prevent people from visiting the city particular during peak periods and major events.
- We will **support cyclists through improved secure facilities.**

- We will review existing information signage to reflect the changing appearance and behaviours of city centre users and invest in this **so that the whole business community feels that it is cohesive, consistent and easier for people to use.**

### IDENTITY & RECOGNITION

- The BID would establish an **instantly recognisable identity**, so visitors know they are within a managed area and can expect a high quality, lively, diverse and memorable experience provided by the BID.
- We will **actively seek national recognition for what we have achieved** in making the city centre more Welcoming and Exciting through national awards.
- The BID would work with partners responsible for the place marketing and management of Cardiff and support a strategy to widen Cardiff's appeal - to help promote to a wider audience beyond the immediate catchment area and into national and international markets. Key targets would be business tourism and conferences.

“ Cardiff does partnership very well - we are much stronger as one and by working together we can reduce our costs and help the city centre to flourish.”

**MARIE FAGAN**  
Hilton Hotel

# INFLUENTIAL

£500K OVER 5 YEARS

## BUSINESSES SAID...

The business community needs to work more collectively, binding all the key sectors together around mutual priorities. You also want an independent business voice that is heard on the bigger issues and with the resources and clout to get things done and help you perform effectively.

The Cardiff business environment is clearly on the move and the BID will represent your interest wherever it can. For example, there are important discussions taking place around new investment, transport infrastructure and Council resources, the Cardiff Capital Region, City Deal and Enterprise Zone.

## CARDIFF BID WILL...

### INFORM & REPRESENT

- Cardiff BID will provide a **collective voice for over 700 businesses** and several sectors, and will communicate and negotiate with other key representative groups.
- The BID has a **commitment to regularly communicate progress** with businesses through quarterly newsletters and annual reports.
- We will have independent resources and the financial capacity to **influence and inform key decisions** that are vital to the city centre and keep you informed of key issues that matter to you.
- The BID will also be able to undertake its own **independent research** in to the key issues that affect businesses and to help influence city decision-making.

- Lobby Cardiff Council and other regional agencies on behalf of BID businesses. We will have **regular meetings with senior Political leaders and Council Officers**, providing access to robustly represent the views of the BID community.

### COLLABORATE

- We will provide a **focus point for strengthening business networks, communications, incubating new ideas** and collaboration between all city centre businesses regardless of sector.
- We will work with local authorities and economic development agencies to assist them with **attracting local, national and international investors**.

## CUT BUSINESS COSTS- IMPROVE PERFORMANCE

- We will use our collective buying power to **negotiate discounts on business costs** such as waste collection, energy, insurance, legal fees etc.
- The BID will inform you of any new economic initiatives with business finance or grants to support your growth. For example the Digital Cardiff project that offered grants to upgrade to super-fast broadband.

“ I am very supportive of the Cardiff Business Improvement District - bringing together retailers and other city centre businesses, to have a direct say in how their money is spent, will help bring focus and additional activity to our City.”

CLIFF VANSTONE  
John Lewis



## HOW ARE BIDs FUNDED?

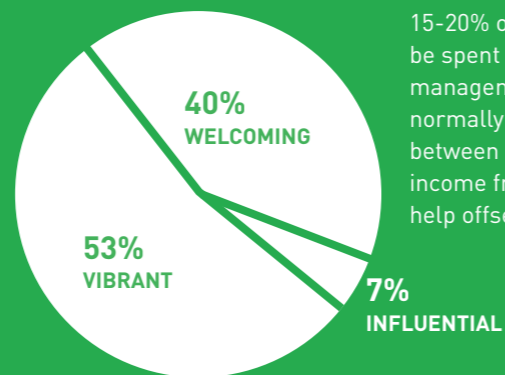
BIDs are funded by the businesses within the BID area. If these businesses vote yes for the BID this will raise over **£1.5M PER YEAR FOR FIVE YEARS, EQUATING TO £7.5 MILLION** to deliver the improvements that will directly benefit your business and the city.

If the BID vote is successful, all eligible businesses will pay a levy of circa 1% of the rateable value of the business. Smaller businesses with a rateable value of less than £25,000 will be exempt from paying the levy. Below the table gives an example of

how much the BID levy will be. The BID levy is an investment and typically for every **£1 INVESTED, BUSINESSES CAN EXPECT TO SEE A £3 RETURN.**

It is possible for businesses that are exempt such as those below £25,000 in rateable value and those in sectors outside Retail, Leisure, Culture, Tourism, Office and Commercial to make a voluntary investment which entitles them to all the projects and services outlined in the Business Plan as well as full rights in the governance and management of the BID Company.

## TOTAL BUDGET £1.5M PER ANNUM



15-20% of the income will be spent on overheads and management of the BID. BIDs normally expect to generate between 15-20% additional income from other sources to help offset its overheads.

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RATEABLE VALUE	MAXIMUM ANNUAL LEVY	MAXIMUM DAILY EQUIVALENT
£25,000	£250	£1.20
£50,000	£500	£2.40
£75,000	£750	£3.60
£100,000	£1,000	£4.80
£200,000	£2,000	£9.60
£300,000	£3,000	£14.40
£750,000	£7,500	£36.00
£1,000,000	£10,000	£48.00
£2,000,000	£20,000	£96.00

## CARDIFF BID AREA

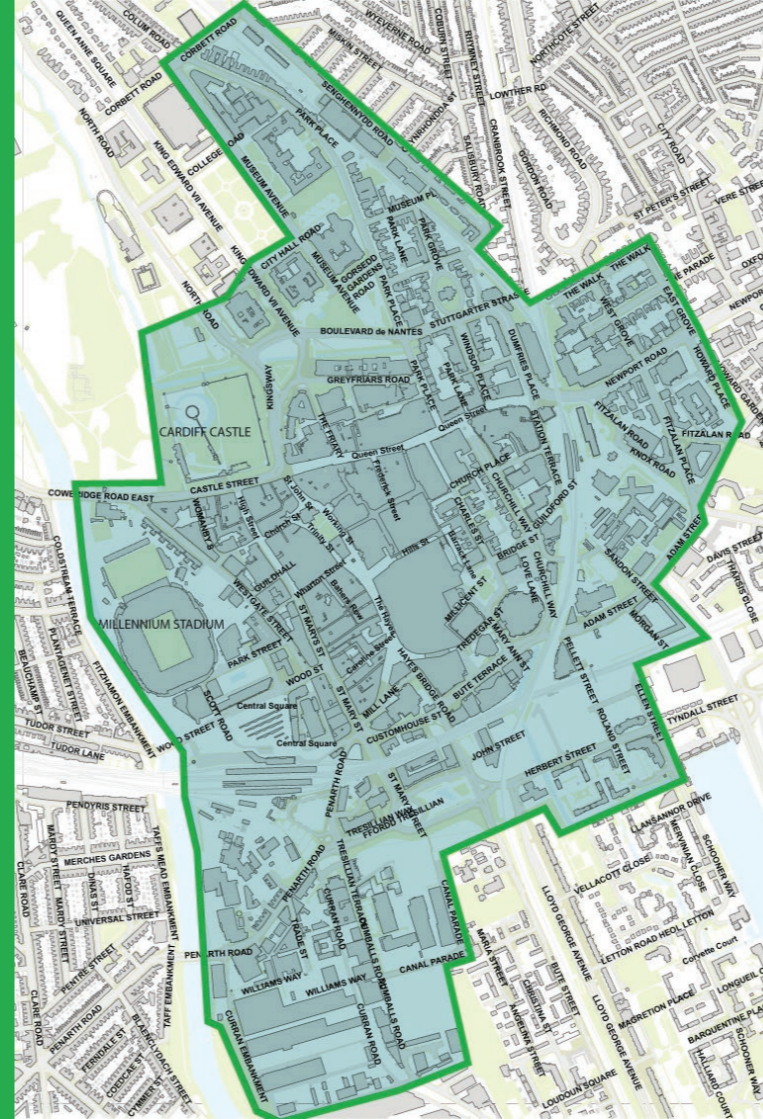
Cardiff has developed with several distinctive business zones all within close proximity to the centre of the city. The draft BID area has been carefully chosen to include all of these established and developing zones, and the key business sectors reliant on the city centre for commerce, infrastructure and profile.

## HOW WOULD A CARDIFF BID BE MANAGED AND CONTROLLED?

To deliver the improvements in the city centre an independent, not-for-profit company will be set up. The BID company will be led by a voluntary board elected by businesses paying the BID levy and directly accountable to all levy payers. **BIDs are normally lean and efficient organisations and there will be a BID Director and up to two support staff.**

Funding raised by the levy can only be spent within the BID area on delivering the services and projects that are set out in the formal Business Plan. The BID can last for a maximum of 5 years before going to vote again.

Throughout the 5 year term the BID company will have to demonstrate to levy payers how the BID is benefiting the city centre and the businesses within it. The BID can raise additional money and seek match funding on projects to ensure that businesses get even better value for money. **A BID will keep its overheads as low as possible** with professional paid staff and operating costs like amounting to no more than 20% of its total income, this will be clearly set out in the final BID Business Plan.



## THE BALLOT

BIDs are democratically elected in that for a BID to be established a ballot of all eligible businesses in the BID area must be held - a ballot for the Cardiff BID is planned to take place in June 2016. Over 50% of businesses that vote, must vote Yes. For the BID to go ahead those business that voted Yes must represent a greater total of rateable value than those that voted No. The BID can operate for a maximum of five years before going to vote again. Businesses cannot 'opt out'; **if the BID gets a majority YES vote, everyone contributes and everyone benefits.**

## YOUR QUESTIONS ANSWERED...

### IS THERE A WAY FOR THE COUNCIL TO SAVE MONEY?

**Definitely Not.** Cardiff BID will be an independent, private, not-for-profit company. The BID will be formed for and monitored by, the levy-paying businesses, and will operate solely to deliver the projects contained within the Cardiff BID Business Plan – that's why it is so important to get the business plan right! All projects and services delivered by the BID will be new, or in addition to Council services. Legally, a BID can only deliver over and above existing services and part of the BID's role will be to ensure local public agencies are delivering against the baseline statements they have already provided to the BID team.

### ISN'T THIS WHAT I PAY MY RATES FOR?

**No.** Rates are a property tax used to fund both local and national services. They are collected by Cardiff Council on behalf of the Government. The BID Levy is an investment, it will go to a separate bank account and be spent entirely on fulfilling the objectives of

the BID Business Plan—so 100% of the money will be spent on improving the BID area in Cardiff.

### HOW MUCH WILL THIS COST ME?

The levy is based upon **1% of the rateable value** of each eligible property for businesses with a rateable value exceeding £25,000. The total annual budget will be in the region of £1.5 million, all of which will be directly invested in projects to improve the BID area.

### WHY SHOULD I VOTE YES?

If you vote YES in June 2016 you can expect to see a better promoted, maintained and managed city, and more support, including reduced costs, for your business. The BID will only go ahead if the majority of those who vote, both by number of businesses and by total rateable value, say YES.

### WHAT HAPPENS IF I VOTE NO?

Cardiff is one of just a few major cities left across the UK without a BID. If you vote no to a Cardiff BID you are effectively saying no to additional sustainable funding to support our city centre whilst our competitors are increasing their spending. Without this investment we will lose the opportunity to improve the city centre– we will lose the opportunity to make a difference!

#### If you have any questions or for more information contact:

**OWEN DAVIES** BID DEVELOPMENT MANAGER  
TEL 07809 594524 EMAIL [owen@themosaicpartnership.co.uk](mailto:owen@themosaicpartnership.co.uk)

**PETER DAY** SENIOR PROJECT MANAGER  
TEL 07712 839767 EMAIL [peter@themosaicpartnership.co.uk](mailto:peter@themosaicpartnership.co.uk)

**MO ASWAT** PROJECT DIRECTOR  
TEL 07789 792454 EMAIL [mo@themosaicpartnership.co.uk](mailto:mo@themosaicpartnership.co.uk)



THE **MOSAIC** PARTNERSHIP  
PEOPLE TRANSFORMING **PLACES**

BID Operating Agreement  
Template

For Discussion

THE MOSAIC PARTNERSHIP  
MOOR FARM | PRESTONS LANE, COALVILLE  
LEICESTERSHIRE LE67 8FR | UNITED KINGDOM  
+44 (0)7789 792454 | [THEMOSAICPARTNERSHIP.CO.UK](http://THEMOSAICPARTNERSHIP.CO.UK)

**Dated**

## **BID LEVY OPERATING AGREEMENT**

*(Insert Local Authority)*

**- and -**

*(Insert BID Company)*



- set out the procedures for accounting and transference of the BID Levy;
- provide for the monitoring and review of the collection of the BID Levy;
- confirm the manner in which the *(Insert Local Authority)* expenses incurred in collecting the BID Levy shall be paid.

## 1. Statutory Authorities

*To be inserted by Local Authority Legal Section*

## 2 Commencement

This Agreement shall not take effect until the Ballot Result Date and in any event shall determine and cease to be of any further effect in the event that:

- the *(Insert BID Company)* fails to secure approval of the Proposals, Renewal proposals or Alteration Proposals in a ballot, renewal ballot, alteration ballot or rebalot;
- the Secretary of State declares void a BID ballot renewal ballot alteration ballot or re-ballot;
- the *(Insert Local Authority)* exercises its veto and there is no successful appeal against the veto;
- the BID Term expires save where the *(Insert BID Company)* secures approval of Renewal Proposals in a renewal ballot or Alteration Proposals in an alteration ballot or Proposals in a rebalot in which event this Agreement shall continue until the expiry of the BID Term set out in the Renewal Proposals, Alteration Proposals or the Proposals set out in the rebalot provided, in relation to Renewal Proposals and Alteration Proposals the Council consents to such continuation;
- the *(Insert Local Authority)* exercises its discretion to terminate the BID Arrangements in exercise of powers under regulation 18 of the Regulations.

## 3 Setting the BID Levy

As soon as possible upon the Ballot Result Date the *(Insert Local Authority)* shall:

- calculate the BID Levy for each BID Levy Payer in accordance with the BID Levy Rules; and
- confirm in writing to the *(Insert BID Company)* the BID Levy payable by each BID Levy payer

## 4 The BID Revenue Account

As soon as is reasonably practicable following the Ballot Result Date the *(Insert Local Authority)* shall keep a BID Revenue Account in accordance with regulations and accounting codes of practice in force at the time and provide written confirmation to the *(Insert BID Company)* of the same.

As soon as reasonably practicable following the Ballot Result Date the *(Insert BID*



Company) shall provide the *(Insert Local Authority)* with details of its bank account into which the BID Levy shall be transferred from the BID Revenue Account and any other details which the *(Insert Local Authority)* may reasonably require.

The *(Insert Local Authority)* will pay to the BID Company on account for services provided in administering the BID arrangements on behalf of the *(Insert Local Authority)*, each month a sum equal to the monies collected in the month and properly credited to the BID Revenue Account net of cost of collection and refunds. The payment to be made within 10 working days of the month end.

Annually the *(Insert Local Authority)* will pay to the BID Company or receive from it the balance of monies having taken account of the monthly on account payments and balance on the BID Revenue Account at the year end. The final payment to be made by 30 June following the year end.

All sums will be subject to Value Added Tax (VAT) where applicable under VAT legislation and regulations in force at the time.

The *(Insert BID Company)* and the *(Insert Local Authority)* as appropriate will issue VAT receipts, where applicable under VAT legislation and regulations in force at the time, for monies received within 7 working days of receipt of the monies.

## **5 Collecting the BID Levy**

As soon as reasonably practicable following the Ballot Result Date the *(Insert Local Authority)* shall confirm in writing to the *(Insert BID Company)* the anticipated date of the despatch of Demand Notices for the initial Chargeable Period and the anticipated Single Instalment Due Date.

The *(Insert Local Authority)* shall serve a Demand Notice on each BID Levy Payer and thereafter shall continue to calculate the BID Levy and serve a Demand Notice throughout the BID Term.

The *(Insert Local Authority)* shall maintain a list of those BID Levy Payers who have paid the BID Levy and those BID Levy Payers who have not paid the BID Levy and shall make the list available to the *(Insert BID Company)* upon its reasonable request.

The *(Insert Local Authority)* shall serve a Demand Notice or amended Demand Notice on a BID Levy Payer as soon as reasonably practicable after the *(Insert Local Authority)* receives notice of a change that affects liability for the BID Levy.

The *(Insert Local Authority)* shall use all reasonable endeavours to collect the BID Levy throughout the BID Term.

## **6 Procedures available to the Council for enforcing payment of the BID Levy**

Procedures for the enforcement and recovery of the BID Levy will be in line with the enforcement procedure for NNDR and the *(Insert Local Authority)* shall comply with these enforcement procedures (where appropriate) in enforcing payment of the BID Levy against BID Levy Payers.

## 7 Enforcement Mechanisms In The Event That The Council Fails to Enforce Collection of the BID Levy

In the event that the *(Insert Local Authority)* fails to enforce payment of the BID Levy pursuant to Clause 8 the *(Insert BID Company)* shall be entitled to serve an Enforcement Notice on the *(Insert Local Authority)* requesting that:

- the *(Insert Local Authority)* serve a Reminder Notice or

- - In the event that the *(Insert Local Authority)* has already served a Reminder Notice that the *(Insert Local Authority)* applies for a Liability Order and the Council shall thereafter provide written confirmation of the action it shall take to comply with the Enforcement Notice.

- If the *(Insert Local Authority)* fails to provide written confirmation of the action it is taking in relation to the Enforcement Notice within 21 days of the issue of the Enforcement Notice the *(Insert BID Company)* shall be entitled to serve an Appeal Notice on the Director of Finance of the *(Insert Local Authority)* and such notice shall:

- detail the Sum Unpaid;

- confirm that the *(Insert Local Authority)* has failed to use the enforcement mechanisms available to it under this Agreement to recover the Sum Unpaid; and

- include written notice requesting that a meeting of the Monitoring Group take place in order to achieve a solution and/or agree a strategy to recover the Sum Unpaid such meeting to take place no later than 28 (twenty eight) days from the date of the Appeal Notice.

## 8 Accounting Procedures and Monitoring

Within 21 working days of the end of the month and every month thereafter (for the duration of BID Term) the *(Insert Local Authority)* shall provide the BID Company with:

- (i) the amount of the BID Levy for each BID Levy Payer;
- (ii) the amount of the BID Levy collected for each BID Levy Payer;
- (iii) details of BID Levy Payers who have not paid the BID Levy;
- (iv) details of Reminder Notices issued;
- (v) details of Liability Orders made or applied for;
- (vi) details of agreement made, if any, between the *(Insert Local Authority)* and BID Levy Payers where it has been agreed that payment of a Demand Notice can be made over a period of 3 (three) months or more from the date of such Demand Notice.

Within one month from the Ballot Result Date the parties shall agree the dates when there will be meetings of the Monitoring Group and there will be at least two such meetings in each Financial Year (throughout the duration of the BID Term) and on all other occasions further meetings of the Monitoring Group shall be arranged by the service of written notice by either party.

At each meeting the Monitoring Group shall only:

- review the effectiveness of the collection and enforcement of the BID Levy; and
- if required by either party review and assess information provided by the parties.

Within 3 (three) months after the end of each Financial Year (for the duration of the Bid Term) the *(Insert Local Authority)* shall provide an Annual Report to the *(Insert BID Company)*

Within 1 (one) month from the date of receipt of the Annual Report in each financial year (for

the duration of the Bid Term) the *(Insert BID Company)* shall provide a BID Company Report to the *(Insert Local Authority)*

The BID Revenue Account will be subject to the normal internal & external audit arrangements of the *(Insert Local Authority)*. The *(Insert Local Authority)* will make available to the *(Insert BID Company)* and its appointed auditors such information as requested by the *(Insert BID Company)* and its appointed auditors and that it is able to do so under legislation and regulation

## 9 Confidentiality

Both the *(Insert Local Authority)* and the *(Insert BID Company)* shall keep confidential and not divulge to any person without the prior written consent of the other party all information (written or oral) concerning the business affairs of the other nor any information which has been exchanged about the BID Levy Payers or Contributors or about other third parties which it shall have obtained or received as a result of operating the BID and this obligation shall survive the termination or lapse of the BID Arrangements.

## 10 Notices

Any notice or other written communication to be served or given to or upon any party to this Agreement to the other shall be in writing and shall be sent to the address provided for above or such substitute address in England as may from time to time have been notified by that party upon 7 days written notice

A notice may be served by;

- delivery to the Director of Finance at the address of the *(Insert Local Authority)* specified above; or
- delivery to the Company Secretary at the address of the *(Insert BID Company)* specified above;
- registered or recorded delivery post to such addresses;
- electronic Communication (provided that it is in legible form and is capable of being used for subsequent reference) to such addresses.

Any notice served shall be deemed to have been validly served or given at the time when in the ordinary course of business it would have been received.

## 11 Contracts (Rights Of Third Parties)

The provisions of the Contracts (Rights of Third Parties) Act 1999 shall not apply to this Agreement.

## 12 Arbitration

The following provisions shall apply in the event of a dispute:

- any dispute or difference of any kind whatsoever arising between the parties hereto out of or in connection with this Deed shall be referred to arbitration before a single arbitrator;
- the parties shall jointly appoint the arbitrator not later than 28 (twenty eight) days after service of a request in writing by either party to do so and each party shall bear its own costs;
- If the parties are unable to agree within 28 (twenty eight) days the appointment of such

arbitrator then such arbitrator (hereinafter referred to as “the Tribunal”) shall be appointed on the application of either party to the President for the time being of the Law Society;

In the event of a reference to arbitration the parties agree:

- to prosecute any such reference expeditiously; and
- to do all things or take all steps reasonably necessary in order to enable the Tribunal to deliver any award (interim, final or otherwise) as soon as reasonably practicable;
- that the award shall be in writing signed by the Tribunal and shall be finalised within 21 (twenty one) days from the date of such award;
- the award shall be final and binding both on the parties and on any persons claiming through or under them.

**Signed by**

***(Insert Local Authority)***

***Date:***

***(Insert BID Company)***

***Date:***

Chief Executive/The Returning Officer  
 Cardiff Council  
 County Hall  
 Atlantic Wharf  
 Cardiff CF10 4UW.

Date: 21 April 2016

Dear Sir/Madam

**FORMAL LETTER TO REQUEST BILLING AUTHORITY TO INSTRUCT BALLOT HOLDER TO HOLD A BID BALLOT**

I am writing on behalf of the Cardiff BID, to formally request that you instruct the ballot holder to hold a BID ballot. The ballot date (the final day of the ballot) will be 30 June 2016.

In line with the requirements of Regulation 4 of the Business Improvement District Regulations of 2004 I confirm the following:

1. The entire cost of holding the BID ballot will be covered by the BID Proposer and that this money is budgeted for.
2. The Local Authority, as the billing authority have been partners in the development of the BID Proposal and as far as we are aware no proposals conflict with any policy formally adopted by them.
3. All potential levy payers and the Billing Authority will receive, before the ballot commences, BID Business Plan which sets out the BID Proposals, the consultation that has been undertaken and financial management details

Please do not hesitate to contact me if you have any queries or require further information.

Yours sincerely



**M. Aswat**  
**Director**

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MAY 2016**

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**CITY OF CARDIFF DIGITAL STRATEGY**

**REPORT OF CORPORATE DIRECTOR RESOURCES**

**AGENDA ITEM: 3**

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

**Reason for this Report**

1. Delivering Digital transformation is not wholly about the use of technology, it is primarily about how an organisation adapts itself to exploit the new capabilities provided by technology.
2. For the Council to deliver digital services requires that the whole organisation understands what is required and how to achieve it. The digital strategy helps define the Authority's response to the challenge of engaging with digital audiences.

**Background**

3. The recent Welsh Government Digital First strategy highlighted the continuing drive towards integrated digital services as the future for public service delivery. The rapid pace of consumer adoption of digital platforms in both the public and private sectors has led to a rising expectation from the public for digital public services.
4. For digital services to be successful they need to be built from the customer experience and aligned to deliver that experience. Digital is a hybrid discipline and requires input, support and resources from across the organisation and not solely from within technology teams.
5. The organisational development programme in place to deliver organisational change across the Council has already delivered a number of key technology projects, and is delivering further technology improvements. To maximise the benefits and efficiencies of these new deployments requires the organisation to have a clear understanding of how they will fit together to form the future digital organisation. Accordingly, the attached Digital Strategy has been prepared, which sets out how the City of Cardiff Council proposes to address all of the components necessary to achieve a successful digital transformation.

6. A number of technology initiatives have been and are being delivered within the Organisational Development Programme (ODP) and significant progress has been made. Digitisation and technology continue to offer opportunities for organisational improvement and efficiencies, and there will remain a key element of the ODP. These include
- i. The deployment of agile working solutions and hot-desking to Social Workers, enabling the release of a building.
  - ii. The deployment of mobile and scheduling technologies to Reablement Care Workers, providing job information on mobile devices.
  - iii. The establishment of Council Tax online services enabling citizens to view balances and pay amounts on line.
  - iv. The installation of a corporate income management solution allowing consistent payment methods online by telephone and in person. Also providing instant management information about the status of payments.
  - v. The deployment of the first tranche of the Cloud based CRM platform acting as an enabler for creation of a citizen portal for all services.
  - vi. The movement of parking permits to an online format.
7. The digital projects already in delivery make up a series of strategic capabilities with defined outcomes as represented by the Strategy Roadmap in figure 1.



Figure 1: Strategy Roadmap



8. The recent NESTA report Connected Councils highlights the sort of digital services that local government should strive to deliver.

*“People can already do a huge amount online, from paying council tax to ordering new parking vouchers. The next phase of online council services will integrate more seamlessly with other digital services..... And instead of a static website, council digital services will be modelled more closely on digital platforms such as Amazon, Facebook or Spotify. They will connect people to others with similar profiles, provide recommendations specific to their needs”*

The differing sorts of approach offered by digitisation are outlined in the NESTA report in the table below. As part of the Authority’s digital approach there are projects in delivery for the first two of these approach and these deliveries will in turn enable the last two whole organisation approaches to be addressed.

Approach	Rationale	Type of saving	Examples
<b>Automate individual processes</b>	Moving from paper to digital for sales, payments, budgets, events etc.	Economies of trimming (efficiency savings)	Electronic filing; automate single process such as ordering goods (green bins, parking permits), making payments, booking an appointment, requesting a license/authorisation.
<b>Digitise processes across organisation</b>	Reduces bottlenecks and creates economies of flow	Economies of flow (reducing bottlenecks)	Move to cloud-based software such as Google Apps for all workforce; digital help-desk.
<b>Digitise organisation</b>	Enables organisations to share data, components	Economies of scale (aggregating back office functions) and scope (combining multiple functions)	Buy or build digital components that can be reused across different departments (e.g. Government Digital Service; Adur and Worthing council)
<b>Business model built around digital platform</b>	Replace traditional management and back office processes with peer-to-peer or crowdsourced accountability	Economies of visibility (mobilising public eyes); economies of responsibility (passing responsibility to citizens)	Airbnb, Uber etc. – constantly harvesting and learning from data, new business models based around empowering workforce or users (and blurred lines between the two groups). Some new organisational models, e.g. distributed and decentralised models such as Buurtzorg share elements of digital business models.

**Figure 2: NESTA Table of digital approaches**

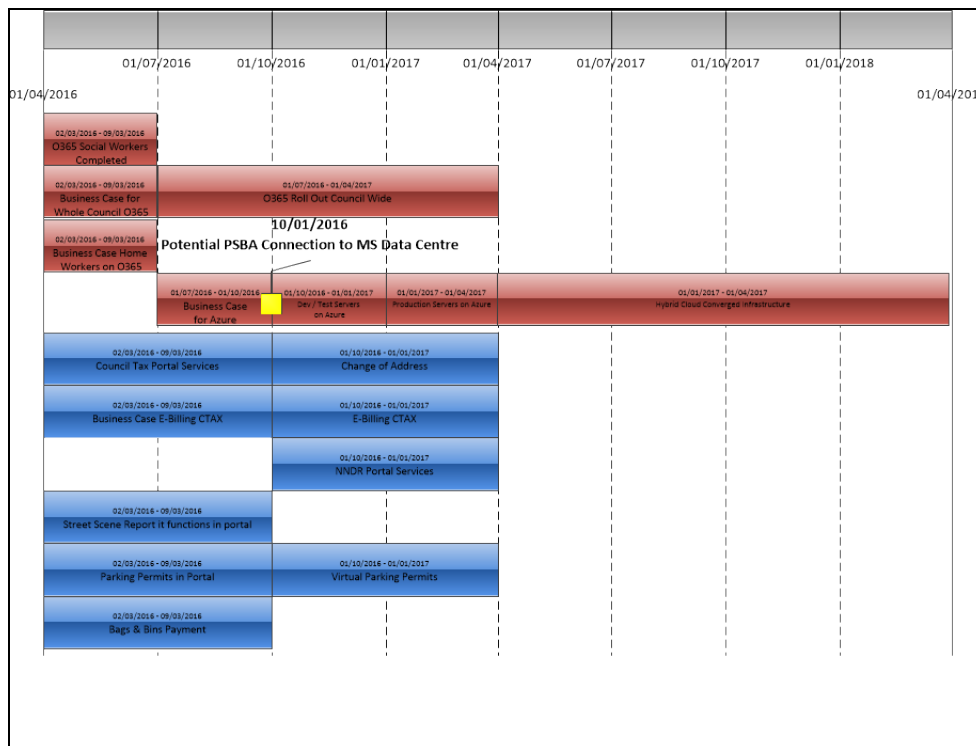
9. This changing technical landscape is further identified in the Society of Information Technology Management (SOCITM) 2015 Report

*“In a curious form of recursion, new ICT itself is driving change in the way in which ICT is delivered for others to use. Salient points are:*

- i. access to the Internet is becoming near-ubiquitous*
- ii. cheap data storage and communications bandwidth is enabling cloud services and new platforms upon which to operate or build new service combinations*
- iii. reliance upon locally owned, sited and operated ICT estates is decreasing*

- iv. mobile device apps that are easy to install, intuitive to use and available on demand are increasingly practical alternatives to more complicated, enterprise-scale line of business applications
- v. dramatically improved user familiarity and capability with consumer ICT is raising customers' expectations, even to the point of criticising workplace ICT
- vi. users increasingly want to choose their own workplace ICT and ICT-enabled work practices.”

10. All of these technical changes point to a rapidly differing paradigm for how and why technology is being deployed to create new public services. For the organisation to adopt these new ways a number of projects are required to deliver both new technical capabilities and also new organisational capabilities.
11. The existing organisational roadmap (see figure 3) of deliveries highlights the interdependence of the digital projects and demonstrates the organisational commitment to transforming the organisation.



**Figure 3: Digital Projects Roadmap**

12. The adoption of digital approaches is happening at pace within Core Cities. The necessary cultural element of change as referenced in the attached strategy is reflected within Bristol City Council's approach to Government as a platform with personalised apps being delivered to support communities and service users joining together to create networks of aligned interest. These networks would ultimately be responsible for designing new services, based on the users need.

## **Reason for Recommendations**

13. The digital strategy needs to be adopted by the whole organisation for the digital transformation to be successful.

## **Financial Implications**

14. In implementing the digital strategy there will be a need for robust individual business cases to be completed. Each individual business case will identify level and source of funding and the level of financial savings that could be achieved.

## **Legal Implications (including Equality Impact Assessment where appropriate)**

15. In order to implement the digital strategy, it is understood that new digital processes will be built and new digital projects designed. Legal advice should be sought and taken into account as the new processes and projects are developed. In developing the new digital processes and projects regard should also be had to the carrying out of appropriate consultation, the Authority's statutory equality duty and obligations in respect of the Welsh language.
16. The strategy sets out actions that the Authority 'will' take. The adoption of the strategy will therefor serve to create an expectation that the matters set out will be delivered. Accordingly, in adopting the strategy the Authority should be satisfied that it has the where with all to deliver the matters referred to.
17. In approving the strategy, the Authority needs to be satisfied that the strategy has been prepared having regard to the Authority's public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of 'protected characteristics'. The 'Protected characteristics' are: Age, Gender reassignment, Sex, Race – including ethnic or national origin, colour or nationality, Disability, Pregnancy and maternity, Marriage and civil partnership, Sexual orientation and Religion or belief – including lack of belief. Legal Services are instructed that an Equalities impact assessment has been prepared and is attached to this report as an appendix. In considering this matter regard should be had to the outcome of that assessment.
18. Generic advice - All decisions taken by or on behalf of the Authority must; be within the legal powers of the Authority and of the body or person exercising powers on behalf of the Authority, Comply with any procedural requirement imposed by law, be undertaken in accordance with procedural requirements imposed by the Authority , be fully and properly informed, be properly motivated (i.e. for an appropriate, good and relevant reason), be taken having regard to the Authority's fiduciary duty

to its tax payers (this general duty requires the Authority to act prudently and in good faith in the interests of those to whom the duty is owed), and otherwise be reasonable and proper in all the circumstances

### **HR Implications**

19. As each business case is developed, the HR implications will be able to be assessed and appropriate HR processes and procedures will be followed on a case by case basis.

### **RECOMMENDATIONS**

Cabinet is recommended to approve the attached Cardiff Council Digital Strategy 2016 – 2021.

**Christine Salter**  
Corporate Director  
13 May 2016

*The following appendices are attached:*

Appendix A - City of Cardiff Council Digital Strategy 2016-2021  
Appendix B – Equality Impact Assessment



## Introduction

The City of Cardiff Council has been delivering organisational change through the established Organisational Development Programme. This programme of change has highlighted that digital services, services that can be entirely completed on-line, are a key component to delivering improvement and efficiencies.

The growing demand from users of Council services to be able to access and complete services on-line has been

highlighted by the recent Digital Cardiff

Consultation , where 89% or respondent were Very or Fairly Likely to want to complete simple queries and services online.

Alongside this growing demand from citizens, visitors and businesses to use Digital services, there has been strong investment in the city wide infrastructure to support people to use digital services. This includes the roll out of free Wi-Fi in public buildings and high speed 4G networks across the city. These infrastructure investments combined with the increased use of smart phones and tablets amongst all age groups, means that internet usage is on the rise

with 85% <sup>1</sup>of people in East Wales having used the internet in the last 3 months.

The delivery of digital services is the first step towards building a digital city region. Using the digital infrastructure that is being established will enable the City of Cardiff to develop new and innovative ways of managing the city, working with Citizens and Businesses.

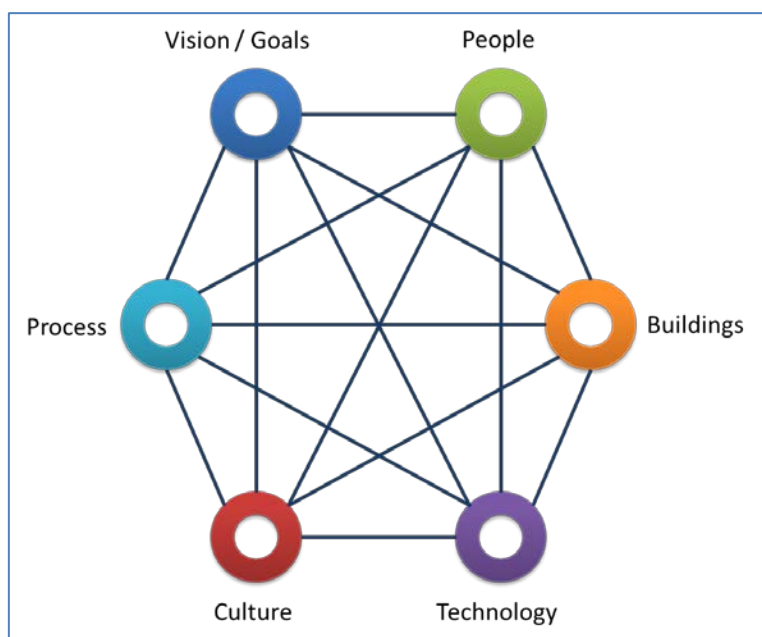


FIGURE 1: TRANSFORMATION MODEL AFTER CHALLENGER, CLEGG AND ROBINSON (2010)

Delivering successful digital services does not rely on the application of technology by itself. For the digital transformation to be successful it needs to be recognised that all aspects of the way the Council works will need to change.

The transformation model in Figure 1

highlights that for digital transformation to achieve its goals all of the elements linked with change need to be successfully addressed.

This strategy document sets out how the City of Cardiff Council will address all of the components necessary to achieve a successful digital transformation.

<sup>1</sup> <http://www.ons.gov.uk/ons/rel/rdit2/internet-users/2015/rft-ia-tables.xls>

## Vision / Goals

We are committed to the vision set out in the Welsh Government's [Digital First Strategy](#) to deliver responsive, consistent and excellent public digital services. These digital services will be simple and convenient to use, so that those who can use them will choose to do so, and we will provide assistance and support for those who cannot.

We will adopt a "Digital by default, face to face when necessary" approach to delivering services. This will enable Citizens, Visitors and Businesses to interact and perform digital services, as and when they choose, using whatever device they prefer.

We will build connected digital communities for discussion or community partnership activities. Digital democracy will allow the people, communities and businesses to partner with us in new ways to meet the future challenges of our City.

We will adopt these new digital ways of working to become more agile and responsive in the delivery of our services to the City of Cardiff. Adopting this digital way of working will require us to change the way we work, where we work and with whom we collaborate to deliver services.

We will deliver bi-lingual access to digital services, promoting the use of Welsh language.

We will create a dedicated digital services team that has the skills and training to support the continuous improvement and delivery of digital services

## People

Whilst we will commit to making our services as accessible, simple and easy to use as possible, we recognise moving to digitised services will

present challenges to both users of our services and our colleagues. It is essential that this digital transformation recognises and addresses these challenges.

We will encourage our communities to access digital services through providing appropriate resources across the city, and offering the support and training where required.

We will provide training, development and support for our colleagues to help them adopt these new ways of working, and make digital ability a core component of employee development.

Agile workers will be able to start their day from home, going to where they need to be to best deliver their services. Agile workers will be able to access "touch down" points across the city when they need to, and not have to travel to and from core buildings.

## Buildings

Applying the principle of "Fewer but better Buildings" the core objective of the Office Rationalisation project is to consolidate staff in core offices such as County Hall, maximising the utilisation of these buildings.

To maximise utilisation of the core buildings, we will make use of hot-desking, allowing agile workers to have desks as and when they need them. This will enable us to consolidate our work force into fewer and better buildings, improving flexible working and reducing accommodation costs.

The HUB's programme will continue to establish further multi-service, multi-partner Hubs across the city with two new Hubs to be created in Grangetown and Rumney.

These new hubs will enhance the existing network in Central, Ely, Llanrumney and Canton, providing face to face support to those who need our help the most.

## Technology

We will ensure that Customer interaction is Digital First – Customer services will be available via digital channels and should be the first choice of channel for customer interactions. All technology decisions will be made to support digitised services

We will commit to making our technology easy to use - All technology needs to deliver the best user experience possible and be focussed on delivering outcomes.

Flexible services –The pace of change for technology and business is increasing, being able to flex in both adoption of new technology and the scale of services is essential. All services will be designed to flex rapidly to respond to changing environments. In line with future agility and flexibility, technology needs to support delivery of consistent services in whatever location is most appropriate for the user of that service.

Cloud based delivery by default – Core cloud infrastructure will be developed and all new technical services will be delivered through cloud mechanisms. This will ensure that the Council has access to the most flexible and cost effective technologies.

## Culture

Going digital is about adopting digital tools and techniques we now take for granted in our personal lives to make the services of the Council better.

A digital culture is customer-centric. The changes from digital transformation will require a change in working culture for the Council.

We will need our departments to work better together, delivering better results for everyone who lives and works in Cardiff.

With agile staff working in multiple locations we will have to adopt new ways of communicating with, and management of staff.

We will use these digital tools to communicate more effectively, sharing and managing data more robustly, delivering more effective working practices.

## Processes

Building digital services will mean we have to change how we work, both with Citizens and with each other. When creating these new processes we need to acknowledge that they will need to be designed differently.

We will design digital projects by understanding how and why people use these services, designing them to fit better with the way people need to use them. This is true both for services we design for members of the public and services for Council Employees.

We will build simple and easy to use services so that people can complete them without help. Focusing on how people use services, and not the constraints of the Council's structure will ensure that our services are not daunting or difficult to use.

We will appoint a single business owner for each of the digital services we will build. They will be responsible and empowered to deliver the best service possible.



## CARDIFF COUNCIL

Equality Impact Assessment  
Corporate Assessment Template



**Policy/Strategy/Project/Procedure/Service/Function Title: City of Cardiff Digital Strategy**

**New/Existing/Updating/Amending: New**

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

Name: Christine Salter

Job Title: Corporate Director

Service Team: Business Change

Service Area: Resources

Assessment Date: 21/04/2016

**1. What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?**

To foster a digital approach to service delivery across the council with the necessary organisational, cultural and technical change that is required for this approach to be successful.

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

The City of Cardiff Council has been delivering organisational change through the established Organisational Development Programme. This programme of change has highlighted that digital services, services that can be entirely completed on-line, are a key component to delivering improvement and efficiencies.

The growing demand from users of Council services to be able to access and complete services on-line has been highlighted by the recent Digital Cardiff Consultation, where 89% of respondent were Very or Fairly Likely to want to complete simple queries and services online.

Alongside this growing demand from citizens, visitors and businesses to use Digital services, there has been strong investment in the city wide infrastructure to support people to use digital services. This includes the roll out of free Wi-Fi in public buildings and high speed 4G networks across the city. These infrastructure investments combined with the increased use of smart phones and tablets amongst all age groups, means that internet usage is on the rise with 85% (ONS 2015) of people in East Wales having used the internet in the last 3 months.

The delivery of digital services is the first step towards building a digital city region. Using the digital infrastructure that is being established will enable the City of Cardiff to develop new and innovative ways of managing the city, working with Citizens and Businesses.

Delivering successful digital services does not rely on the application of technology by itself. For the digital transformation to be successful it needs to be recognised that all

## CARDIFF COUNCIL

**Equality Impact Assessment  
Corporate Assessment Template**

aspects of the way the Council works will need to change.  
This strategy document sets out how the City of Cardiff Council will address all of the components necessary to achieve a successful digital transformation.

### 3 Assess Impact on the Protected Characteristics

#### 3.1 Age

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative/]** on younger/older people?

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

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

Age is not captured in the contact centre, online or in hubs and there is no differential service based upon age.

Digital services do not necessarily require citizens or colleagues to interact through digital channels

All existing channels are retained. Minicom, SMS, fax, email and webchat are all used by customers from particular groups listed above.

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

N/A

#### 3.2 Disability

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment		X	
Physical Impairment		X	
Visual Impairment		X	
Learning Disability		X	
Long-Standing Illness or Health Condition		X	
Mental Health		X	
Substance Misuse		X	

## CARDIFF COUNCIL

**Equality Impact Assessment  
Corporate Assessment Template**

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

- Disabilities are not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of disability
- All existing channels are retained. Minicom, SMS, fax, email and web chat are all used by customers from particular groups listed above.
- Hubs will still exist in community locations and are accessible by particular groups listed above.

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

N/A

### 3.3 Gender Reassignment

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
<b>Transgender People</b> (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)		X	

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

Gender reassignment is not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of gender reassignment

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

N/A

### 3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage		X	
Civil Partnership		X	

## CARDIFF COUNCIL

**Equality Impact Assessment  
Corporate Assessment Template**

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
Marital status is not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of marital status.
<b>What action(s) can you take to address the differential impact?</b>
N/A

**3.5 Pregnancy and Maternity**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy		X	
Maternity		X	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<ul style="list-style-type: none"> <li>- Pregnancy and maternity are not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of pregnancy and/or maternity.</li> <li>- The community locations of Hubs mean that services will remain accessible to all.</li> </ul>
<b>What action(s) can you take to address the differential impact?</b>
N/A

**3.6 Race**

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White		X	
Mixed / Multiple Ethnic Groups		X	
Asian / Asian British		X	
Black / African / Caribbean / Black British		X	
Other Ethnic Groups		X	

## CARDIFF COUNCIL

**Equality Impact Assessment  
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<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
Race is not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of race.
<b>What action(s) can you take to address the differential impact?</b>
N/A

**3.7 Religion, Belief or Non-Belief**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist		X	
Christian		X	
Hindu		X	
Humanist		X	
Jewish		X	
Muslim		X	
Sikh		X	
Other		X	

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
Religion is not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of religion.
<b>What action(s) can you take to address the differential impact?</b>
N/A

**3.8 Sex**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	Yes	No	N/A
Men		X	
Women		X	

## CARDIFF COUNCIL

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

Sex is not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of sex.

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

N/A

### 3.9 Sexual Orientation

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual		X	
Gay Men		X	
Gay Women/Lesbians		X	
Heterosexual/Straight		X	

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

Sexual orientation is not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of sexual orientation.

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

N/A

### 3.10 Welsh Language

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language		X	

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

- Welsh language preference is currently captured and will continue to be so. A dedicated Welsh language telephone number for the contact centre will be maintained.

## CARDIFF COUNCIL

**Equality Impact Assessment  
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- All services will be required to adhere to the obligations of the Authority under the Welsh Language Act
<b>What action(s) can you take to address the differential impact?</b>
N/A

**4. Consultation and Engagement**

What arrangements have been made to consult/engage with the various Equalities Groups?

N/A
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**5. Summary of Actions [Listed in the Sections above]**

Groups	Actions
Age	
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	<b>Digital Cardiff Consultation 2015</b>

**6. Further Action**

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

**7. Authorisation**

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

## CARDIFF COUNCIL

**Equality Impact Assessment  
Corporate Assessment Template**

Completed By : Ross Maude	Date: 21/04/2016
Designation: Senior Enterprise Architect	
Approved By: Ross Maude	
Designation: Senior Enterprise Architect	
Service Area: Enterprise Architecture	

- 7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email [citizenfocus@cardiff.gov.uk](mailto:citizenfocus@cardiff.gov.uk)



**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MAY 2016**

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**MULTI AGENCY CHILD SEXUAL EXPLOITATION STRATEGY**

**REPORT OF DIRECTOR OF SOCIAL SERVICES**

**AGENDA ITEM: 4**

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**PORTFOLIO: EARLY YEARS, CHILDREN & FAMILIES (COUNCILLOR SUE LENT)**

**Reason for this Report**

1. To enable Cabinet to approve Cardiff Child Sexual Exploitation Strategy

**Background**

2. The national background concerning the extent and scale of Child Sexual Exploitation (CSE) as an organised and significant threat to children in communities across the UK is well known and the subject of wider media, public, professional and policy debate.
3. This strategy sets out how agencies and professionals in Cardiff are working together to mitigate the risks for children and young people arising from the threat of CSE. The strategy has drawn on the findings and lessons identified in public reports concerning CSE in these cities and elsewhere.
4. It is important to see this strategy in the context of strategic policy development nationally and regionally. The Welsh Government, the Children's Commissioner and the South Wales Police and Crime Commissioner have prepared strategic positions or plans or are in the course of doing so at the time of writing. We are also aware that the National Independent Safeguarding Board which has not yet been established will also have a role in shaping and influencing the overall strategic direction in relation to CSE. This proposed strategy for Cardiff has taken these wider developments into account to minimise any divergence of approach overall.
5. Nevertheless the Cardiff and Vale Local Safeguarding Children Board (LSCB) has agreed that in relation to Cardiff it is imperative for board partners to have a clearly articulated platform on which to build and take forward a range of interrelated interventions and developments in the short to medium term. As such this strategy should not be read as a final or completed document but rather as an evolving development that will

be kept under active review by the LSCB and revised as our knowledge and understanding deepens over time. Any substantive changes to the strategy will be agreed in consultation with the Cabinet member for Children and Families.

6. This proposed strategy is also in effect a synthesis of work that has been undertaken by partners over the last two years to analyse and address CSE in response to widespread concern in communities and nationally regarding the threat of CSE. It should be noted however, that ascertaining the extent of CSE in any given community is challenging for all agencies. In part this is because of the covert criminal nature of CSE but also because until very recently there has been no agreed framework, system or process for interagency intelligence gathering in relation to CSE. The proposed strategy and accompanying action plan highlight work that has been undertaken by partners to address this deficit, albeit this is not yet complete.
7. More recently, on 10<sup>th</sup> December, the Welsh Government (WG) wrote to all LSCBs to initiate a "CSE Data Collection Pilot". This highlighted that "... *there is currently little or no consistent data collected or held on the prevalence of CSE across Wales*". A WG sponsored Task and Finish Group has therefore, developed a data collection tool which LSCBs have been required to run from 1<sup>st</sup> January – 1<sup>st</sup> April 2016. This will provide the basis of an all Wales summary report as to prevalence and an analysis of findings. The Cardiff and Vale LSCB will be undertaking this work accordingly and this will clearly facilitate the proposed strategy and action plan.

## Issues

8. The proposed Cardiff Child Sexual Exploitation Strategy is focused on meeting the challenge presented by the threat of CSE in relation to four key considerations, known in crime prevention and management terms as the 'Four Ps', namely
  - **Prevent** harm,
  - **Prepare** children, families, communities and professionals to spot children at risk
  - **Protect** victims and
  - **Pursue**, disrupt and **prosecute** perpetrators.
9. The strategy aims principally to:
  - **Understand** the scale of the problem
  - **Raise awareness** of the issue through education and training
  - **Identify** those at risk and provide early support to **prevent** exploitation and abuse
  - **Protect** children who are affected by following the AWCPP
  - **Support** victims to break away from sexual exploitation and recover from their experiences
  - **Disrupt** and prosecute perpetrators
  - Develop a **plan of action** to achieve this aim

And each of these key Aims is described in more detail in the body of strategy.

10. Prior to 2014, data relating to children who were known by agencies to be at risk of sexual exploitation was not separately captured or analysed. This is not to say that action was not taken where such cases were referred or identified, simply that the data capture system did not provide for capture and analysis over time. More recently as part of local work within Children's Services and with partners, agencies have been profiling CSE more effectively and the progress and outputs of that work are referenced in the strategy. Please note that recent national developments referenced in paragraph 7 above, will strengthen the capacity of partners to gather and analyse the factors affecting CSE overall. Meanwhile, early indications emerging from the local audit and profiling work suggest an improving picture in terms of effective responses to CSE and real strength in terms of protecting Looked After Children from exposure to CSE.
11. Overall it is clear that the number of children identified as being at risk of CSE is rising but understanding the significance of this should be treated with some caution. The rise in the number identified probably reflects the more proactive approach and greater awareness of agencies over the last 2-3 years rather than a simple growth in prevalence, although both are clearly possible.
12. Clearly all of the elements of a coherent and whole system approach to CSE are important and each requires effective support and coordination. Children's Service has therefore appointed an interim Lead Manager and a temporary CSE co-ordinator to work specifically on tackling CSE. Both have been instrumental in leading on key pieces of work to ensure effective action, including the audit of known cases.

### **Reason for Recommendations**

13. To enable more effective strategic development and coordination of action to reduce the risks and impact of CSE.

### **Financial Implications**

14. Temporary funding is available in order to meet the on-going costs of the Lead Manager and CSE Coordinator posts in 2016/17. A request for permanent funding will need to be considered as part of the 2017/18 budget process.

### **Legal Implications (including Equality Impact Assessment where appropriate)**

15. The existence, implementation and reviewing of this strategy in accordance with the action plan is evidence of the Local Authority working to fulfil its statutory responsibilities in relation to safeguarding.

## **HR Implications**

16. The changing of the two posts from temporary to permanent will require the correct corporate processes to be followed. It will also require the re-advertising of the posts across the Council, and a recruitment and selection process to be followed

## **RECOMMENDATION**

The Cabinet is recommended to approve the Cardiff Child Sexual Exploitation Strategy

**Tony Young**

Director

13 May 2016

*The following appendix is attached:*

Appendix A - Child Sexual Exploitation Strategy



**Cardiff and Vale of Glamorgan  
Local Safeguarding Children Board**

**Cardiff Child Sexual Exploitation Prevention Strategy**

## **Foreword**

Child sexual exploitation (CSE) is a criminal act that has a devastating impact upon children and young people and has an increasing national profile following significant investigations which have led to prosecutions. At the national level there has been a tendency to assume CSE has an impact upon very small numbers of children in particular locations. However, recent national reviews of its prevalence have concluded that there will be children and young people at risk and being abused in most local authority areas.

This strategy sets out the commitment of Cardiff Children's services and its stakeholders to tackle (CSE) in a co-ordinated, multi-agency and strategic manner, and to support victims in mitigating the impact of CSE.

The strategy is endorsed by all professionals and organisations in contact with or providing services to children and young people in Cardiff (whether in a statutory or voluntary capacity), in order to identify, support and equip professionals to effectively safeguard and promote the welfare of children and young people affected by CSE, and to encourage a culture of professional challenge in order to effectively address the complex issues that CSE involves.

Young people who are victims of sexual exploitation require comprehensive, long term support, often into adulthood. This strategy will, where concerns arise, ensure that support is provided at the earliest opportunity.

**Councillor Sue Lent**  
**Deputy Leader and Cabinet Member for Children and Families**

**Tony Young**  
**Director of Social Services**

## 1. National Context

### Definition

The All Wales Protocol *Safeguarding Children and Young People at Risk of Sexual Exploitation* provides a definition for child sexual exploitation (CSE):

*Child sexual exploitation is the coercion or manipulation of children and young people into taking part in sexual activities. It is a form of sexual abuse involving an exchange of some form of payment which can include money, mobile phones and other items, drugs, alcohol, a place to stay, 'protection' or affection. The vulnerability of the young person and grooming process employed by perpetrators renders them powerless to recognise the exploitative nature of relationships and unable to give informed consent<sup>1</sup>.*

Awareness of sexual exploitation in Wales has been growing since 2005 when the then Children's Commissioner for Wales commissioned research to consider the National picture of the nature and prevalence of CSE in Wales. The scoping study found 184 separate cases of children or young people across Wales were identified as having been sexually exploited<sup>2</sup>. A pilot study carried out in Newport in 2006 identified 67 children and young people at significant risk of sexual exploitation. The data from the pilot study when considered with data gathered from two other Welsh local authorities provided a large sample of cases held by social services including youth offending services. Of these cases, risk assessments indicated that 129 of children and young people were at significant risk of sexual exploitation.<sup>3</sup> This was considered to be an underestimation of the problem.

Policy and Guidance in Wales has consistently required local authorities to take steps to understand and take action to address the issue of CSE in their areas<sup>4</sup> and in March 2016 Welsh Government launched the National Action Plan which sets expectations on local authorities to have a strategy in place to tackle the sexual exploitation of children. This strategy is aligned to the National Action Plan and is consistent with the key messages set out in it.

## 2. Purpose

This strategy sets out the commitment of partners in Cardiff to do everything possible to prevent CSE, protect and support those affected by CSE and tackle perpetrators. It is important to note that for now, this is a Cardiff only strategy. We will continue to work with colleagues in the Vale of Glamorgan with an aim to develop a regional strategy if it is felt that one is needed.

A coordinated, proactive, multi-agency approach is essential to fulfil the overarching outcomes of the strategy and those of the National Plan:

- **Prepare** children, families, communities and professionals to spot children at risk
- **Prevent** harm

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<sup>1</sup> *All Wales Protocol: Safeguarding and Promoting the Welfare of Children and Young People who are at Risk of Abuse through Sexual Exploitation*. Barnardo's Cymru (2008) on behalf of the AWCPFRG

<sup>2</sup> Coles, J (2005) *Out of Sight Out of Mind: Child Sexual Exploitation*. Cardiff: Barnardo's Cymru

<sup>3</sup> Welsh Government (2010) *Safeguarding Children and Young People from Sexual Exploitation: Supplementary guidance to Safeguarding Children: Working Together Under The Children Act 2004*

<sup>4</sup> 1 and 3 above.

- **Protect** victims and
- **Pursue**, disrupt and **prosecute** perpetrators

This strategy and implementation plan demonstrates how partners in Cardiff are determined to do all we can to work together to find CSE wherever it takes place and limit the impact on children and families.

### 3. Strategic Context

It is important to see this strategy in the context of strategic policy development nationally and regionally. The Welsh Government, the Children's Commissioner and the Police and Crime Commissioner have prepared strategic positions or plans. We are also aware that the National Independent Safeguarding Board which has not yet been established will also have a role in shaping and influencing the overall strategic direction in relation to CSE. This proposed strategy for Cardiff has taken these wider developments into account to minimise any divergence of approach overall.

Nevertheless the Cardiff and Vale Local Safeguarding Children Board (LSCB) has agreed that in relation to Cardiff it is imperative for board partners to have a clearly articulated platform on which to build and take forward a range of interrelated interventions and developments in the short to medium term. As such this strategy should not be read as a final or completed document but rather as an evolving development that will be kept under active review by the LSCB and revised as our knowledge and understanding deepens over time.

Although relating to Cardiff, this document is shaped by, and delivers to, the Cardiff and Vale of Glamorgan Local Safeguarding Children Board's (LSCB) Business Plan, which in turn demonstrates how the LSCB and its partner agencies will deliver the actions set out in the National Action Plan.

This proposed strategy is also in effect a synthesis of work that has been undertaken by partners over the last two years to analyse and address CSE in response to widespread concern in communities and nationally regarding the threat of CSE.

### 4. Aim

This strategy will set out how we will:

- **Understand** the scale of the problem
- **Raise awareness** of the issue through education and training
- **Identify** those at risk and provide early support to **prevent** exploitation and abuse
- **Protect** children who are affected by following the AWCPP



- **Support** victims to break away from sexual exploitation and recover from their experiences
- **Disrupt** and **prosecute** perpetrators
- Develop a **plan of action** to achieve this aim

5. **What we know about CSE** in Cardiff and how we will make sure we **understand** the scale of the problem.

The most contemporary research into the nature and prevalence of CSE in Wales was undertaken in 2006. It looked at a large sample of 1487 cases open to Children's Services where the child was aged 10 or over and found that 9% of cases were at risk of CSE<sup>5</sup>.

Concerted efforts have been taken to assure ourselves that our response to CSE is effective, consequently Cardiff Children's Services undertook an audit of CSE cases between October 2015 and February 2016 which reviewed referrals received by and cases open to children's services during the 2 year period January 2014 to December 2015, where CSE concerns had been raised. The purpose of this audit was to analyse the nature and prevalence of CSE in Cardiff and identify where the response can be improved. The audit identified that The All Wales CSE Protocol has been applied in all cases where assessment identified significant risk of sexual exploitation. In all cases where a child is at significant risk of sexual exploitation, multi-agency plans are in place to protect and support those individuals.

Bespoke training is being provided to individual teams. Workers report feeling more confident and equipped to identify children at risk and this is resulting in more children who are at risk being recognised earlier. Data is being routinely gathered and analysed and measures are in place to ensure there is an overview of all CSE cases so that patterns and links can be picked up. Knowledge is increasing rapidly regarding local hotspots and people and places of concern. This information changes frequently and systems are now in place to continuously gather up to date information and ensure it is shared across agencies.

South Wales Police have also completed a Problem Profile which found that:

- There are a number of 'hotspots' within Cardiff City Centre; these include take away restaurants, places where children can have free access to the internet and can access new psychoactive substances (NPS). Appropriate multi-agency strategies have been put in place to mitigate these hotspot risks.
- A strong link between children going missing and CSE especially where there are repeat missing episodes - this is in common with research across the UK

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<sup>5</sup> Clutton, S and Coles, J. (2007) *Sexual Exploitation Risk Assessment Framework: A pilot study*. Cardiff: Barnardo's Cymru

- Victims engage in a range of risky behaviour including staying out all night, consuming alcohol, attending the homes of older males and travelling around with males they have only just met but do not perceive this is putting themselves at risk

Child sexual exploitation is a particularly hidden form of abuse and disclosure by the victim is rare. Identifying children at risk depends on the knowledge and skill of the professionals around children to identify vulnerability and risk. It is likely that the full extent of the problem has not yet been uncovered and that at any one time there may be a level of sexually exploitative activity in relation to children that remains below the radar.

We will ensure that inter-agency intelligence is systematically integrated to maximise the visibility of emerging CSE trends enabling prompt and appropriate intervention. We will have mechanisms in place to gather information on the number of children who are at risk of or being abused by sexual exploitation as well as understanding the number of perpetrators, types of abuse, and locations of concern.

We will routinely collate information for analysis into a data set to ensure an updated overview of prevalence, nature and location. This ongoing monitoring will enable us to:

- understand current need
- be clear on local indicators of vulnerability and risk
- make decisions on what resources are needed to support victims and disrupt and prosecute perpetrators

Cardiff and the Vale Local Safeguarding Children Board (LSCB) is committed to enabling children and young people to directly influence and shape policy and recognises that nowhere is this more significant than in relation to CSE. It is only by drawing directly on the experiences of children and young people who have been abused or threatened by CSE, that we can understand how perpetrators operate and improve the effectiveness of agency interventions. For this reason we see it as important to establish an appropriately supported network or steering group to engage young people in this highly sensitive policy development area.

6. How we will raise awareness, **identify** and **protect** those who are vulnerable and **prevent** CSE

**Children and Young People** - Equip young people to keep themselves safe by delivering an education programme to raise awareness of CSE through services such as schools and youth service. This will include information and the provision of web based tools or apps around being safe and happy in the online environment.

**Communities and Faith Groups** - Engage with community and faith groups so that they are able to identify children who are showing signs of vulnerability and risk and know how they can access support

**Parents and Professionals** - Equip parents, professionals and communities to identify children who may be vulnerable to CSE by raising their awareness of the key signs of

vulnerability and what they should do when they are concerned through a targeted campaign. The targeted campaign will use a range of methods of communication including published materials, social media and pop up road shows.

**Effective Leadership** - Identify lead professionals in key agencies (Children's Services, Police, Education, Health, Sexual Health Services, Youth Service and Youth Offending Service) to act as a source of expertise within their own agencies, collate essential data and represent their organisations on the CSE risk assessment panel.

**Professional Responsibility** - Make sure all professionals understand their responsibility to identify children who are vulnerable or at risk, including through sharing information, to ensure children and young people are given the right support to build resilience and protect them from sexual exploitation.

**Multi-Agency Training** - Develop a multi-agency training plan to deliver to all levels of partner agencies to raise their awareness of signs of vulnerability and risk, information on local hot-spots and promote an integrated approach to children and young people at risk.

**Promote Effective Risk Assessment** - Promote consistent use of the Sexual Exploitation Risk Assessment Framework (including wider circulation of scoring and threshold guidance) in order to identify signs of vulnerability and risk early on.

**Risk Management** - Establish a CSE risk assessment panel (based on the domestic violence MARAC model) made up of representative from key agencies – Children's Services, Police, Education, Health, Sexual Health services, Youth Service, Youth Offending Service and specialist agencies). This will enable colleagues across agencies to identify links between victims, perpetrators and locations, develop a shared understanding of risk profile and thresholds.

**Provide evidence of compliance with legislation and guidance** - Promote the robust application of the All Wales CSE Protocol including use of Multi Agency Child Sexual Exploitation Meetings to provide expert guidance and support decision making to manage and reduce risks. These meetings will be chaired by the lead manager for CSE in children's services.

**Share Good Practice** - Establish a Professional Interest Group to enable professionals to share good practice and promote an integrated approach to CSE.

7. How we will support victims to **break away** from sexual exploitation and **recover** from their experiences.

We currently implement a model of best practice to support young people who are being sexually exploited. This model draws on innovative practice from across the UK (both the statutory and third sectors) and is based on developing a trusting relationship and offering consistent support.

We will continue to promote a proactive response to children who runaway and those missing from home, care or education in order to reduce risk to CSE.

8. How we will **disrupt** and **prosecute** perpetrators

We will continue to develop and refine our model of best practice which provides a coordinated, strategic response to CSE which makes every effort to identify, disrupt and prosecute perpetrators. Our model draws on innovative practice from around the country and ensure agencies work with the CPS and courts to learn how prosecution rates can be improved.

We will continue to engage with the wider community such as taxi companies, take away restaurants, licenced premises and city centre locations to develop prevention strategies.

We will continue to implement a risk reduction plan for all locations and venues where there is an increased risk of targeting vulnerable children (i.e. children's homes, schools, youth centres).

We will continue to implement a disruption strategy including a wide range of powers available to police and other public bodies including Child Abduction Warning Notices and Civil Injunctions.

#### 9. How we will **measure** our **performance**

The measures of our success will be set out as clear tasks in the action plan. Progress on implementing this strategy will be reviewed quarterly.

#### 10. Our plan to **implement** this strategy

An action plan setting out how every part of this strategy will be implemented is attached at Appendix 1.

It should be noted that this strategy and action plan was developed in November 2015 and set ambitious targets. Significant progress has already been made in implementing the strategy which has evolved in response to knowledge gained through the work that has been done.

This plan was written to ensure that the expectations on Local Authorities, as set out by Welsh Government in the National Plan to tackle CSE (2016), have been included and will be met.

The strategy will be reviewed by the LSCB in May 2017.

## Appendix 1 - Action Plan to implement the CSE Strategy

Aim	Action	By Whom	By When
<b>1. Understand</b> the scale of the problem	Complete an audit of children's services referrals and cases with CSE concerns to identify the nature and prevalence of CSE in Cardiff.	Interim Lead Manager for CSE, Children's Services	COMPLETE
	Identify a Lead Officer for CSE	All LSCB agencies	June 2016
	Provide weekly information for the CSE data set	Lead Officer for CSE in all agencies	SYSTEM IN PLACE – ONGOING ACTION
	Collate information from all agencies into a data set for analysis and	Interim Lead Manager for CSE, Children's Services	SYSTEM IN PLACE – ONGOING ACTION
	Using that data, prepare a report of the updated overview of prevalence, nature and location in relation to CSE for Children and Families	Interim Lead Manager for CSE, Children's Services	COMPLETE
	Consider the CSE overview reports regularly.	LSCB	Quarterly beginning April 2016
<b>2. Raise awareness</b> of the issue through education and training	Convene a Task and Finish Group to develop and deliver an education programme to raise awareness of CSE through services such as schools and youth service.	Interim Lead Manager for CSE, Children's Services	Initial delivery to commence April 2016
	Convene a Task and Finish Group made up of statutory and third sector organisations and community and faith groups to design and produce a targeted campaign to raise awareness of parents, carers, professionals and communities including the use of published materials, social media and pop up road shows.	Interim Lead Manager for CSE, Children's Services	Commence development April 2016
<b>3. Identify</b> those at risk and provide early support to <b>prevent</b> exploitation and	Map existing services working to prevent CSE	Interim Lead Manager for CSE, Children's Services	COMPLETE
	Promote consistent use of the Sexual Exploitation Risk Assessment Framework across partner agencies	Interim Lead Manager for CSE, Children's	Strategy in place May 2016

abuse	<p>Develop and deliver a multi-agency training plan to all levels of partner agencies</p> <p>Establish a CSE risk management mechanism</p> <p>Establish a practitioners' forum to enable professionals to share good practice and promote an integrated approach to CSE.</p> <p>Liaise closely with all organisations providing support to children and young people vulnerable to or at risk of CSE</p> <p>Develop a CSE information sharing system e.g. CSE WASPI to contribute to effective information sharing in known or suspected CSE case</p> <p>Develop a properly supported victim participation group to understand better how to prevent children becoming exploited</p> <p>Contribute to revisions to the All Wales CSE protocol and definitions within the All Wales Child Protection Procedures</p> <p>Implement revisions to the All Wales CSE protocol and definitions within the All Wales Child Protection Procedure</p>	<p>Services, Lead Officers for partner agencies and LSCB Training sub-group</p> <p>CSE Lead Officer, SW Police BCU and Interim Lead Manager for CSE, Children's Services</p> <p>CSE Lead Officer, SW Police BCU and Interim Lead Manager for CSE, Children's Services</p> <p>Interim Lead Manager for CSE, Children's Services</p> <p>Interim Lead Manager for CSE, Children's Services</p> <p>Interim Lead Manager for CSE, Children's Services and Lead Officers for partner agencies</p> <p>Interim Lead Manager for CSE, Children's Services</p> <p>Interim Lead Manager for CSE, Children's Services and Lead Officers for partner agencies</p> <p>LSCB</p>	<p>Commenced delivery April 2016</p> <p>June 2016</p> <p>COMPLETE</p> <p>COMPLETE – SYSTEM IN PLACE WITH ONGOING ACTION</p> <p>July 2016</p> <p>Development to Commence April 2016</p> <p>September 2016</p> <p>December 2016</p>
<p><b>4. Support</b> victims to break away from sexual exploitation and recover from their experiences</p>	<p>Develop a model of best practice to support young people who are being sexually exploited</p> <p>Promote and audit the application of the All Wales CSE Protocol including use of Multi Agency Child Sexual Exploitation Meetings</p> <p>Promote a proactive response to children</p>	<p>Interim Lead Manager for CSE, Children's Services</p> <p>Interim Lead Manager for CSE, and Lead Officers in partner agencies</p>	<p>April 2016 onward</p> <p>SYSTEM IN PLACE – ONGOING ACTION</p>

	who runaway and those missing from home, care or education in order to reduce risk to CSE	Interim Lead Manager for CSE, Children's Services and CSE Lead Officer, SW Police BCU	April 2016 onward
<b>5. Disrupt and prosecute perpetrators</b>	Convene a task and finish group to develop a strategy to engage with the wider community such as taxi companies, take away restaurants, licenced premises and city centre locations to develop prevention strategies.	CSE Lead Officer, SW Police BCU and Interim Lead Manager for CSE, Children's Services	Development to commence May 2016
	Develop a risk reduction plan for all locations and venues where there is an increased risk of targeting vulnerable children (i.e. children's homes, schools, youth centres).	CSE Lead Officer, SW Police BCU and Interim Lead Manager for CSE, Children's Services	May 2016
	Convene a task and finish group to develop a disruption strategy.	CSE Lead Officer, SW Police BCU and Interim Lead Manager for CSE, Children's Services	May 2016
	Deliver multi-agency training to all levels of partner agencies to support the preservation and gathering of evidence	CSE Lead Officer, SW Police BCU and Interim Lead Manager for CSE, Children's Services	September 2016 onwards
	Capture and use intelligence to prevent offending and assist with prosecuting perpetrators	CSE Lead Officer, SW Police BCU	September 2016 onwards
	Develop closer links with criminal justice partners such as CPS and the courts in order support successful prosecutions	CSE Lead Officer, SW Police BCU	September 2016 onwards
	Develop an effective mechanism to ensure probation (Community Rehabilitation Companies and National Probation Services) and partner agencies can share the information they hold about individuals linked to CSE	Interim Lead Manager for CSE, Children's Services	July 2016
	Support victims throughout an investigation and prepare them for court	CSE Lead Officer, SW Police BCU	September 2016 onwards

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MAY 2016**

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**CORPORATE PARENTING STRATEGY**

**REPORT OF DIRECTOR OF SOCIAL SERVICES**

**AGENDA ITEM: 5**

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**PORTFOLIO: EARLY YEARS, CHILDREN & FAMILIES (COUNCILLOR SUE LENT)**

**Reason for this Report**

1. To set out the Council's proposed **Corporate Parenting** strategy and seek Cabinet approval.

**Background**

2. When a child comes into care, the Council becomes the Corporate Parent. Put simply, the term 'Corporate Parent' means the collective responsibility of the Council, elected members, employees, and partner agencies, for providing the best possible care and safeguards for the children who are looked after by the Council.
3. The **Review of the Status and Roles of Corporate Parenting in Cardiff Council** (May 2014) set out a number of key recommendations, one of them being the development of a **Corporate Parenting Advisory Committee** in order to raise the profile of Corporate Parenting within the local authority. The review further recommended that the Corporate Parenting Advisory Committee is chaired by the Deputy Leader of the Council and identified two main advantages. First, it bestows status on the Committee and secondly the Deputy Leader has a clear line of sight over the different Cabinet portfolios and possesses the authority to ensure that all service areas work together in the interests of our young people.
4. One of the key responsibilities for the Corporate Parenting Advisory Committee was to commission the development of a cogent and deliverable Corporate Parenting strategy which sets out the commitment we have for the children in our care.
5. Children and young people in our care have been consulted on the development of this strategy. They have said that they want to be supported to achieve their potential, they want their parents to have received more support and they want to be listened to. Taking these

views in to account, this strategy sets out the combined commitment from the University Health Board, Social Services, Housing and Communities and Education and Lifelong Learning Directorates to:

- 'Narrowing the gap' so that looked after children achieve their full potential
  - Improving services so that fewer children need to enter the looked after system
  - Listening to looked after children and improving their experiences of care wherever.
6. At the end of 2014, Cardiff had 1576 Children in Need, 297 children subject to a child protection plan and 651 looked after children. At the end October 2015, Cardiff had 1276 children in Need, 330 children subject to a child protection plan and 630 looked after children. Historically, Cardiff's Looked After Children rate has remained relatively consistent over time. The trend suggests that in the future the rate of Looked After Children will continue to be relatively static.
7. The City of Cardiff Council has the same goals for the children it looks after as those of any good parent, and takes seriously the moral as well as legal responsibility for enabling the children in its care to experience happy and fulfilling lives. This Corporate Parenting Strategy outlines our aspirations for looked after children and young people and supports that delivery of the **Corporate Plan Priority 2: Supporting Vulnerable People** and will contribute to achieving the following **Corporate Plan Outcome: People in Cardiff are safe and those at risk are safeguarded.**

#### **Reason for Recommendations**

8. Under primary legislation the Council has responsibilities and a positive role to play as the Corporate Parents for Looked After Children in the care of the Council. A Corporate Parenting Strategy is a key document which outlines how the Council will discharge its responsibilities and prioritise delivery of services for this group of children.

#### **Financial Implications**

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

#### **Legal Implications (including Equality Impact Assessment where appropriate)**

10. The Children Act 1989 placed the statutory responsibility on the council to provide accommodation and services for looked after children. The Care Standards Act 2002 and associated regulations define the operation of local authority fostering and adoption services.

As mentioned previously in this report, the Council has a statutory duty in respect of delivering its Corporate Parenting Responsibilities and in ensuring sufficient and suitable placements for looked after children.

### **HR Implications**

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

### **RECOMMENDATION**

The Cabinet is recommended to approve and endorse this strategy

**Tony Young**

Director

13 May 2016

*The following appendix is attached:*

Appendix A - Corporate Parenting Strategy 2016-2019



# Corporate Parenting Strategy

September 2016 - 2019

This report is available in Welsh / Mae'r adroddiad hwn ar gael yn Gymraeg

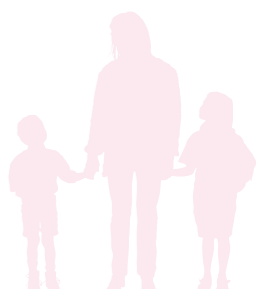


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*“LAC Traineeship has got me 9 qualifications, I had none before this”*

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This strategy falls within **Corporate Plan Priority 2: Supporting Vulnerable People**. It also contributes to achieving the following **Corporate Plan Outcome: People in Cardiff are safe and those at risk are safeguarded.**

This strategy sets out the shared vision of the City of Cardiff Council and the University Health Board for Looked After Children. We are committed to work together as effective and trustworthy corporate parents for any child or young person who is in our care irrespective of their age, gender, sexuality, ethnicity, faith or disability.

Every good parent knows that children require a safe and secure environment in which to grow and thrive. Parents protect and support their children against the dangers and risks of life. Parents are ambitious for them and want them to reach their potential. Parents celebrate and share in their achievements.

A child who is cared for by the Council has the right to expect everything from a corporate parent that would be expected from a good parent.

This strategy reflects a genuine partnership in which no one agency has primacy but in which all are committed to:

- 'Narrowing the gap' so that looked after children achieve their potential.
- Improving services so that fewer children need enter the looked after system.
- Listening to looked after children and improving their experience of care wherever possible as a result.

### Evidence of 'What Works'

The Implementation Plan which flows from this strategy is obviously key and sets out a wide range of initiatives to enhance the provision of services in order to better support children living with their families where possible, and to improve services for those children whose needs require them to become looked after by the local authority. Many are services that already exist in Cardiff but which will be enhanced in terms of their impact because the strategy brings all of those services together into a coherent whole system. For example, services such as Child Adolescent Mental Health Services, Families First, Youth Services and Flying Start will make it their priority to contribute towards supporting children and families in order to reduce the number of children becoming looked after.

### Fewer Looked After Children

Delivering this commitment will have major implications for two important groups of children in Cardiff over the next five years. Firstly those many children whose life chances will improve because it will mean that the needs of fewer children will be met through statutory interventions in the Looked After system or in the criminal justice system. More children will be able to enjoy family life in their own homes. Secondly and above all, this strategy will prioritise those who nevertheless need to be looked after for whatever reason. At the time of writing the population of Looked After Children in Cardiff stands at 628 and it is the outcomes and experiences of the children in this population at any one time, that will improve because of this strategy.

#### Tony Young

Director of Social Services  
Chair - Vulnerable Children and Families Programme Board

I am pleased to introduce this Corporate Parenting Strategy for The City of Cardiff Council. This Corporate Parenting Strategy is not an end in itself; it provides an agreed direction of travel and a common commitment for children in our care. We will work in partnership to fulfil our statutory duty as corporate parents to nurture, respect and be ambitious for our looked after children and young people as we would for our own children.

As the deputy leader for the Council and Cabinet Member for Children's Services, I am clear that the wellbeing of our looked after children and young people is of the highest priority. As statutory partners we have a particular duty of care to all our looked after children and young people.

We know that looked after children and young people are amongst the most vulnerable in our community, and that all too often their life chances are restricted. We have a responsibility and a commitment to changing this pattern.

Through implementation of this strategy, we will strive to ensure that our looked after children and young people have the best possible start in life that we can deliver. We will support and care for them as they grow up and take their first steps towards independence. We will also make sure that we continue to be there for our young people as they enter early adulthood, just as any responsible parent would.

#### Councillor Lent

Deputy leader  
and Cabinet member for children and families



## CORPORATE PARENTING

When a child becomes “looked after” the role of being a parent becomes the corporate responsibility of the County Council. This is known as Corporate Parenting and is the term used to describe how the County Council and its partners collectively fulfil their responsibilities to all children and young people who are in their care by seeking exactly the same positive outcomes that every good parent would want for their own children.

Effective Corporate Parenting requires ownership and leadership at a senior level within the Council, including elected members.

**The City of Cardiff Council’s Corporate Parenting mission statement is:**

*“Working together to ensure the best possible outcomes for children who are looked after or who have left care, so that they can be happy and lead a fulfilling life”*

### CONTEXT

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At the end of 2014, Cardiff had 1576 children in need, 297 children subject to a child protection plan and 651 looked after children. By the end October 2015, Cardiff had 1276 children in Need, 330 children subject to a child protection plan and 630 looked after children

Historically, Cardiff’s looked after children rate has remained relatively consistent over time. The trend suggests that in the future the rate of looked after children will continue to be relatively static.

Too many looked after children are living away from Cardiff and we recognise that at times there have been missed opportunities to prevent some children entering the care system. To address this, an Early Help Strategy was launched in October 2015 which provides guidance for everyone who works with children, young people and their families in Cardiff in order that everyone can work together to ensure that children and families receive the help and support they need at the right time and in the right way.

There are dedicated services for looked after children within the Cardiff and Vale University Health Board, City of Cardiff Council’s Education and Children’s Services Directorates all of which work closely together and promote an ethos in which staff consider it their responsibility to ensure that ‘our children’ receive the best services and achieve the best outcomes possible. But we know more needs to be done to align our strategic priorities to reflect our commitment to looked after children.

## THE STRATEGY

This strategy has been coproduced with colleagues in Health and Education and is underpinned by the following principles:

1. Effective early intervention and prevention
2. Safely reducing the number of looked after children
3. Promoting permanency
4. Providing high quality placements
5. Continuing to improve services for children with disabilities, including short break care
6. Improve the education, attainment and achievement for all looked after children
7. Improve and support the emotional health and mental wellbeing of looked after children
8. Provide young people leaving care with appropriate preparation for adult life, taking account of all of their needs including their well being
9. Strengthening the role of the Corporate Parenting Advisory Committee.



## 1. EFFECTIVE EARLY INTERVENTION AND PREVENTION

The Cardiff Partnership launched its Early Help Strategy in October 2015. At the heart of the strategy which seeks to make prevention everyone’s business, are the following two strategic objectives:

### Strategic Objective 1

- Ensure that children and young people receive help at the lowest level or intervention that is safe and effective in promoting good outcomes.

### Strategic Objective 2

- Maximise the impact of Children’s (Social) Services by strengthening the effectiveness of social work intervention and specialist / targeted family support.

In Cardiff we believe that every child and young person should have the opportunity to reach their potential. We recognise that outcomes for children are best when they are supported to grow and achieve within their own families and community as families understand their own children. We know from practice and research that effective early intervention and prevention enable more children to remain at home as families can be supported to address concerns and risks much earlier before they become a crisis, however we recognise that there will always be some children and young people for whom being in local authority care offers the best and safest arrangements for their wellbeing and development.




## 2. SAFELY REDUCING THE NUMBER OF LOOKED AFTER CHILDREN

There is a very difficult balance to strike between ensuring that children are safeguarded, with their needs being met by their families and the need to intervene effectively when children are in need of protection. The environment nationally in terms of safeguarding has, since high profile cases, become one in which there is an understandable aversion to risk. This is evidenced nationally in the increase in numbers of children subject to child protection registration and a corresponding increase in numbers of children who are looked after.

Children can become looked after for the following reasons:

- As the subject of Police Protection.
- As the subject of an Emergency Protection Order.
- As the subject of a Remand to Care.
- As the subject of Remand to Custody (LASPO Act).
- Through being accommodated under section 20 of the Children Act.
- Southwark Judgement (16 and 17 year olds assessed as children in need due to being homeless or at risk of being homeless).
- As the subject of a Care Order.
- Through being accommodated under section 20 of the Children Act at the request of a person with parental responsibility.
- Unaccompanied Asylum Seeking Children.

The vast majority of children become looked after as a result of a legal intervention by the local authority under the Public Law Outline.



*“More beneficial than classrooms to practical people”*

Children can exit the looked after system in a number of ways:

- By reaching the age of 18 years.
- By discharging themselves from voluntary accommodation if they are over sixteen years of age.
- By being discharged from voluntary accommodation by their parents.
- By the revocation of a Care Order.
- By being made the subject of a Child Arrangement Order.
- By being made the subject of a Special Guardianship Order.
- By being made the subject of an Adoption Order.

Safely reducing the number of children in care is dependent upon:

### a. *Effective risk management frameworks*

Cardiff Children’s Services are committed to introducing the **Signs of Safety** risk assessment model. The Signs of Safety approach describes itself as a relationship-grounded, safety organised child protection framework designed to help families build safety for children by allowing those families to demonstrate their strengths over time. For example, when working with a parent who misuses substances, the Signs of Safety approach will seek to manage the substance misuse behaviour and minimise risks to the child whilst change occurs as opposed to setting unrealistic expectations in which change may not occur. This approach also helps practitioners realise that removal of risks is not always necessary when protective factors can be enhanced provided that these are commensurate with the needs of the child.

In addition to the Signs of Safety model, we will adopt a **Restorative Approach** when working with families. Working restoratively means valuing relationships and working with others in ways that promotes respect, trust and belonging. When working restoratively conflicts are resolved through communication and shared problem solving. Everyone is accountable for their actions and the impact of those actions; when harm is caused everyone involved has the opportunity to look at how to take things forward and repair relationships. This approach will complement the Signs of Safety framework and will reflect the approach adopted by the Education Directorate.

We have also commissioned the provision of **Family Group Conferences**. A Family Group Conference is a process led by family members to plan and make decisions for a child who is assessed to be at risk. The aim is to support families to find their own solutions to problems: the family members are the decision-makers rather than the professionals; the ‘family’ is the primary planning group. Families, including extended family members are assisted by an independent family group conference coordinator to prepare for the meeting. At the first part of the meeting, social workers and other professionals set out their concerns and what support could be made available. In the second part of the meeting family members then meet on their own to make a plan for the child. Three quarters of local authorities in England and Wales currently run or commission Family Group Conferences for children in their area or are planning to do so.

It is important that partner agencies are engaged in the Signs of Safety risk assessment framework and working restoratively. We will communicate our approaches to partner agencies and invite key partners to join us in our approach. These approaches will enable social workers to respond to risks more creatively as opposed to adopting the traditional methods of removal as means of risk management. However, whilst our focus is to keep children safely supported at home with their parents, we are clear that where parenting is not good enough despite our best endeavours, we will make use of a Care Planning and Legal Meeting to make long term care planning decisions in order to avoid delay.



### b. Targeted provision children aged 11 plus

In Cardiff, in the twelve months to 31st March 2015, 163 children aged eleven plus became looked after, of these 132 children were accommodated via section 20 of the Children Act 1989. 13 of these were as a result of socially unacceptable behaviour, 20 due to the family being in acute stress and 21 as a result of family dysfunction. Our experience tells us that these young people are more likely to require specialist fostering or residential placements in order to safely manage the entrenched challenging behaviour that many of these young people display within the home environment. There is limited availability of such placements locally and consequently, these young people are more likely to be placed at a distance from Cardiff, in external placements. These placements place huge financial costs on the Local Authority, not to mention the emotional costs to these young people of being placed away from family and friends and their local community. In response to this need we are in the process of developing an **Adolescent Resource Centre (ARC)** which is expected to provide a more cost-effective solution that will achieve better outcomes for young people and their families.

The ARC will provide intensive support for young people at risk of becoming looked after, who present such challenges that they would otherwise be placed in costly external agency placements. A feature of this service is integrated support from a range of Local Authority partners such as the Youth Service, Youth Offending Service, Education, Health and Housing. The aims of this service are to:

- Reduce the number of young people being accommodated, and support them and their families to enable them to remain at home.
- Reduce the number of adolescents in children's homes, by providing support to young people and their Foster Carers to remain in their placements.

The ARC will provide a team of officers and salaried **Support Foster Carers**. The service will include outreach work and provide opportunities for family support both centre-based and in their own homes – including weekends and evenings, so that it is responsive to the changing need of the families receiving the service. The service will also offer out of hours support to in-house foster carers who offer placements to young people who fall within the ARC's remit.

Each young person accessing the service will live at home with parents or carers who retain overall responsibility for them. Most crucially, those young people living at home with their parents will not fall into the category of being 'looked after' when receiving the overnight stays.

*"I think LAC Traineeship could be an alternative option to school at 16"*

### c. Rehabilitating children back home when it is safe to do so

It is important that we rehabilitate children back home where it is safe to do so in a timely manner. **Independent Reviewing Officers** play a key role in this and are empowered to challenge Care and Support Plans for children who remain subject to an Order unnecessarily. In addition, the **Operational Manager** together with the **Team Managers** for the **Looked After Children Service** make it their priority that those children placed at home under the auspices of a Care Order are reviewed and an application to discharge the Care Order is prioritised.



## 3. PROMOTING PERMANENCY

Routes to permanence include:

- Permanent return to birth parents
- Shared care arrangements, including regular short-break care
- Permanence within the looked after system, whether in residential placement unrelated foster care or family and friends care
- Legal permanence, through adoption, special guardianship orders and child arrangement orders.

We will ensure that all looked after children have a plan of permanence at the three month review and will consider more than one possible plan if needed in order to minimise delay.

Where a child cannot live with their parents, the first option will always be to arrange for a child to be cared for by a member of his/her extended family. Where the carer is a close family member, this can be through a private arrangement between the parents and the carers; and where the child's needs are being met and parental responsibility is being effectively discharged, there may be no need for involvement from Cardiff Children's Services. If the carer selected by the parents is not an immediate family member, **Private Fostering Regulations** will apply and the placement will be assessed in accordance with Private Fostering policies and procedures.

When our intervention has led to a child not being able to live with birth parents, the priority will always be to try to identify a member of their extended family or a friend with whom they will be able to live with. In these circumstances, such carers will be assessed in accordance with the **'Connected Persons'** regulations and the carers will be supported by dedicated fostering social workers from the Fostering Service. Wherever possible carers in these circumstances will be encouraged to consider **Special Guardianship** because of the added security that legal permanence would give to the placement.



## 4. PROVIDING HIGH QUALITY PLACEMENTS

**Cardiff's Fostering Service** was inspected by the **Care & Social Services Inspectorate, Wales (CSSIW)** in February 2015. The inspection report noted the following improvements since the last annual inspection:

- The management team had strengthened.
- Children had been consulted during foster carer support visits.

It also identified the following areas that the service does well in:

- Retained an experienced group of foster carers.
- Benefitted from a motivated and experienced staff group.

Work continues on the Fostering recruitment campaign and the branding was strengthened this year by using stories from foster carers and how they make a positive difference to the lives of the looked after children they care for. The Fostering Service will continue to develop its pool of foster carers in order to ensure that Cardiff children remain in Cardiff. The Looked After Children Service will play a key role in supporting the Fostering Service in order to attract new foster carers.

Our priority is to place children with Cardiff carers in Cardiff and where possible, bring back those children who are placed a considerable distance away from Cardiff. However, there are some children who have to be placed outside of Cardiff for reasons of safety or because of particular needs which cannot be met locally. The current cohort of children placed in external residential units comprises a mixture of children who have moved to an external placement because of particular needs and children who initially went to an external placement because an in-house placement was unable to meet their immediate need. A number of children in each of these cohorts have been in their external placement for a number of years, are very settled and are making good progress. It would clearly be inappropriate to move them on purely financial grounds.

The Operational Manager responsible for the Looked After Children Service tracks all external placements via the Return of Out of Area Panel, however this needs to be stepped up to ensure that there are no unavoidable delays in moving young people back into in-house placements.

## 5. CONTINUE TO IMPROVE SERVICES FOR CHILDREN WITH DISABILITIES, INCLUDING SHORT BREAK CARE

There is evidence that children with disabilities are more likely to become looked after, remain in care for longer and have a higher risk of being placed inappropriately in comparison to non-disabled children. To improve and maintain good practice in relation to these children, there is a dedicated **Child Health and Disability Team** and when children become looked after they remain within the specialist team and retain their social worker. This allows for the social workers to develop a relationship with the child or young person, understand their specific needs and where required commission bespoke services to meet such needs.

We work closely with Adult Services to ensure that those young people who require support beyond 18 years of age are transitioned in a timely manner, this applies to all care leavers with or without disabilities.

To reflect our commitment to improving service for children and young people with disabilities, a project has been commissioned together with the appointment of a Change Manager to reshape services for children and young people with disabilities. The project will work with Cardiff and the Vale of Glamorgan, Cardiff and Vale University Health Board and Education partners in the vision of delivering on and improving outcomes for disabled children, young people, young adults and their families (0-25 years) through a range of partnership projects. These outcomes will be improved by designing and implementing integrated service delivery across Cardiff and the Vale of Glamorgan. The project will implement common processes which are aligned across the local authority areas which will lead on to support the development and delivery of an integrated service of children with disabilities.

We know that short breaks can give families a rest from caring and give children and young people the chance to meet other people and have fun in a safe, friendly environment. It is our vision and priority that all children (disabled and non-disabled) will be able to attend play, leisure, sports, arts and other activities in their local communities. We aim to support organisations and groups offering these services, to ensure that staff are well trained and confident to look after disabled children. When needed, we aim to support individual children to enable them to attend activities of their choice. For those children who require more specialist short break care services, we will do an assessment to ensure that they receive the most suitable services to meet their needs.

## 6. IMPROVE THE EDUCATION ATTAINMENT AND ACHIEVEMENT FOR ALL LOOKED AFTER CHILDREN

Research suggests that looked after children and young people are more likely to have a Statement of Special Educational Needs, to be excluded from school, and to leave school with no qualifications compared with children in the general population. In the Year 11 cohort in 2015 45% were on the Special Needs Register and 21% had a Statement of Educational Needs. Children and young people who are looked after have the same core health needs as other young people, but their backgrounds and experiences are likely to make them particularly vulnerable to poorer health outcomes. Children and young people who have experienced disrupted childhoods and inconsistent or broken attachments with their parents and families are very likely to have mental health problems, and often struggle to make attachments with carers. The effects of separation from birth families on entry into care can also contribute to or accentuate mental health problems.

We will ensure that all looked after children have access to a broad and balanced education, commensurate with their needs and wherever possible, this will be in a mainstream school. Education is considered fully when a change of placement is necessary to ensure there is as little disruption to their learning as possible.

Regular designated teacher forums ensure that these teachers are briefed and trained on relevant issues including attachment and well-being. The progress of looked after children is discussed in every **Team Around the School (TAS)** meeting and under performance is challenged. Challenge Advisers know the names of the looked after children in their schools and discuss their progress with the Headteacher. School Governors are briefed on their responsibilities as part of the Local Authority governor training programme. We will work with partners in Health to ensure that children with emerging emotional and mental health difficulties are supported early, and play an active part in supporting the University Health Board to reshape those services.

In the context described above, it is critical that we take effective action to support looked after children in order to enable them to maximise their potential. We have a dedicated Looked After Children Service in order to improve our focus on outcomes for looked after children. The Operational Manager for the Looked After Children Service works closely with the senior manager in Education with responsibility for looked after children and there are **processes** in place for information sharing, tracking attainment and attendance, rapid responses and joint training. Multi-agency meetings are held monthly, with Children's Service, Education and Health representation. Underperformance of individuals is discussed and actions clearly identified to move issues forward.

Over the last year, there has been an increase in the number of looked after children undertaking university education. There have been no permanent exclusions of looked after children for the past four years and the attendance of looked after children has improved. We have also launched the Traineeship Scheme within the Council, offering work placement opportunities to looked after children and care leavers.

Looked after children have a **Personal Education Plan (PEP)**. The process of completing a high quality PEP has been re-visited and a timeline is now in place with clear responsibilities for different stakeholders. A comprehensive training programme with foster carers, social workers and designated teachers re-visited everyone's role within the process. To further build on this success we are keen to develop a **Virtual School** for looked after children. The Virtual School will be instrumental in gathering data regarding attainment and progress of the looked after cohort from nursery school through to post-16. This will enable the monitoring of the cohort and ensure that the appropriate initiatives are put into place for both the primary and secondary sector. The school will be key in training designated teachers and ensuring schools receive support and advice on subjects such as attachment and the needs of looked after children. The Virtual School tracking system will enable more robust termly tracking of looked after children to ensure there is the earliest possible response and intervention to underachievement. Personal Education Plans will be amended to reflect the intervention that is taken with smart targets that will demonstrate progress when reviewed.



The role of **Achievement Leader** (Closing the Gap) has been established within Education to work closely with the Operational Manager in Children's Services. The focus of their work is solely to oversee the attainment and achievement of looked after children in the authority.

There is a Consortium Plan with key priorities that focus clearly on improving standards achieved by looked after children. This seeks to ensure:

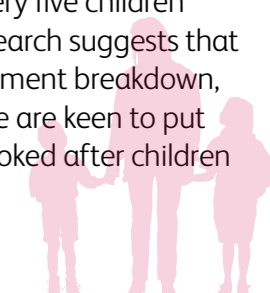
- Strategic oversight of looked after children and their outcomes.
- Children are provided with Personal Education Plan which are monitored and reviewed regularly.
- Provision is in place at the right time and in the right place and in the most efficient and effective way.
- Each Local Authority provision plan is based on the learner voice of the looked after child being heard and reflected upon in the commissioning of effective provision.
- School staff are able to access training and support to be able to identify and provide for the needs of looked after children appropriately.
- Foster Carers and Looked After Children social workers are aware of what works in improving educational outcomes.
- Looked After Children Co-ordinators work together to identify innovation and what works across the region.

Outcomes for looked after children in the Foundation Phase in 2015 are above the Wales average in 2014. At Key Stage 3 and 4 outcomes are just below Wales' national average and at Key Stage 4 Level 2+ threshold outcomes match the Wales average figure. Improving outcomes at all Key Stages remains our focus. We aim to close the gap between the performance of looked after children and the rest of the school children in Cardiff.

## 7. IMPROVE AND SUPPORT THE EMOTIONAL HEALTH AND MENTAL WELL-BEING OF LOOKED AFTER CHILDREN

We know that there is an increased likelihood that looked after children are more likely to experience emotional and mental health issues than children living with their birth families. It is also true that whilst some young people receive loving and nurturing care from consistent carers others can experience a lack of attention to their emotional needs. Young people can be let down by a system that does not always recognise their behaviour as a sign of distress and fails to provide them with support to develop secure attachments to their carers.

Research undertaken by the NSPCC (June 2015) identifies that looked after children are just over three times more likely to have a behavioural disorder than disadvantaged children and over five times more likely to have a diagnosed mental disorder than non-disadvantaged children. The high rate of behavioural disorders among looked after children is particularly striking, with almost two out of every five children having some kind of diagnosed behavioural disorder. This is a cause for concern as research suggests that children with disruptive and hyperactive behaviours are at particularly high risk of placement breakdown, as their carers can struggle to cope. In partnership with the University Health Board, we are keen to put this right and provide enhanced emotional and mental health well-being support for looked after children and their carers at the earliest opportunity.



The Looked After Children's service within the University Health Board is led by a **Named Doctor for Looked after Children, Adoption and Fostering**. The team develops health services to improve health outcomes and ensure all looked after children have an up-to-date health plan, are up-to-date with childhood immunisations and are registered with a local dentist.

Nationally and locally there is a significant focus on the need to improve support for children and young people with emotional and mental health issues. The Welsh Government has launched a national programme 'Together for Children and Young People' to focus on the whole range of services provided from early intervention through to specialist NHS **Child and Adolescent Mental Health Services** (CAMHS). In addition they have released funding to improve services and University Health Board partners are implementing new services and ways of working.

The developments being put in place locally include:

- An early emotional and mental health support service with easy and clear access to a range of supportive therapeutic interventions.
- A Neurodevelopment team to focus on early diagnosis and support for children with difficulties such as Autistic Spectrum Disorder (ASD) and Attention Deficit Hyperactivity Disorder (ADHD).
- A transition service for young people aged fourteen to twenty five with early psychosis.
- Improved access to Psychological Therapies in specialist NHS CAMHS for those children with clear mental health issues.
- A crisis intervention and liaison service.

We recognise that we need to develop and maintain a clear mental / emotional health profile of our looked after children, working with our colleagues in Health so that we understand the nature of their mental / emotional health needs in more detail. This will enable us to ensure looked after children have better access to services for their emotional and mental health needs and reduce inequalities in the future.

It is accepted that the key to a stable placement is a young person's emotional health and wellbeing. Significant looked after children have additional emotional and mental health needs which are often not met in a timely manner. In 2014 a significant number of placements broke down, where the young person's poor mental health was considered to be a contributing factor. We also know that in 2014, the directorate engaged independent psychologists, psychiatrists and therapists for assessments and therapeutic interventions for young people and their carers. This evidences a very clear need for a strategic approach to work with our partners in Health and Education to pilot a dedicated emotional health and wellbeing team for looked after children and our carers. The team will work with children, their carers, parents and professionals by undertaking a range of psychological assessments, provide therapeutic interventions, give advice about parenting, child behaviour and development, serious emotional, behavioural and relationship problems, past abuse, trauma and neglect. The focus will be on working out what each individual child needs and enabling that to be incorporated within their overall care plan. The specification for this service will be developed with partners in Education and Health with a view to a pilot commencing in June 2016.



## 8. PROVIDE YOUNG PEOPLE LEAVING CARE WITH APPROPRIATE PREPARATION FOR ADULT LIFE, TAKING ACCOUNT OF ALL OF THEIR NEEDS INCLUDING THEIR WELL BEING

In consultation with young people Children's Services have updated and improved the **Pathway Plan** document and all relevant staff have received best practice training. The revised the pathway plan review process will ensure that pathway plans are formally reviewed.

In partnership with the Housing Department we have created and developed a single point of access for young people's accommodation provision. This demonstrates corporate responsibility for providing suitable housing provision for young people including care leavers.

The council is committed to supporting young people who remain in foster placement post 18 in line with **'When I'm Ready'** guidance. We have made provisions for foster carers to support young people beyond the age of 18 where appropriate.

To reflect our commitment to young people leaving care, Children's Services have increased the **Leaving Care Grant** in line with rising costs associated with setting up their first home.



## 9. STRENGTHENING THE ROLE OF THE CORPORATE PARENTING ADVISORY COMMITTEE

The City of Cardiff Council has a **Corporate Parenting Advisory Committee** chaired by the Deputy Leader and Lead Member for Children's Services. The central principle of Corporate Parenting is that we should seek for the children in our care the same outcomes that every good parent would want for their own child. This covers their education, health and welfare what they do in leisure time and holidays, how they celebrate their culture and how they receive praise and encouragement for their achievements. It also extends to providing appropriate support once young people have left care including continued assistance around education, training or employment and emotional and practical support.

The specific role in Corporate Parenting requires all members:

- To be aware of, and to find out about, the basic issues and experiences of looked after children in their area.
- To ensure that the interests of the children come first.
- To set this strategic direction of Council services and determine policy and priorities for their local community within the overall objectives set by the Government.
- To ensure that the Council at all times acts as a good parent in supporting and promoting opportunities for all children and young people who are looked after.
- Actively taking part in visiting and speaking to children and young people and listening to what they say in order to improve services.
- To be aware of and know what the health and housing needs of looked after children are and what specific support is available for when children leave care.

Corporate Parenting is a responsibility for the whole Local Authority including its partner agencies. It is not limited solely to those services targeted at children. Cardiff's approach is for services for children to work together and with partner agencies to bring together areas such as education, health, housing, employment and leisure.

## KEY PRINCIPLES

In summary the key principles this strategy will achieve for the children in our care are:

### Children and young people are heard by:

- Strengthening the role and effectiveness of the Corporate Parenting Advisory Committee.
- Ensuring lessons are learnt from the complaints process.
- Ensuring provision of effective advocacy.
- Extending opportunities for looked after children to directly influence policies and strategies.
- Enabling children to make safe and appropriate decisions.

### Supporting children in the community more effectively by:

- Close working between Early Intervention and Looked After Children Services to enable more children to remain home.
- Safely reducing the number of looked after children.
- Admitting the right children to care at the right time.
- Liaising with other agencies and partners at an early stage to provide support to families.

### Improving the experience of looked after children by:

- Working closely with partner agencies to provide an integrated approach
- Ensuring that there are good quality multi-agency care and support plans for looked after children.
- Promoting permanency through adoption and special guardianship.
- Continuing the promotion of long term placements with connected carers.
- Supporting carers to offer secure and stable placements.
- Continue to improve the choice of high quality in-house placements.
- Effectively manage the use of external residential and independent fostering agency placements.
- Improving services for children with disabilities, including short break care.
- Tailoring services to meet the specific needs of children seeking asylum.
- Ensuring that children's health needs are regularly assessed and acted upon to allow them to lead healthy lives.
- Ensuring that there are good quality Personal Education Plans in place which are reviewed and updated.

### Improving the experience of care leavers by:

- Working closely with partner agencies to provide an integrated approach.
- Developing person centred pathway plans.
- Extending the choice and quality of accommodation including the provision of 'When I'm Ready'.
- Providing the opportunities for education, employment and training.
- Strengthening the role of the Personal Advisers.
- Keeping in touch with care leavers and learning from their experiences.



Action No.	Action	Responsible	Implementation due date	Progress update	Outcome	RAG Status
1	Implement rapid response service for young people being identified as at risk of becoming looked after due to family breakdown and or family dysfunction.	Operational Manager (OM) Intake& Assessment & Early Intervention, OM Child Protection / Children in Need.	August 2015	A dedicated crisis intervention worker is based within the Intake & Assessment team to respond to all new edge of care assessments.	To ensure that where safe to do so, children are supported at home and family breakdown is prevented.	
2	Commission: Signs of Safety training. Family Group Conferences. Targeted Edge of Care Service.	Assistant Director Children's Services / OM Strategy, Commissioning and Resources.	January – August 2016	A business case for Family Group Conferencing and an Edge of Care service (ARC) have been completed for the Investment Review Board. Signs of Safety plan to be implemented June 2016.	To ensure that we have a range of services and approaches to better support children and families and offer a better alternative to care.	
3	Implement an outcomes based performance management framework to achieve better outcomes for looked after children accessing services within the Integrated Family Support Team (IFST), Families First, Youth Service, Housing and Flying Start services.	OM Looked After Children. OM for Achievement and Inclusion	April 2016		To ensure that the councils core preventative services for children all work together to support children living at home where it is safe to do so.	
4	Achieve effective control over the number of children entering the looked after system without a plan of permanence by strengthening the role of legal surgery.	OM Child Protection / Children in Need.	November 2015		To ensure there are no delays in care planning for children	
5	Continue to develop the pool of in-house foster carers in order to ensure that Cardiff children remain in Cardiff; the Looked After Children Service will play a key role in supporting the Fostering Service in order to attract new foster carers.	OM Strategy, Commissioning and Resources / OM Looked After Children.	April 2016		To provide looked after children with placements in Cardiff	

Action No.	Action	Responsible	Implementation due date	Progress update	Outcome	RAG Status
6	Develop a Virtual School for Looked After Children. The Virtual School will be instrumental in gathering data regarding attainment and progress of the Looked After cohort from nursery school through to post 16 in order to improve attainment of looked after children.	OM for Achievement and Inclusion Leader / OM Looked After Children.	June 2016		To ensure that educational needs of looked after children remain a priority and address any difficulties when it is known that a child is at risk of not achieving his/her education/attainment potential	
7	Develop and maintain a clear mental / emotional health profile of our looked after children so that we understand their mental / emotional health needs in more detail; this will enable us to effectively engage with Health in order for looked after children to have better access to services for their emotional and mental health needs and reduce inequalities in the future	OM Looked After Children. Head of Operations and Delivery, Community Child Health	June 2016		To ensure that emotional needs of looked after children are understood and met by adopting a strategic approach to commissioning emotional wellbeing services for looked after children	
8	Increase the number of kinship arrangements (from 21 kinship carers at 30.06.15)	OM Strategy, Commissioning and Resources / Education Achievement Leader	August 2016		To ensure that there possible, children are placed with members of their family who have been assessed and approved by the local authority	
9	Increase number of discharge applications to reduce number of Placement with Parents arrangements from 52 at 30.06.15 to 32 at 31.07.16	OM Looked After Children / OM Child Protection / Children in Need.	August 2016		To ensure that children do not remain subject to unnecessary Orders	



# Looked After Children

## Looking after children & young people

### Looking After You

Cardiff pledges to listen to children and young people's feelings and worries and to ensure you have clear information:

- We will make sure you have a Care and Support Plan which is all about you and what you need to succeed.
- We will make sure that you have a qualified social worker who will listen to you, respect you and make sure you have a voice.
- Your social worker will visit you at home and make sure that you are happy and safe.
- Your social worker will not change unless there is an unavoidable need. Your social worker will get to know you and understand your needs.

### Being in Care/Finding the Right Place for You

Cardiff pledges that you will have a home where you feel safe, loved and cared for:

- Do everything possible to provide you with a loving, secure and stable home.
- If it is part of your care plan for you to go back home we will make sure this happens as quickly and as safely as possible.
- If you can't go home we will find the right place for you.
- We will help you keep in touch with your birth family wherever possible. If it's not possible we'll tell you why.

### Involving You/Giving You a Voice

Cardiff pledges that you are able to have a voice and are listened to:

- You will be consulted on all decisions about your care so that you are kept fully informed of your Care and Support Plan.
- You will be informed as soon as possible if there are any changes to your Care and Support Plan.
- Your social worker will encourage you and support you to be involved in decision making about your life, as much as possible.
- We will help you have your say and support you if you are not happy with any aspect of your care and wish to make a complaint.

### Treating You Right

Cardiff pledges that it will treat you with respect and value your wishes and feelings:

- We won't talk about you to other people where it's none of their business - unless we need to, to keep you or others safe.
- We will always listen to you and treat you with respect.
- We will explain things in a way that you understand so that you can be fully involved in your care and decisions made about you.

### Signature

### Getting a good education

Cardiff pledges to help you succeed in school and ensure you have a good education:

- We will make sure that you have a nursery, school or training place.
- We will make sure that you don't have to change schools wherever possible, especially in years 10 and 11.
- You will have a designated teacher who will get to know you and make sure you are ok - but you won't be treated any differently to other children and young people.
- We will make sure that you don't miss school because of meetings or appointments.
- We will listen to you if you are not happy in school and we will talk to teachers on your behalf if you need us to.
- We will make sure that you are involved in your Personal Education Plan and you know what is expected of you and the school to succeed.
- We will make sure that everyone works together to make sure you succeed in school.
- We will support you to make choices about your education with the priority that you feel happy, supported and able to achieve.

### Making sure you are health and happy

Cardiff pledges to help you lead a healthy lifestyle and make sure that your health needs are met:

- We will make show you ways to be healthy and happy.
- We will make sure you attend health, dental and optician appointments.
- We will make sure that you are able to attend hobbies and enjoy activities with your friends.
- We'll help you find out about activities that are on so that you can get involved
- We will make sure you can keep going to activities you are involved in if you move placement.

### Helping You Get on in Life

Cardiff pledges that on leaving care children and young people will have the right support and life skills to be able to live successfully and independently:

- We will give you help to move on with your life when the time is right and we will support in your new home where you can live and learn and reach your full potential.
- If you can't live on your own when you are 18 we will make sure you have choices and support for you after 18.
- We will help you if you want to continue your education, training or employment.



"I'm really enjoying my LAC Traineeship"







**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MAY 2016**

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**CARDIFF 2020 – AIMING FOR EXCELLENCE**

**REPORT OF DIRECTOR OF EDUCATION AND LIFELONG  
LEARNING**

**AGENDA ITEM: 6**

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**PORTFOLIO: EDUCATION (COUNCILLOR SARAH MERRY)**

**Reason for this Report**

1. To enable the Cabinet to consider a recommendation to adopt the strategy *Cardiff 2020 – aiming for excellence – a renewed vision for education and learning in Cardiff*.

**Background**

2. A strong education system is a key foundation for vibrant, cohesive communities and a prosperous economy and society.
3. Cardiff, the capital city of Wales, is one of the fastest growing cities in the UK with an economy that has changed radically and is developing in new ways. The population is increasingly diverse, with over 100 languages spoken and it is a proudly bilingual city, committed to the development of the Welsh language.
4. Cardiff's education system has been responding to these changes. With a strong university sector, and major employers in the region, Cardiff has the second highest proportion of citizens educated to graduate level of any city in the U.K, attracting and retaining a highly skilled workforce.
5. In the past some aspects of the statutory schooling system have been underperforming, with stark differences in outcomes for learners, and life chances, in different parts of the city. This has been changing in recent years and improvements are clear but more remains to be done to ensure that Cardiff has consistently excellent education.
6. Estyn inspected Cardiff Local Authority in 2011 and, whilst judging provision to be 'adequate', placed the authority in Estyn monitoring. Subsequent monitoring visits were carried out, in June 2012, February 2014, March 2015 and October 2015.

7. Following a final monitoring visit in January 2016 Estyn deemed Cardiff had made sufficient progress for the Authority to be removed from monitoring.

### **The Way Forward**

8. The Council is now looking to build on the positive outcome of the January 2016 Estyn monitoring visit and to enhance the role education plays in the further development of vibrant communities, social inclusion and a prosperous economy in the Cardiff region.
9. In response to this, the Council has developed Cardiff 2020 – aiming for excellence – a renewed vision for education and learning in Cardiff (see Appendix 1) which sets out a framework for an ambitious programme of future improvement to ensure that all children and young people have the opportunity to succeed.
10. *Cardiff 2020* makes a substantial contribution to the ‘*What Matters Strategy*’, in particular to the desired outcome that People in Cardiff achieve their full potential. An integral part of *Cardiff 2020* will be delivered through the recently launched ‘*Cardiff Commitment*’, which aims to ensure that all young people in Cardiff are provided with the support, choices and opportunities to make a successful transition from statutory schooling to ongoing education, employment or training.
11. *Cardiff 2020* aligns with the Council’s Education and Skills priority as set out in the Council’s Corporate Plan 2016 – 18 and provides a strategic framework to structure and prioritise action in the years ahead.
12. It is proposed that *Cardiff 2020* is adopted and developed to build on progress to date, ensure the full engagement of a broad range of stakeholders and to move forward with a vision that will best serve the needs of a growing capital and city region.

### **Reason for Recommendations**

13. To create a longer term improvement strategy for education and learning in Cardiff that secures the commitment of all key stakeholders to a clear set of goals and desired outcomes.

### **Financial Implications**

14. There are no direct financial implication arising from this strategy. However, any costs arising from the implementation of the strategy will need to be identified from the relevant budgetary allocations of Education or delegated schools.

### **Legal Implications**

15. The Council has a legal obligation under the Education Act 1996 to promote high standards and fulfilment of potential when exercising their education functions. The Local Government Measure 2009 sets out the Council’s obligations to ensure continuous improvement in the exercise

of its functions. This report sets out the Council's vision for its education and learning in Cardiff Strategy.

16. The Council has to satisfy its public sector duties under the Equality Act 2010. Decisions must have due regard to the need to (a) eliminate unlawful discrimination (b) advance equality of opportunity and (c) foster good relations on the basis of the protected characteristics defined in the Act. The Council needs to make its decision to make a proportionate and rational decision with proper regard for its equality duty. In accordance with the Welsh Language (Wales) Measure 2011 and the Council's Compliance Notice issued by the Welsh Language Commissioner, the Council must also consider the impact on the Welsh language when making decisions."

### **HR Implications**

17. There are no direct HR implications arising from this strategy. However, as action plans are developed there will be the need to assess the HR implications, as appropriate, and ensure that communication with stakeholders is undertaken, which includes trade union engagement.

### **RECOMMENDATIONS**

The Cabinet is recommended to:

1. Approve the adoption of the Cardiff 2020 Aiming for Excellence strategy.
2. Delegate responsibility to the Director of Education and Lifelong Learning for the development and implementation of operational plans to deliver the success measures set out in the strategy.

**Nick Batchelar**

Director

13 May 2016

*The following appendix is attached:*

Appendix 1 – Cardiff 2020 – Aiming for Excellence – A Renewed Vision for Education and Learning in Cardiff.

# **Cardiff 2020**

**Aiming for excellence –  
a renewed vision for education  
and learning  
in Cardiff**

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## Foreword

Education in Cardiff is 'on the up'. We are extremely proud to see the strengthening picture of education across the city, borne out by the significant improvement in the standards achieved by learners since 2013. Improvements across all phases of education and the growing commitment to work together to offer the very best opportunities for our children and young people are incredibly encouraging.

Having said that, we know that there is much more to do to achieve the outcomes that we wish to see in the Capital City of Wales. Cardiff needs consistently excellent education, so that every child and young person has the opportunity to thrive and prosper.

We want to see our vulnerable learners achieving more; being offered appropriate support and a curriculum that meet their individual needs. We also want much greater opportunities for our most able pupils to allow them to compete with peers nationally and internationally. And, ultimately we want all our young people to make a successful transition from statutory schooling to ongoing education, training and the world of work.

The very close relationship between the strength of our schools and the economic wellbeing of the area is undeniable and whilst future economic growth poses challenges, it also provides the ideal conditions for innovation and change.

We have clear ambitions for our future and through this strategy, we have set out our vision and goals to champion and deliver change. We want school leaders and governors to be at the forefront of leading our improvement journey and developing their staff teams as we move forward.

There is a commitment from all of us to play our part in achieving the excellent education system that Cardiff requires.

*Leader of Cardiff Council*

*Chair of Cardiff Education Development Board*

# Introduction

## A Renewed Vision for Education in Cardiff

A strong education system is a key foundation for vibrant, cohesive communities and a prosperous economy and society. Cardiff, the capital city of Wales, is one of the fastest growing cities in the UK. It has long been an international city, trading with the world, welcoming people, ideas and innovation from elsewhere. Its economy has changed radically and is developing in new ways. Its population is increasingly diverse, with over 100 languages spoken. It is a proudly bilingual city, committed to the development of the Welsh language.

Cardiff's education system has been responding to these changes. With a strong university sector, and major employers in the region, Cardiff has the second highest proportion of citizens educated to graduate level of any city in the U.K, attracting and retaining a highly skilled workforce. In the past some aspects of the statutory schooling system have been underperforming, with stark differences in outcomes for learners, and life chances, in different parts of the city. This has been changing in recent years and improvements are clear but more remains to be done to ensure that Cardiff has consistently excellent education.

Our recent strategy has been focusing on strengthening partnerships to ensure that all schools meet minimum standards, and where necessary taking action where that is not the case. We have ensured that data on performance is visible and transparent so that schools and their communities know how well children and young people are learning. We have set out to bring about a shift in focus to enable schools to lead improvement across the system, moving away from a culture of dependency, and encouraging innovation in teaching and leadership. With Cardiff having so many strong national and international institutions and businesses, stronger partnerships have been built to ensure that every school is connected with and contributes to, the energy and dynamism of Cardiff.

Our strategy has been making a difference. We can see the impact in:

- Improving outcomes for learners as measured by test and examination results
- More learners positively engaged in learning as measured by improving attendance, reducing exclusions and a reduction in the number of young people not in education, employment or training after school.
- Changing professional practices, with schools working effectively together to develop greater consistency across the system and a growing numbers of head teachers taking on broader leadership roles.

We face ongoing challenges:

- Implementing new curriculum and assessment arrangements.
- Closing the opportunity and achievement gaps.
- Recruiting, developing, retaining and valuing the best teachers and support staff.
- Identifying, developing and deploying talented leaders.
- Deepening and extending partnerships.
- Meeting the changing demands of employers in the local economy.

- Ensuring young people have the life skills to succeed in fulfilling their ambitions.
- Using funding and resources most effectively in the context of significant pressure on public finances in the foreseeable future.
- Creating a culture of innovation that draws on the resources of organisations, companies and communities across the city.
- Providing extra school places to meet the very rapid population growth in the region.

We now need a change of pace, and different approaches which build on the improving practice in schools to deliver consistently excellent outcomes. This strategy sets out our shared vision for the role that education plays in the further development of vibrant communities and a prosperous economy in Cardiff. It renews the commitment of everyone who has a stake in this vision to a clear set of goals and actions to deliver them.

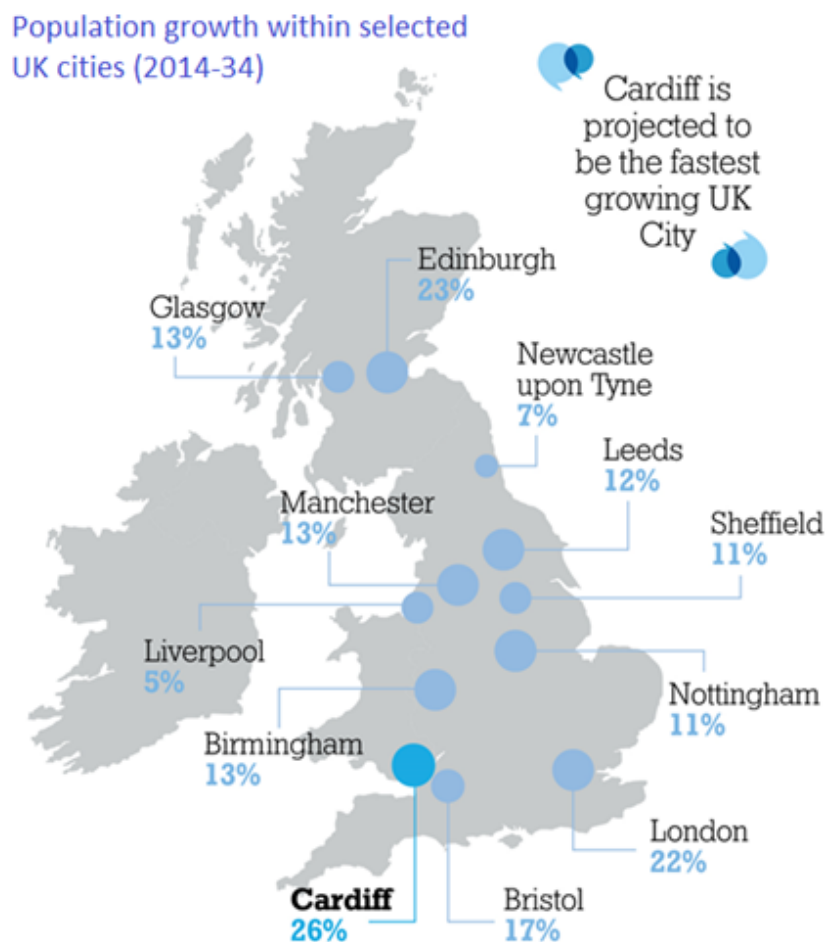
By focusing on the five key goals outlined in 'Cardiff 2020' we will accelerate educational achievement in Cardiff and ensure that all children and young people have the opportunity to succeed.



## Context

*Cardiff 2020* sits within the context of Cardiff's 'What Matters Strategy 2010 – 2020', which sets out to make Cardiff one of the best places to live, work and visit - 'Europe's most liveable city by 2020'.

Over the next 20 years Cardiff is projected to be one of the fastest growing cities in Britain. In response to this growth, Cardiff's Local Development Plan, covering the period 2006 to 2026, outlines how the city will accommodate and make provision for 41,100 new homes and 40,000 new jobs. There will be significantly more people between the age of 30 and 50, more school children and more people over 65 years old. A 25% increase in school age children is predicted which means we will need more schools and more teachers in Cardiff.



Source: Welsh Government/ONS/NRS population projections

The distribution of population by age group in Cardiff is in stark contrast to the rest of South East Wales. Of particular significance is Cardiff's student population who now represent over 10% of the city's residents. Most full-time students are aged between 18 and 29 and in Cardiff almost a quarter (23.5%) of the total population fall within this age group compared with 14.8% for the rest of South East Wales.

According to the 2011 Census, 15.3% of Cardiff's population is from a non-white ethnic group, equating to almost two-fifths (39.2%) of the total non-white ethnic population in Wales. Over 118 different main languages are spoken across the city.

In 2014/15, more than a fifth (22.2%) of pupils in Cardiff aged 5-15 were eligible for free school meals, compared to 18.8% for Wales. (*Welsh Government*).

It is clear that the city of Cardiff presents great opportunities and challenges. In response, to achieve the vision of becoming Europe's most liveable city, Cardiff's *What Matters Strategy* will continue to focus on improving outcomes for citizens in seven key areas:

- **People in Cardiff are healthy;**
- **Cardiff has a clean, attractive and sustainable environment;**
- **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;**
- **Cardiff is a fair, just and inclusive society.**

*Cardiff 2020* makes a substantial contribution to 'What Matters', in particular to the desired outcome that People in Cardiff achieve their full potential.

An integral part of *Cardiff 2020* will be delivered through the recently launched 'Cardiff Commitment', which aims to ensure that all young people in Cardiff are provided with the support, choices and opportunities to make a successful transition from statutory schooling to ongoing education, employment or training.

### ***Where are we now?***

#### *Educational Attainment*

- In the **Foundation Phase**, the percentage of pupils achieving expected outcomes (5+) at Foundation Phase improved from 78.7% in 2012 to **86.7%** in 2015 but remained just below the Welsh average of 86.8%.
- At **Key Stage 2**, **87.8%** of pupils in Cardiff achieved the expected level (L4+) in the core subject indicator in 2015, just above the Welsh average of 87.7%.
- At **Key Stage 3**, **83.4%** of pupils in Cardiff achieved the core subject indicator in 2015. Wales average 83.9%.

- At **Key Stage 4**, 2015 figures show that Cardiff has seen an increase in the proportion of Key Stage 4 pupils achieving the Level 2 threshold (5 GCSEs A\* - C, including English/Welsh and Mathematics) from 44.34% to **59.30%** over the last six years, with an improvement of 9.4% between 2013 and 2015. Current performance is higher than the Wales average of 57.95%.
- At **Key Stage 4** in 2015, **32.23%** of pupils in Cardiff eligible for **FSM**, achieved the Level 2 threshold including a GCSE A\*-C in English/Welsh and Mathematics, compared to **66.52%** of **non-FSM** pupils. The performance of FSM pupils at this level is higher than the Wales average of 31.63%.
- Since 2010, there has been a significant reduction in the numbers of **year 11 leavers** designated as **Not in Education, Employment or Training (NEET)** in Cardiff, from 8.8% to **4.3%** in 2014. (4.3% is 151 young people). Despite this improvement being at a faster rate than other local authorities, further reductions are required. Cardiff's relative position in 2014 was 21<sup>st</sup> out of 22 local authorities in Wales.
- Over the previous 4 years, the number of **year 13 leavers** designated as **Not in Education, Employment or Training** in Cardiff, have been below the Wales average. In 2014, **4.4%** of year 13 leavers did not progress into ongoing education, employment or training. (4.4% is 62 young people). Cardiff's relative position in 2014 is 11th out of 22 authorities in Wales, which was an improvement on 17th in 2010.
- As at March 2016, **673 (8.6%)** of 7,806 16 – 18 years olds in Cardiff registered with Careers Wales were designated as Not in Education, Employment or Training.

#### *Socio Economic factors*

- For the year ending December 2015, the **employment rate for the population aged 16-64** in Cardiff (**68.0%**) was below the equivalent figure for Wales (70.3%). In addition, the unemployment rate was higher in Cardiff (7.5%) than Wales (6.0%). (*Annual Population Survey, ONS*)
- The **economic activity rate** for those **aged 16-64 in Cardiff (73.1%)** was just below the national average (74.9%). However, when students are excluded from calculation, Cardiff's economic inactivity rate (19.0%) falls below that of Wales (21.0%). (*Annual Population Survey, ONS*)
- The latest statistics available on commuting show the large numbers of in-commuters to Cardiff from outside its local authority boundaries. An estimated 61,700 commute in to Cardiff from the neighbouring local authority areas of the Vale of Glamorgan, Rhondda Cynon Taff, Caerphilly and Newport alone, while a further 22,100 commute to the city daily from further afield.
- There were 200,400 people working in Cardiff in 2014, with the largest sectors being Health (13.9%), Retail (10.8%), and Business Administration & Support Services (10.0%). (*Business Register & Employment Survey, ONS*)

- A recent labour market demand and supply report by the South East Wales Learning Skills and Innovation Partnership (LSKIP) states that the region is entering an extremely challenging five year period. A City Deal for the Cardiff Capital Region, accelerated development across the three South East Wales Enterprise Zones including Cardiff Airport, and the establishing of close ties between the Great Western Cities, as well as £10 billion of planned infrastructure investment, represent a huge opportunity but also a challenge.
- The LSKIP report stated that traditional learning, training models and qualifications need radical change to deliver the skills industry needs. Delivering key essential skills in numeracy, literacy, ICT and employability for people across the age range will help to build an employee pool/register particularly focussed on areas of high unemployment. Attention needs to be paid to skills shortages in areas such as manufacturing, tourism, financial services, education and public administration, where employers have expressed difficulties in recruiting.
- 90% of new jobs will require excellent digital skills. Improving digital literacy is an essential component of developing employable graduates. (JISC,2011)

## **Education Reform in Wales**

*Cardiff 2020* is set within the context of the Welsh Government's national education reform agenda:

- The vision articulated by Professor Graham Donaldson in his review *Successful Futures*, published in February 2015, sets out firm foundations for a new approach to curriculum and assessment that is genuinely and fully inclusive. Donaldson emphasises the need for a curriculum that would better prepare children and young people in Wales to thrive and be successful in a rapidly changing world. He points to the need for a simpler, more connected curriculum that would provide breadth, enable greater depth of learning, ensure better progression, give scope for more imaginative and creative use of time and place a much greater emphasis on skills.
- *Qualified for Life* set out a vision for an education system where every child and person benefits from excellent teaching and learning and where their potential is actively developed.
- The Welsh Government's *New Deal for the Education Workforce*, announced in March 2015, sets out plans for supporting the professional development of those working in schools. This has been designed to support teachers, leaders and support staff with their professional development throughout their careers.
- In addition to the *New Deal*, the *Teaching Tomorrow's Teachers* report produced by Professor John Furlong, makes clear that the need for reforming initial teacher training in Wales is 'undeniable' if we are to raise standards and deliver our ambitious reform programme.

## **Vision**

**All children and young people in Cardiff attend a great school and develop the knowledge, skills and characteristics that lead them to become personally successful, economically productive and actively engaged citizens.**

## **Values**

**We are committed to:**

- **Supporting the development of happy and resilient learners, with a focus on both academic achievement and personal well-being.**
- **Equality of opportunity and championing the success and life chances of all children by narrowing the gap in education outcomes.**
- **Working openly and collaboratively with each other and sharing knowledge, practice and learning.**
- **Raising the aspirations of all children and young people and our expectations of what they can achieve, irrespective of their background or need.**
- **Embracing diversity, practising tolerance and respect for ourselves, our communities and our environment.**
- **Celebrating the success of pupils, practitioners and schools at every opportunity.**

## **Mission Statement**

**Through excellent education and learning for all children and young people, strengthen economic prosperity, wellbeing and social cohesion in Cardiff.**

## Goals

To deliver these aspirations our key goals are:

- **Excellent outcomes for all learners.**

We hold consistently high expectations for all learners and ensure high achievement and positive well-being for all. Barriers to learning are addressed to make sure that no child or young person is 'left behind'. The curriculum is flexible and engaging. A focus on high quality teaching is at the heart of every school. Assessment is used to develop learning and to ensure open and clear accountability in the education system.

- **A high quality workforce**

We attract the best people to lead and work in our schools and education settings. We recruit, retain and develop staff at all levels and ensure that the next generation of teachers, wider practitioners and leaders are working in Cardiff.

- **21<sup>st</sup> Century learning environments**

There are appropriate, high quality school places for children and young people which meet the needs of Cardiff's growing and changing population. Schools provide a safe and inspiring environment for learning and are strongly connected to their communities. Learning beyond the classroom is extended through the creative use of digital technologies and through accessing the resources of the city and its wider environment.

- **A self-improving school system**

Schools take shared responsibility with the Local Authority and the Central South Consortium for securing the best outcomes for all learners across the city. Collaboration between schools builds the capacity for collective improvement across the system.

- **Schools and Cardiff in partnership**

Schools and early years settings have strong links with the communities they serve and with business and enterprise in the city region. Families and employers value education and work closely with schools to contribute to the achievement and progression of children and young people.

## Desired Outcomes

As a result of our work over the next five years we are seeking to achieve ambitious outcomes for the children and young people of Cardiff:

- All children and young people will be able to access an appropriate, high quality education place that meets their individual needs.
- Educational attainment at the end of each key stage will be the best in Wales and in line with top quartile performance in the core cities of the UK.
- Every child will leave primary school literate and numerate in line with age related expectations.
- Pupils from low-income families will achieve at the same level as their peers – we will close the attainment gap.
- Children and young people with additional learning needs will be able to access an improved system designed to ensure that their needs are assessed, and the provision necessary to meet those needs is planned for in a more collaborative, consistent and equitable way.
- All young people will achieved a recognised qualification at the end of statutory schooling.
- All young people will complete statutory schooling equipped with a menu of skills for life and make a successful transition to education, employment or training.
- All young people are safe and their emotional well-being is high.
- Children and young people will be aware of their right to participate and for their opinion to be heard, and will be involved in decision-making about education policies and services which affect their lives.

## **Goal:      Excellent outcomes for all learners**

**We hold consistently high expectations for all learners and ensure high achievement and positive well-being for all. Barriers to learning are addressed to make sure that no child or young person is 'left behind'. The curriculum is flexible and engaging. A focus on high quality teaching is at the heart of every school. Assessment is used to develop learning and to ensure open and clear accountability in the education system.**

### **Why this matters**

Standards achieved by learners in Cardiff schools are now improving at a faster rate than previously and many at a faster rate than the rest of Wales. 2015 saw a significant step forward in nearly all measures but we want to see further and more rapid improvement in performance. Outcomes at the end of each key stage are not yet high enough, in particular for vulnerable learners facing challenges and barriers to successful learning and attainment.

Academic attainment is a major contributory factor to the progression and future life chances of young people. By securing excellent outcomes for all learners, we can ensure that our children and young people have the opportunity to shape their lives and play a full role in society. In this way we are also investing in the future of our city, which is reliant on future citizens that are able to compete and thrive in the modern world.

### **Plan of action**

#### **To achieve success, Cardiff will:**

- Focus on quality teaching in every classroom, every day to drive up outcomes and accelerate progress for all pupils.
- Use the framework of the government's 'Successful Futures' programme to shape curriculum pathways which are appropriate to learners' needs, flexible and fit for the future, including implementing new pathways for learners at risk.
- Further challenge and support schools and partners to improve educational outcomes for pupils at risk of under achievement, in particular, looked after children, pupils from low income families, pupils with English as a second language and those pupils with additional learning needs.
- Deliver, adapt and embed the national reforms for pupils with Additional Learning Needs.



- Further develop the use and application of assessment to accelerate learning and to underpin strong professional practice and accountability.
- Recognise, facilitate and encourage a wide range of opportunities for meaningful parent and carer engagement and involvement in children's learning.
- Further develop opportunities and methods to capture the voices of children and young people to inform service development.

## **Success measures**

### **Over the next 5 years Cardiff aims to:**

- Increase the percentage of pupils achieving the expected outcomes in the mandatory areas of learning in the Foundation Phase at the end of year 2.
- Increase the percentage of pupils achieving the expected outcomes in the core subjects of Mathematics, English or Welsh and Science in Key Stage 2 at the end of year 6.
- Increase the percentage of pupils achieving the Level 2+ Threshold (5 GCSE's at A\* - C including English/Welsh and Mathematics) at the end of Key Stage 4 (year 11).
- Increase the number of young people making a successful transition to ongoing education, employment or training at the end of statutory schooling (year 11) and at the end of year 13.
- Increase the percentage of pupils eligible for Free School Meals achieving the expected outcomes in the core subjects of Mathematics, English or Welsh and Science in Key Stage 2 at the end of year 6.
- Increase the percentage of pupils eligible for Free School Meals achieving the Level 2+ Threshold (5 GCSE's at A\* - C including English/Welsh and Mathematics) at the end of Key Stage 4 (year 11).
- Improve the levels of achievement of vulnerable learners in line with their individual requirements, needs and aspirations. In particular:
  - Pupils with additional learning needs
  - Pupils educated 'other than at school'
  - Looked after children
  - Pupils entering Cardiff schools with English as a second language
- Maintain attendance levels in schools above the Welsh average.

Appendix 1 sets out our baseline position and targets on these measures.

## **Goal: A high quality workforce**

**We attract the best people to lead, work in, and govern our schools and education settings. We recruit, retain and develop staff at all levels and ensure that the next generation of teachers, practitioners and leaders are working in Cardiff.**

### **Why this matters**

Education systems that excel are able to recruit high calibre graduates and train and support them to become outstanding classroom practitioners. We also know that the action that has the greatest impact on improving learner outcomes is teacher development – both in terms of their subject knowledge and classroom expertise. Teaching assistants also play an important role in ensuring effective learning. Good schools draw on the expertise of a wider range of other support staff

Research also tells us that equipping and empowering headteachers and other senior leaders to have the time, skills and resource to focus on leading learning, is vital to improving outcomes for children and young people.

The recruitment of teachers and headteachers is a particular challenge and we need to be innovative in new approaches.

### **Plan of action**

#### **To achieve success, Cardiff will:**

- Launch more innovative recruitment approaches to promote the value of working in Cardiff and fill the gaps in key sectors of the education workforce.
- Create clear career progression routes supported by appropriate support and development.
- Deliver high quality training and professional development, in partnership with higher education training providers, which equips staff to support excellent learning and improve learner outcomes.
- Embed enquiry led learning and coaching as a way of working across schools in the city.
- Identify and develop aspiring and emerging leaders and provide pathways into leadership positions, including executive headship.
- Increase leadership capacity by deploying and supporting leaders to lead across schools and by reducing the time heads spend managing support functions in schools.
- Raise the profile of the roles played by non-teaching staff and create opportunities for continuous professional development at all levels.

## **Success measures**

### **Over the next five years Cardiff aims to:**

- Increase the population of 'Outstanding' teachers and practitioners in Cardiff, particularly in those areas of the curriculum where the need to improve learner outcomes is greatest.
- Increase school leadership capacity in Cardiff, to respond to the diverse and changing needs of education in the city region.
- Implement new school leadership models that enable experienced Heads and Senior Leaders to oversee and support those appointed to a role as Head of School, either as part of a federation or by agreement with the governing bodies of the schools involved.
- Create a network of Executive Leaders across the city that is able to support other schools and lead federations and school improvement groups.
- Engage all teachers in enquiry led learning related to the improvement priorities for their school and/or partnership/federation.
- More effectively evaluate the contribution of the non-teaching workforce to school improvement and harness this capacity to enhance teaching and learning outcomes.

## **Goal: 21<sup>st</sup> Century learning environments**

**There are appropriate, high quality school places for children and young people which meet the needs of Cardiff's growing and changing population. Schools provide a safe and inspiring environment for learning and are strongly connected to their communities. Learning beyond the classroom is extended through the creative use of digital technologies and through accessing the resources of the city and its wider environment.**

### **Why this matters**

The significant population growth in Cardiff, coupled with an ageing educational estate presents real challenges to maintaining sufficient school places in good learning environments across the city. Between 2006 and 2016, approximately £110 million has been invested in new buildings and in upgrading existing ones. Further investment will be secured to meet current growth, replace unsuitable buildings and longer term to meet the needs of major housing developments.

Beyond the classroom, the city itself presents many opportunities for learning and we want to see all young people accessing the sporting, cultural and environmental opportunities of Cardiff wherever they live.

### **Plan of action**

#### **To achieve success, Cardiff will:**

- Maintain and improve the existing school estate to ensure access for all children to good learning environments.
- Deliver new sustainable high quality schools, in both the primary and secondary sector, which are flexible, fit for the future and enable quality teaching to take place in every classroom.
- Ensure a balance of SEN provision across the City so that where possible we have local schools for local children.
- Continue to provide more Welsh medium school places in line with the Welsh in Education Strategic Plan for Cardiff.
- Invest in new technology for learning, building on the most effective practice already operating, to provide innovative ways of engaging, motivating and helping children and young people learn.
- Ensure best value from available financial resources by embracing innovative procurement methods and standardised designs methods.
- Create a Community Focused Schools approach so that the curriculum can be enriched by local involvement and the use of school buildings can benefit the wider community in Cardiff.

## **Success measures:**

### **Over the next five years Cardiff aims to:**

- Significantly improve the learning environments of the existing schools estate through the implementation of the annual Asset management plan, ensuring best value for financial resources.
- Complete the planning of the next set of priorities for the 21<sup>st</sup> century school programme, including a focus on Special Educational Needs provision across the City, by the 31<sup>st</sup> March 2017.
- Offer a co-ordinated Admissions process, with the voluntary aided sector, which provides parents/carers with a clear picture of the school place choices available to them and the likelihood of securing first preferences.
- Increase the number of pupils securing a school place that meets individual needs, where appropriate in accordance with their first preference.
- Embed a new Community Focused Schools approach, across all Cardiff Schools, providing a range of activities and opportunities to enrich the lives of children, families and the wider community; and contributing to community objectives including local cohesion, sustainability and regeneration.
- Develop approaches to learning in the context of the whole city which ensure the full participation of every young person in the life of Cardiff, through business, sporting and cultural links.
- Complete the construction of a new High School in the East of the city, in partnership with Cardiff & Vale College by autumn 2017.
- Complete the construction of three new two form of entry primary schools, by spring 2018.
- Complete the construction of a new High School in West of the City by September 2018.

## **Goal: A self-improving school system**

**Schools take shared responsibility with the Local Authority and the Central South Consortium for securing the best outcomes for all learners across the city. Collaboration between schools builds the capacity for collective improvement across the system.**

### **Why this matters**

Our ambition is that as the school system continues to progress, schools, school leaders and governors are increasingly trusted, supported and resourced to lead improvement. Instead of school improvement coming from local authority or external consultants, the aim is to create a system where schools are able to support each other and are committed to sharing staff and expertise.

Working in this way enables schools to learn from and draw upon each other's strengths and helps to move knowledge about what works and best practice around the system more quickly. As Michael Fullan has written "Good collaboration reduces bad variation" and this applies both within schools and across schools. This way of working is not limited to teachers and school leaders but also applies to school governors and other staff who work in schools.

### **Plan of action**

#### **To achieve success, Cardiff will:**

- Continue to work with the Consortium to further develop the capacity of the school system to be self-improving through the Central South Wales Challenge.
- Enable and encourage governors, including those within the same school improvement group to organise joint training, share ways of working and observe and challenge each other's practice.
- Engage all schools in a School Improvement Group or other accredited school improvement network.
- Promote the growth of clusters and federations of schools to build leadership capacity and enable head teachers to focus on leading high quality teaching and learning.
- Strengthen school-to-school engagement through initiatives such as enquiry-led learning groups, peer review between schools and by providing a menu of school-to-school support for struggling schools to draw on.
- Build challenge, impact and evaluation into school-to-school activity through open and transparent use of data.

## Success measures

### Over the next five years, Cardiff aims to:

- Have no schools in an Estyn category.
- Increase the proportion of schools categorised as green by Welsh Government in the annual national categorisation process.
- Increase the proportion of schools where Standards are judged by Estyn to be good or excellent.
- Secure improved learner outcomes at the designated Challenge Cymru Secondary schools that are at least in line with the Welsh average.
- Have no schools running recurrent deficit budgets.
- Have all primary schools belonging to a business cluster or federation in addition to their membership of a School Improvement Group.
- Have all secondary schools paired with another school, either within the consortium or the city to support leadership of teaching and learning.
- Have an agreed peer to peer model operating across the city, based on the shared use of data and performance measures.

## **Goal: Schools and Cardiff in partnership**

**Schools and early years settings have strong links with the communities they serve and with business and enterprise in the City. Families and employers value education and work closely with schools to contribute to the achievement and progression of children and young people.**

### **Why this matters**

We know that high quality education is vital to improving life chances for children and young people, but we also know that factors outside school have an impact on the levels of achievement and wellbeing.

A safe environment, families that encourage learning and aspiration and policies that tackle poverty and deprivation can all play a significant part in helping young people achieve success.

Partnerships between schools and business / employers can be mutually beneficial connecting business with communities and schools with the wider economy. And strengthening the governance of schools.

### **Plan of Action**

**To achieve success, Cardiff will:**

- Implement the 'Cardiff Commitment' to Youth Engagement and Progression to ensure positive futures for all young people beyond statutory education.
- Continue to encourage a wide range of professionals to take up the role of School governor to strengthen governance models across all sectors.
- Enable schools to engage with and benefit from the Cardiff Early Help Strategy, ensuring that statutory and voluntary agencies work effectively together to intervene early to support families.
- Maintain and where possible expand investment in early years through Flying Start and other programmes to ensure that children from economically deprived communities have a good start in life.
- Strengthen relationships between schools and the business sector to provide a menu of opportunities for business partners to support schools, whilst also realising business benefits that add value to their individual goals and ambitions.
- Develop and pilot models for partnership between schools and particular skill sectors in the local economy.



## **Success measures:**

### **Over the next five years Cardiff aims to:**

- Further strengthen school governance, increasing the number of school governors and the range of skills that they are able to offer to help drive school improvement.
- Improve the broad range of skills of children starting school as measured by the new foundation phase profile, in partnership with families, communities, health and the early year's sector.
- Ensure that all schools have a clear business partner, with purposeful shared objectives.
- Ensure that all young people have access to careers advice, guidance and work experience opportunities.
- Increase the numbers of young people that make a successful transition to the world of work.
- Provide a broader range of alternative curriculum options that respond effectively to the needs of vulnerable learners that may have difficulties learning in a classroom environment.

## **Moving forward**

This is an ambitious strategy because Cardiff needs the best possible education system. The future prosperity and social health of the city depends on it.

Cardiff is dynamic and changing rapidly. Old industries have gone, replaced by a much more diverse and more fluid economy. As a port city, Cardiff has always been outward looking, open to new ideas, welcoming, and ready to change and adapt. These qualities were never more important than now. Young people currently in our schools will face a future which is guaranteed to be different from whatever we may predict now.

This strategy acknowledges the improvements made in recent years but it states clearly the expectation that more needs to be done, and can be done. There is immense appetite across the school system, in communities and throughout the business, arts and voluntary sectors in Cardiff to build on the best, whether that is already here in our city, or is elsewhere in the UK or further afield.

This renewed vision for education in Cardiff sets ambitious goals. Whilst being ambitious they are also realistic. People are at the heart of this strategy, both learners and educators and all who work to support learning. The strategy places a key focus on recruiting, and developing those who work in the school system. It also recognises that resources are limited, and so there is a real focus on ensuring effective and efficient use of resources, and in developing new ways of working which enable us to deliver improving outcomes from a reducing resource base.

By working together we can make Cardiff 2020 a reality. We can enable the young people in our city to reach their potential whatever that might be. We can support and develop further their success and the success of their schools, both inside and beyond the classroom. We can play a part in building a city that is ready to take on the challenges of the future.

## Appendix One – Performance Measures

### Outcomes for Learners

This core set of measures provides an initial framework to track performance against the desired outcomes identified in this strategy over the next 18 months. This will be developed and extended as we move forward in conjunction with the changes to measures of academic attainment and school performance reporting that are being progressed by Welsh Government.

Measure	Cardiff Baseline Position Academic Year 2014/15	Wales Average Academic Year 2014/15	Cardiff Target Academic Year 2016/17
The percentage of pupils achieving the expected outcomes in the mandatory areas of learning in the Foundation Phase at the end of year 2.	86.73%	86.80%	88.6%
The percentage of pupils achieving the expected outcomes in the core subjects of Mathematics, English or Welsh and Science in Key Stage 2 at the end of year 6.	87.76%	87.74%	93.09%
The percentage of pupils achieving the Level 2+ Threshold (5 GCSE's at A* - C including English/Welsh and Mathematics) at the end of Key Stage 4 (year 11).	59.30%	57.95%	67.8%
The number of young people making a successful transition to ongoing education, employment or training at the end of statutory schooling (year 11) and at the end of year 13.	Year 11: 95.5% (4.5% NEET)  Year 13: 97.04% (2.96% NEET)	Year 11: 97.2% (2.8% NEET)  Year 13: 96.24% (3.76% NEET)	Year 11: 97% (3% NEET)  Year 13: 97% (3% NEET)
The percentage of pupils eligible for Free School Meals achieving the expected outcomes in the core subjects of Mathematics, English or Welsh and Science in Key Stage 2 at the end of year 6.	76.74%	75.10%	85%

<b>Measure</b>	<b>Cardiff Baseline Position Academic Year 2014/15</b>	<b>Wales Average Academic Year 2014/15</b>	<b>Cardiff Target Academic Year 2016/17</b>
The percentage of pupils eligible for Free School Meals achieving the Level 2+ Threshold (5 GCSE's at A* - C including English/Welsh and Mathematics) at the end of Key Stage 4 (year 11).	32.23%	31.63%	50%
The percentage of Looked After Children achieving the expected levels at:			
Foundation Phase	75%	58% (2014)	85%
Key Stage 2	56%	59% (2014)	70%
Key Stage 4 – Level 2+	17.1%	17.1% (2014)	25%
The percentage of pupils with English as a second language achieving at the expected levels at:			
Foundation Phase	82.79%	81.7%	84%
Key Stage 2	83.59%	82.6%	88%
Key Stage 4 – Level 2+	59.64%	57.7%	66%
Attendance levels in schools			
Primary:	95.2%	94.9%	95.5%
Secondary	93.9%	93.9%	95.5%

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MAY 2016**

**RESPONSE TO THE REPORT BY THE COMMUNITY AND ADULT SERVICES SCRUTINY COMMITTEE ENTITLED “*INFORMATION, ADVICE AND ASSISTANCE (IAA) SERVICES FOR MENTAL HEALTH SERVICE USERS IN CARDIFF*” (DECEMBER 2015)**

**REPORT OF THE DIRECTOR OF SOCIAL SERVICES**

**AGENDA ITEM: 7**

**PORTFOLIO: HEALTH, HOUSING & WELLBEING (COUNCILLOR SUSAN ELSMORE)**

**Reason for this Report:**

1. To respond to a report published by the Community and Adult Services Scrutiny committee entitled “*Information, Advice and Assistance (IA&A) services for mental health service users in Cardiff* (December 2015)”.

**Background**

2. The Social Services and Well Being (Wales) Act 2014 requires a step change in local authority provision and partnership working. A key aspect of the Act is the requirement for local authorities to secure the provision of Information, Advice and Assistance at the earliest possible opportunity in order to prevent an escalation in a person’s needs.
3. The following issues were examined during this short scrutiny exercise:
  - Understanding the existing provision of information, advice and assistance services (IA&A services) to existing and potential mental health service users in Cardiff
  - Examining the Directorates preparedness for the implementation of the information, advice and assistance requirements of the Social Services and Well Being (Wales) Act 2014 (The Act).
  - Understanding stakeholders’ views with regard to existing provision and implementation of The Act.

- Undertaking qualitative research with existing and potential mental health service users in Cardiff to gain their perceptions and views on the provision of services.
- Exploring relevant best practice in external organisations and other local authorities, which is transferable to Cardiff
- Making recommendations to improve the way information, advice and assistance services for mental health service users are provided in Cardiff.

## **Issues**

4. The report recognised that there are existing IA&A services in Cardiff, provided by Health and Third Sector partners, which are designed specifically to meet the needs of mental health service users, their carers and families. On their own these are not sufficient to meet the requirements of The Act 2014
5. The report made 31 key findings under the following headings: Existing Provision in Cardiff, Accessibility, Timeliness, Quality, Interface Experience, Effectiveness, Approach to Implementation, Regional Approach, Service Design and Planning, Training, Monitoring Requirements
6. The report made 10 recommendations all of which have been addressed by the Social Services & Well Being Act Strategic Regional Implementation group.

## **Reason for Recommendations**

7. To enable the Cabinet to respond to the report published by the Community and Adults Services Scrutiny Committee.

## **Financial Implications**

8. There are no direct financial implications for this report

## **Legal Implications (including Equality Impact Assessment where appropriate)**

9. There are no direct legal implications arising from this report.

## **HR Implications**

10. There are no direct HR implications for this report

## **RECOMMENDATION**

Cabinet is recommended to agree the response to the recommendations as set out in Appendix A.

**TONY YOUNG**

Director

13 May 2016

*The following appendix is attached:*

Appendix A: Cabinet response to the report by the Community and Adults Services Scrutiny committee in to *Information, Advice and assistance Services for Mental Health Service Users in Cardiff*.

The following background paper has been taken in to account:

A Report of the Community and Adult Services Scrutiny Committee: "*Information, Advice and Assistance (IAA) Services for Mental Health Service Users in Cardiff*" (December 2015)

**CABINET RESPONSE TO THE REPORT OF THE COMMUNITY AND ADULT SERVICES SCRUTINY COMMITTEE ENTITLED “*INFORMATION, ADVICE AND ASSISTANCE (IAA) SERVICES FOR MENTAL HEALTH SERVICE USERS IN CARDIFF*” (DECEMBER 2015)**

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1. Since the report was prepared in December 2015, significant progress has been made through the leadership of the Social Services & Well Being Act Strategic Regional Implementation group which has largely addressed the recommendations as set out below. As a region, partners are at the early stages of Act implementation and this includes the range of new statutory duties relating to Information Advice and Assistance; by definition we are required to ensure that design and delivery reflects the needs of adults experiencing mental health difficulties.
2. However, the nature of the Task and Finish Group’s recommendations, if accepted as written, would significantly cut across the current implementation plan and potentially privilege services to those with mental health difficulties over a much wider population of people to whom an equal duty is owed at the IA&A stage. In any event, it is the settled professional view that the implementation arrangements by definition address the recommendations of the Task and Finish Group.
3. It is also important when considering the response to the recommendations, to emphasise that IA&A is not a single entity but is inherently based on a model of distributed service with multiple access points; this is intended to maximise access and minimise the risk of adults missing opportunities for early support.
4. Response to the recommendations:

Implementation Approach:

**R1. Hold a meeting, by end of January 2016, with the Cardiff & Vale University Health Board and relevant third sector organisations to:**

- a. **build on the awareness raising and goodwill evident from this Inquiry;**
- and**

**Response: This recommendation is not accepted.**

This recommendation cannot be accepted because the Cardiff and Mental Health Partnership Board through the development of the Together for Mental Health Delivery Plan has existing plans for working across the statutory and voluntary sector to promote awareness of the Social Services and Wellbeing (Wales) Act 2014 including the shared duties for the provision of IA&A.



**b. to design, plan and develop IA&A services for mental health service users and carers that meet the requirements of the Act.  
(KFs 1- 6 inclusive, KFs 16-20 inclusive and KFs 26-27)**

**Response: This recommendation is not accepted**

This recommendation cannot be accepted because provision for IA&A for adults with mental health difficulties meets the requirements of the Act. For example, Cardiff and Vale Mental Health Partnership Board through the development and monitoring of the local Together for Mental Health Delivery Plan refocuses mental health third sector partners to raise awareness of preventative recovery services through accessible Information, Assistance and Advice using Dewis and the Cardiff and Vale Action for Mental Health, both of which are compliant with the Act.

**R. 2 Seek assurance from the Welsh Government, by end of February 2016 that Cardiff Council's proposed approach to IA&A services for mental health service users and carers is compliant with the requirements of the Act, including the proposed regional approach with the Vale of Glamorgan Council**

**Response: This recommendation is not accepted**

This recommendation cannot be accepted because the Social Services & Well Being Act Strategic Regional Implementation group is satisfied that the provisions for IA&A are Act compliant, but recognises further work is needed to over the next 12 months. The Regional Implementation Lead Officer works closely with the Welsh Government and seeks ongoing advice to ensure compliance on all aspects of the Act. Furthermore, Cardiff Council will soon become a signatory, subject to Cabinet approval, to the "Time to Change Wales" anti-mental health stigma campaign. It is important that people with mental health problems have equal access to IAA as other citizens of Cardiff. To this end, the Cardiff and Vale Regional IAA Implementation Group have sought to integrate mental health IA&A provision alongside other adult services IA&A provision which is also monitored by Welsh Government.

#### 5. Improving Accessibility

**R.3 Ensure that the provision of IA&A services for mental health service users and carers in Cardiff do not rely solely on accessing IA&A services via GPs.  
(KF 7)**

**Response: This recommendation is partially accepted**

This recommendation is partly accepted because we believe that statutory mental health services are best accessed through an individual's GP so that assessment and treatment can be progressed at the earliest opportunity. However, we also accept that the provision of IA&A should be available through a range of sources as such information is shared through the Dewis website which means that over 50 separate local and national third sector organisations that are advertised through one website which can be accessed at libraries and community hubs. An excellent example of Cardiff Council supporting local third sector organisation is the use of the council day opportunities building at Ty Canna by 10 separate mental health organisations supporting over 200 people that would otherwise require statutory services.

**R4. As part of the IA&A service provision for mental health service users and carers, use the existing Stepiau website and CAVAMH Directory of Services and signpost to these from the Council's website and Directory of Services.**

***(KF17, KF19, KF22 and KF27)***

**Response: This recommendation is partially accepted**

This recommendation cannot be accepted because we are engaged in the regional and national approach to using Deivs as the main web platform. Stepiau and CAVAMH directory are both accessible from Dewis.

**R5. Develop a communication strategy to promote the IA&A services that addresses the barriers to accessibility identified in this report, by:**

- a. Addressing the stigma attached to mental health;
- b. Addressing the myths and perceptions regarding Social Services;
- c. Using the 10 main community languages of Cardiff to promote the IAA services;
- d. Being culturally appropriate on every channel/ platform;
- e. Providing 'easy read' versions of communications materials;
- f. Using clear definitions.

***(KF4, KF8, KF9, KF10, KF21, KF22 and KF23)***

**Response: This recommendation is partially accepted**

This recommendation cannot be accepted in its entirety because the IA&A communication strategy includes mental health services alongside other adult services and should not be seen as a 'standalone' strategy. In this way, we aim to reduce the stigma of accessing mental health IA&A provision and improve accessibility.

**R6. Work with the Cardiff and Vale University Health Board, CAVAMH and other relevant third sector organisations to:**

- a. improve information sharing, coordination and signposting across sectors; and
- b. put in place monitoring arrangements to capture whether information is reaching those that need it, in a timely manner.

**(KF2, KF9, KF10, KF13, KF17, KF18, KF19)**

**Response: This recommendation is partially accepted**

This recommendation cannot be accepted because there are existing joint monitoring arrangements with the UHB to monitor the CAVAMH contract which includes the provision of IA&A for mental health services. Additionally, the Cardiff and Vale Mental Health Partnership Board through the Together for Mental Health Delivery Plan monitor the delivery of IA&A.

## 6. Training

**R7. Within six months, put in place mental health first aid training and multicultural awareness training for all Hubs frontline staff and first point of contact staff and all Cardiff Council frontline staff involved in delivering IA&A services.**

**(KFs16-20 inclusive, KF28 & KF29)**

**R8. Within six months, investigate whether funding is available from Cardiff and Vale University Health Board and other routes to finance the mental health first aid training and multicultural awareness training for Cardiff Council frontline staff.**

**(KF28)**

**Response: This recommendation is not accepted**

These recommendations cannot be accepted because the Mental Health First Aid Training and Mental Health Awareness Training is already available through the Cardiff Council training department and local providers and therefore by accepting the recommendation, there would be a duplication of effort.

**R.9 Within six months, work with UHB to ensure the redesign of staff training for all integrated teams addresses the issues raised in the Scrutiny Research Report regarding working place culture are incorporated and addressed.  
(KFs12- 14 inclusive KF30)**

**Response: This recommendation is not accepted**

This recommendation is not accepted because the Cardiff and Vale Operational Manager continues to work with the Senior Nurse for community teams to raise awareness of the Social Services and Wellbeing (Wales) Act 2014, additionally, members of the health board are actively engaged in the regional IA&A implementation group.

7. Monitoring

**R10. By the commencement of the Act, put in place monitoring arrangements that meet the requirements of the Act.  
(KF31)**

**Response: This recommendation is not accepted**

This recommendation is not accepted because there are existing monitoring arrangements in place via the Strategic Regional Implementation group. Additionally, the Cardiff and Vale Partnership Board will continue to have a role in monitoring the implementation of the Cardiff and Vale Together for Mental Health Delivery Plan.

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MAY 2016**

**LLANOVER HALL – EXPRESSIONS OF INTEREST TO SUB  
LEASE**

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

**AGENDA ITEM: 8**

**PORTFOLIO: SKILLS, SAFETY, ENGAGEMENT & DEMOCRACY  
(COUNCILLOR DAN DE'ATH)**

**Reason for this Report**

1. To allow the advertising for expressions of interest in the leasing of Llanover Hall under a partnership arrangement with the Council.

**Background**

2. Llanover Hall, based in the Canton area of the city, has a 40 year long history and tradition of offering a place for all to benefit from the process of creative achievement with the ethos of 'Arts for All'.
3. It is a community arts centre, including a 100 seat theatre, exhibition/café area, Ceramics Studio, Wet Arts Room, Photography Darkroom and a Computer Studio. Provision includes after school and Saturday morning children's classes in crafts, drama and pottery as well as a broad range of classes for adults.
4. Participation in creative activity is known to increase the wellbeing of individuals and of the wider community and supports local and Wales wide aspirations to increase mental and physical health and wellbeing.
5. Cardiff Council currently holds a lease for the building dated 21 July 1938 for a period of 999 years which commenced on 1 December 1937. This lease contains a restrictive covenant preventing the use of the premises or any part of the premises to be used as a shop/warehouse/other place for carrying on trades/tavern or alehouse etc. without a written licence first having been obtained from the lessor.
6. The restriction prevents any dealing (including any disposal, grant of any lease or licence or any other occupation or sharing of possession) of the property without the prior written consent of the Arts Council of Wales.

## **Issues**

7. The courses delivered at Llanover Hall form part of the Learning for Life Adult Community Learning programme which is recreation based and ineligible for Welsh Government Adult Community Learning grant funding. The programme includes courses relating to arts, crafts and pottery. Learners have to pay for these courses in order to sustain this cost neutral programme.
8. A property condition report is attached at Appendix 1, the surveys provide an initial high level overview with an overall cost for required improvements.
9. It is recognised that the building is underutilised and to attract more learners/visitors to Llanover Hall and increase income generating capacity the building will require investment to better utilise the space and for additional services to be provided from the building.

## **Partner Sublease - Expressions of Interest**

10. To ensure the long term sustainability of Llanover Hall as a community arts venue it is proposed the council seek a partner to sublease the building.
11. The council would welcome all organisations to express an interest, with preference given to a sustainable option that will:
  - To maximise the utilisation of Llanover Hall
  - Complement and maintain the current Adult Community Learning programme
  - Mitigates council property management liabilities in regards to running cost and maintenance backlog.

## **Local Member consultation**

12. Local Ward Member consultation has taken place and Members are content to support this approach.

## **Reason for Recommendations**

13. To ensure the long term sustainability of Llanover Hall as a community arts venue through a partnership.

## **Financial Implications**

14. The report recommends the Council seek expressions of interest from interested parties for sublease of the building. The annual running cost of this building in 2014/15 was £46,000. Whilst it is anticipated that savings against these costs will arise from a partnership, this will be dependent on the detailed arrangements underpinning such an agreement.

15. Before any such agreements on transfer it is recommended that Arts Council of Wales is consulted. The terms and conditions of the sublease need to ensure the property is maintained in good condition with restrictions on unapproved alternative use will need to be monitored, and should the terms and conditions of any transfer not be adhered to the property should be returned to the council. Any return of property could have capital and revenue implications for the council.
16. Whilst the Property condition report highlights a backlog of maintenance of £274,000 it is unclear until expressions of interest are received how this and any refurbishment works could be funded.
17. It is important to set out clear criteria to define the Council's requirements and assess responses to expressions of interest and proposed business cases through a clear and transparent process.

#### **Legal Implications (including Equality Impact Assessment where appropriate)**

18. The Council is required to obtain best consideration from its property disposals pursuant to section 123 of the Local Government Act 1972. However pursuant to the General Disposal Consent (Wales) 2003 it can dispose at an undervalue of up to £2m if it is satisfied that the disposal is in the interests of the economic social or environmental well being of the whole or part of its area and in accordance with its community plan.

#### **HR Implications**

19. Employees and Trade Unions have been made aware that expressions of interest are being sought. The effect on employees will be dependent on the business case which comes forward from any interested parties. Once this information is known employees and trade unions will be consulted further. The Council will require any partner to abide by any relevant employment legislation and any changes for employees will be carried out under the Council's corporately agreed processes.

#### **Equality Implications**

20. There are no equality implications to consider at this stage. A full Equality Impact Assessment will be undertaken to evaluate the potential partner arrangement.

### **RECOMMENDATIONS**

The Cabinet is recommended to agree that;

1. Llanover Hall is advertised for expressions of interest to seek an operating partner with the Council.
2. authority for the acceptance of a preferred bid be delegated to the Director for Communities Housing and Customer Services in consultation with the Cabinet Members for Corporate Services and Performance and

Skills, Safety, Engagement & Democracy and the Director for Corporate Resources, and Property and Estates Manager to identify and conclude terms with a preferred operator for Llanover.

3. In the event that no successful partner is found a future cabinet report will be brought forward in regard to the future provision of Adult Community Learning from Llanover Hall and the future of the asset.

**Sarah McGill**

Director

13 May 2016

*The following appendix is attached:*

Appendix 1: Property Condition Report





# **Property Condition Report**

**for**

**LLANOVER HALL ARTS CENTRE**

**Cardiff County Council**

Strategies Estates Division

# Property Condition Report

for

## LLANOVER HALL ARTS CENTRE

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### Introduction

This report has been produced for the Service Areas as part of a Asset Management Plan, to give them details on the condition of the property to assist in programming for recurrent repairs and maintenance. The condition survey was carried out by the Strategic Estates Division of Cardiff County Council.

### Limitations

This report has been compiled exercising all reasonable skill, care and diligence. It is based on a visual inspection of the property and as such, is limited in its scope.

### Condition

The survey is based on the DfEE guidance on a framework for assessing the condition of school premises for Asset Management Plans.

The buildings have been sub divided into blocks, where necessary, based on separation and age of construction and assessed on a block by block and element by element basis.

Elements and remedial works have been assessed and categorised as follows:

#### Condition

GOOD (Performing as intended/Operating efficiently)

SATISFACTORY (Performing as intended but exhibiting minor deterioration)

POOR (Exhibiting major defects/Not operating as intended)

BAD (Life expired/Risk of imminent failure)

#### Priority

1 (Within 1 Year)

2 (Within 2 Years)

3 (Within 3 - 5 Years)

The work identified in the Remedial Works has been prioritised in the year considered to be necessary by the Surveyor. However, due to limited financial budgets, some or all of the identified work may have to be postponed to later years.

#### Remedial Cost

The investment costs are an approximate guide and not actual costs for undertaking the remedial works. For the purposes of this exercise maintenance items below £1,000 have not been included in this report.

# Property Condition Report

for

## LLANOVER HALL ARTS CENTRE

### Site

Survey Date: 30/08/2013

### Elemental Condition

Walls / Fences / Gates	SATISFACTORY
Roads / Carparks	POOR
Paths / Playgrounds / Paved Areas	POOR
Soft Landscaping	SATISFACTORY
Drainage	SATISFACTORY
Ancilliary Premises / Outdoor Pools	Not Applicable
<b>General Overall Condition</b>	SATISFACTORY

### Site Remedial Works

Element	Condition	Works	Priority	Cost
Paths / playgrounds / paved areas	POOR	Clear vegetation from paths throughout site	2	£1,000
Paths / playgrounds / paved areas	BAD	Provide suitable handrails to emergency exit step to rear of Block 3	2	£1,000
Paths / playgrounds / paved areas	POOR	Resurface tarmac' to rear of Block 3	2	£4,000
<b>Total Cost:</b>				£6,000

### Notes

### Building

Survey Date 06/09/2013

**Block No 1**

### Elemental Condition

Roofs	SATISFACTORY	External Walls / Doors /Windows	SATISFACTORY
Internal Doors / Walls	SATISFACTORY	Floors / Stairs	SATISFACTORY
Ceilings	SATISFACTORY	Furniture / Fittings	SATISFACTORY
Sanitary Ware	SATISFACTORY	Redecoration	SATISFACTORY
Mechanical Services	SATISFACTORY	Electrical Services	SATISFACTORY
<b>Overall Condition</b>	SATISFACTORY		

# Property Condition Report

for

## LLANOVER HALL ARTS CENTRE

### Block Remedial Works

Element	Condition	Works	Priority	Cost
Control gear	POOR	Renew dist boards to G02 and 104	2	£3,000
EWWD - Doors	POOR	Replace timber double doors to G25	2	£1,300
EWWD - Windows	POOR	Repairs to single glazed timber windows	3	£2,000
Gas distribution	POOR	Install emergency automatic gas shut off to Room G29	1	£1,500
Heating / distribution / controls	POOR	Renew heat emitters and distribution pipes adding TRVs and radiators to all unheated areas	2	£19,500
Int WD - Doors / screens	POOR	Replace single timber doors in G09, G34, 101	2	£1,300
Int WD - Doors / screens	POOR	Overhaul fire doors to 201/203 & 203/204	1	£1,000
Lighting	POOR	Renew 60% lighting wiring and accessories	2	£15,000
Lighting	POOR	Provide external lighting to fire escape route	1	£1,200
Redecorations - External	POOR	Prepare and decorate previously painted surfaces	2	£7,000
Redecorations - Internal	SATISFACTORY	Prepare and redecorate 25% of the rooms	2	£3,200
Roofs - Coverings	POOR	Investigate with MEWP valley gutters	2	£1,000
Sanitary - Toilets	SATISFACTORY	Refurbish toilets, G11, G12, G27 & G28	2	£3,200
Ventilation / air conditioning	SATISFACTORY	Upgrade and install extract fans and ventilation systems to several rooms	3	£21,500
			<b>Total:</b>	<b>£81,700</b>

### Note

### Block No 2

### Elemental Condition

Roofs	SATISFACTORY	External Walls / Doors /Windows	SATISFACTORY
Internal Doors / Walls	SATISFACTORY	Floors / Stairs	SATISFACTORY
Ceilings	SATISFACTORY	Furniture / Fittings	Not Applicable
Sanitary Ware	Not Applicable	Redecoration	SATISFACTORY
Mechanical Services	POOR	Electrical Services	SATISFACTORY
<b>Overall Condition</b>	<b>SATISFACTORY</b>		

### Block Remedial Works

# Property Condition Report

for

## LLANOVER HALL ARTS CENTRE

Element	Condition	Works	Priority	Cost
EWWD - Doors	SATISFACTORY	Renew double entrance doors	2	£2,100
EWWD - Doors	SATISFACTORY	Renew fire door in G22	2	£1,300
EWWD - Walls	SATISFACTORY	Carry out minor remedial work to cladding and step near G22	2	£1,500
EWWD - Windows	SATISFACTORY	Renew single glazed timber windows with uPVC	2	£3,700
Heating / distribution / controls	POOR	Renew cast iron emitters and distribution pipework.	2	£5,000
Hot & Cold water services	SATISFACTORY	Renew hot and cold water distribution pipework	3	£3,000
Lighting	SATISFACTORY	Renew lighting wiring and accessories to rooms G23 & G24	3	£1,000
Lighting	POOR	Renew fluorescent luminaires to G22	2	£4,400
Lighting	POOR	Provide emergency lighting to escape routes external to building	1	£1,000
Power	POOR	Replace switchgear to Kilns in rooms G24 & G26	2	£1,500
Redecorations - External	SATISFACTORY	Prepare and paint previously painted surfaces (incl access)	2	£5,600
Ventilation / air conditioning	POOR	Replace ventilation system to Kiln rooms G24 & G26	2	£1,000
			<b>Total:</b>	<b>£31,100</b>

### Note

Heat source/equipment are shared with Block 3. Fire alarm shared with Block 1.

### Block No 3

#### Elemental Condition

Roofs	SATISFACTORY	External Walls / Doors /Windows	SATISFACTORY
Internal Doors / Walls	SATISFACTORY	Floors / Stairs	SATISFACTORY
Ceilings	SATISFACTORY	Furniture / Fittings	Not Applicable
Sanitary Ware	Not Applicable	Redecoration	SATISFACTORY
Mechanical Services	POOR	Electrical Services	POOR
<b>Overall Condition</b>	<b>SATISFACTORY</b>		

#### Block Remedial Works

Element	Condition	Works	Priority	Cost
Control gear	BAD	Replace main switch gear and renew distribution board in B01	2	£43,500
EWWD - Walls	BAD	Investigate, and repair, corrosion and concrete defects to building frame on rear elevation	2	£3,000

# Property Condition Report

for

## LLANOVER HALL ARTS CENTRE

Floors & Stairs - Ground Floor	SATISFACTORY	Sand & seal woodblock in G18	2	£5,000
Floors & Stairs - Upper Floor	POOR	Repair timber boards and provide vinyl shet covering to 111 & 113	2	£1,700
Gas distribution	POOR	provide gas shut off valve to Boiler plant & Hall heater	1	£3,000
Heat source / equipment	BAD	Renew boiler and controls & enhance boiler room ventilation	2	£16,000
Heating / distribution / controls	POOR	Renew cast iron heat emitters and dist pipework	2	£15,000
Heating / distribution / controls	POOR	Replace time switch with BMS System	2	£18,000
Lighting	SATISFACTORY	Renew main hall, G18, lighting wiring and accessories checking loading	2	£17,000
Lighting	POOR	Install emergency lighting to escape routes external to building	1	£1,200
Lighting	SATISFACTORY	Replace fluorescent lighting and accessories to rooms B01, G14, 111 & 113	2	£5,200
Power	POOR	Rewire and provide additional socket outlets to rooms G18 & 111	2	£4,500
Redecorations - Internal	POOR	Prepare and redecorate approx 20%	2	£2,000
Roofs - Rainwater goods	POOR	Replace gutters / downpipes, inc access	2	£2,200
			<b>Total:</b>	£137,300

### Note

**Block No** 4

### Elemental Condition

Roofs	SATISFACTORY	External Walls / Doors /Windows	SATISFACTORY
Internal Doors / Walls	SATISFACTORY	Floors / Stairs	SATISFACTORY
Ceilings	SATISFACTORY	Furniture / Fittings	POOR
Sanitary Ware	Not Applicable	Redecoration	SATISFACTORY
Mechanical Services	SATISFACTORY	Electrical Services	SATISFACTORY
<b>Overall Condition</b>	SATISFACTORY		

### Block Remedial Works

Element	Condition	Works	Priority	Cost
EWWD - Doors	SATISFACTORY	Renew main Entrance doors	2	£2,200

# Property Condition Report

for

## LLANOVER HALL ARTS CENTRE

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Floors & Stairs - Upper Floor	POOR	Replace timber floor finish to 110	2	£2,000
Furn & Fit - Kitchen	POOR	Renew kitchen units in 110	2	£1,500
Lighting	SATISFACTORY	Renew lighting in Art Classroom, 110	2	£2,700
Lighting	POOR	Install emergency lighting to escape routes externally to building	1	£2,400
Lighting	SATISFACTORY	Replace fluorescent lighting and accessories to rooms G25, G26, G33, 109 & 230	3	£5,000
Redecorations - Internal	SATISFACTORY	Ongoing cyclical redecoration 20%	3	£1,200
Ventilation / air conditioning	SATISFACTORY	Install extract fans above sinks to room G33	3	£1,000
			<b>Total:</b>	£18,000

### Note

Design of staircase/landing balustrade adjacent lift poor.

**Report Total:** £274,100

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**CABINET MEETING: 19 MAY 2016**

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**CABINET POLICY ADVISORY GROUPS**

**REPORT OF THE MONITORING OFFICER**

**AGENDA ITEM: 9**

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**PORTFOLIO: SKILLS, SAFETY, ENGAGEMENT & DEMOCRACY  
(COUNCILLOR DAN DE'ATH)**

**Reason for this Report**

1. To consider the establishment of Cabinet Policy Advisory Groups, including common terms of reference and membership provisions, as part of the Cabinet's commitment to establish and promote more inclusive approaches to policy development.

**Background**

2. The Cabinet has the important statutory role of providing strategic leadership and direction to the Council and is responsible for the development of policies for the delivery of services to the whole community of Cardiff. This includes developing and proposing those strategic policies and plans that comprise the Council's Policy Framework and which must be approved by Council.
3. In developing policy, the Cabinet can sponsor its own policy work (e.g. through the establishment of advisory groups or sub-committees). Alternatively, as has happened previously in some instances in Cardiff, the Cabinet may ask Scrutiny Committees to carry out evidence based task and finish reviews. However, the Cabinet cannot insist that Scrutiny Committees undertake any such policy development work, as those Committees control their own work planning to ensure the delivery of an effective scrutiny function.

**Issues**

4. The Cabinet is committed to developing a more inclusive approach to policy development and decision making, which seeks to involve Members more widely and to utilise their personal expertise and experience in various fields. One such approach is through the proposed establishment of Cabinet Advisory Groups, which have been introduced elsewhere in the UK (e.g. Swindon, Oxfordshire, Milton Keynes, Dover).

5. Cabinet Policy Advisory Groups are informal Member/Officer working groups with no formal committee status or decision making authority. Accordingly, there is no reference to Cabinet Policy Advisory Groups within the Council's Constitution as they are not formal meetings of the Council and do not have the status of advisory committees under the Local Government Act 1972 Section 102(4).
6. As Cabinet Policy Advisory Groups are informal and without status, they may be established by the Cabinet or the relevant Cabinet Member, following notification to the Council's Monitoring Officer, with appropriate terms of reference and membership provisions, noting always that the Cabinet retains full legal responsibility to make any formal decisions in discharge of its functions. Consideration should also be given to the potential implications for the existing policy development role and work programmes of the Council's Scrutiny function if Cabinet Policy Advisory Groups are established in order to ensure that there is no duplication of work and resources.
7. The role of the Cabinet Policy Advisory Groups is to advise and assist Cabinet Members in the development of policy and the exercise of their duties. Cabinet Policy Advisory Groups can be cross-cutting in the issues which they consider.
8. Cabinet Policy Advisory Groups will usually be chaired by the relevant Cabinet Member and may comprise non-executive councillors, officers from relevant directorates and external parties. Meetings will be held usually on a monthly basis, with a minimum amount of paperwork, in order to reduce the total time spent in meetings by Members and Officers. The relevant Cabinet Member should report back to the Cabinet following completion of the group's work.
9. In 2015/16, the Cabinet piloted the Cabinet Policy Advisory Group model to provide an informal policy development mechanism, which looked specifically at affordable housing issues. This approach was referenced in paragraph 53 of the Wales Audit Office Corporate Assessment Follow On report, which was received by the Cabinet on 10 March 2016:

*"An Affordable Housing Advisory Group, which provides advice to the Cabinet on specific policy issues, has been established."*
10. The group has met informally on four occasions since July 2015 and has heard evidence about housing need in Cardiff and the issues affecting the development of affordable housing in the city. The group has been chaired by the Cabinet Member for Health, Housing & Wellbeing and attendees have included non-executive councillors, housing association representatives and council officers with expertise in housing development, capital finance and planning. The meetings have enabled the group to develop a good understanding of affordable housing issues in Cardiff.

11. The Wales Audit Office report recommended explicitly that members involved in the work of Cabinet Policy Advisory Groups do not sit on any Scrutiny Committee responsible for scrutinising the same/similar issues. This is set out in the following Proposal for Improvement (P2c):

*“review the role and membership of Cabinet Advisory Groups to ensure that those members involved do not sit on any Scrutiny Committee responsible for scrutinising the same/similar issues”*

12. On 21 March 2016, the Cabinet approved the following action point in response to the specific Proposal for Improvement (P2c) identified by the Wales Audit Office in relation to Cabinet Advisory Groups:

*“Terms of Reference for Cabinet Advisory Groups will be agreed”*

13. It is proposed that the establishment of any Cabinet Policy Advisory Groups should be undertaken as and when required by the relevant Cabinet Member, who would determine the specific terms of reference and membership of the group. The precise terms of reference for each Cabinet Policy Advisory Group should be determined and agreed when individual groups are established as required, but should be based broadly on the common terms of reference as set out in **Appendix A** to this report.

14. It is suggested that any Cabinet Policy Advisory Group that is established should comprise the following persons:

- the relevant Cabinet Member/s;
- the relevant Director/s and/or Assistant Director/s;
- no more than five non-executive councillors who do not sit on any Scrutiny Committee responsible for scrutinising the same/similar issues; and
- any appropriate external experts, advisors, stakeholders or partners (as determined by the Cabinet Member/s in consultation with the relevant Director/s).

15. It is also proposed that no more than three such Cabinet Policy Advisory Groups will be appointed at any one time unless particular circumstances necessitate the appointment of additional groups.

### **Reason for Recommendations**

16. To support a more inclusive approach to policy development work that is undertaken on behalf of the Cabinet.

### **Financial Implications**

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

## **Legal Implications**

18. The legal implications appear in the text of this report.

## **RECOMMENDATION**

Cabinet is recommended to approve the establishment of Cabinet Policy Advisory Groups, as and when required, to assist with policy development on behalf of the Cabinet. The Terms of Reference of Groups shall be based broadly on the common terms of reference set out in Appendix A to this report.

**David Marr**

Interim Monitoring Officer

13 May 2016

*The following appendix is attached:*

**Appendix A:** Cabinet Policy Advisory Groups – Common Terms of Reference

*The following background papers have been taken into account*

Wales Audit Office Corporate Assessment Follow On Report, 26 February 2016

<http://www.audit.wales/system/files/publications/Cardiff-CA-2016-English.pdf>

## **APPENDIX A**

### **Cabinet Policy Advisory Groups – Common Terms of Reference**

- a) To advise the relevant Cabinet Member and/or the Cabinet as a whole on any policy, plan or strategy relating to [*named issues*] to support delivery of relevant corporate priorities as set out in the Corporate Plan.
- b) To undertake specific tasks, research and investigations, so as to inform the Cabinet Policy Advisory Group's advice to the relevant Cabinet Member and/or the Cabinet as a whole.
- c) To consider any policy, plan or strategy relating to [*named issues*], which may be referred to it by the relevant Cabinet Member and/or the Cabinet as a whole.
- d) To operate as a task and finish group.
- e) To include the following membership:
  - the relevant Cabinet Member/s;
  - the relevant Director/s and/or Assistant Director/s;
  - no more than five non-executive councillors who do not sit on any Scrutiny Committee responsible for scrutinising the same/similar issues; and
  - any appropriate external experts, advisors, stakeholders or partners (as determined by the Cabinet Member/s in consultation with the relevant Director/s).
- f) To be chaired by the relevant Cabinet Member as part of their portfolio responsibility or by a nominated vice-chairman in his/her absence.
- g) To have quorum of three members – one of which should be the relevant Cabinet Member as chair or the nominated vice-chairman.
- h) To determine final recommendations to the relevant Cabinet Member and/or the Cabinet by consensus if at all possible or by means of a show of hands if necessary.
- i) To report and make recommendations to the relevant Cabinet Member and/or the Cabinet as a whole as and when required.

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