

CABINET: THURSDAY, 13 OCTOBER 2016 at 3.30 PM

A Cabinet Meeting will be held in the Central Library on 13 October 2016 at 3.30 pm

A G E N D A

Apologies & Declarations of Interest

- 1 Minutes of the Cabinet meeting held on 15 September 2016 (*Pages 1 - 4*)

Corporate Services & Performance

- 2 City of Cardiff Council Statutory Improvement Report 2015-16 (*Pages 5 - 110*)
- 3 City of Cardiff Council Annual Complaints Report 2015-16 (*Pages 111 - 138*)

Early Years, Children & Families

- 4 Response to the report of the Children & Young People's Scrutiny Committee Report entitled "Child Sexual Exploitation" (*Pages 139 - 160*)

Health, Housing & Wellbeing

- 5 City of Cardiff Council Local Housing Strategy (*Pages 161 - 234*)

Transport, Planning & Sustainability

- 6 City of Cardiff Council Transport Strategy (*Pages 235 - 320*)

PAUL ORDERS

Chief Executive

This page is intentionally left blank

**CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL**



MINUTES

CABINET MEETING: 15 SEPTEMBER 2016

Cabinet Members Present:	Councillor Phil Bale (Chair) Councillor Peter Bradbury Councillor Dan De'Ath Councillor Bob Derbyshire Councillor Graham Hinchey Councillor Susan Elsmore Councillor Sarah Merry Councillor Ramesh Patel
Observers:	Councillor Neil McEvoy (Item 1 & 2) Councillor Elizabeth Clark (for Councillor Judith Woodman)
Officers:	Paul Orders, Chief Executive Christine Salter, Section 151 Officer David Marr, Interim Monitoring Officer Claire Deguara, Cabinet Office
Apologies:	Councillor Sue Lent Councillor David Walker

28 MINUTES OF THE CABINET MEETINGS HELD ON 14 & 27 JULY 2016

RESOLVED: that the minutes of the meetings of the 14 and 27 July 2016 be approved.

29 QUARTER 1 PERFORMANCE

The Cabinet received the Council's performance report for Quarter 1 (April to June) of the 2016-17 financial year. The report included an analysis of performance by directorate together with an overview of corporate performance including sickness absence rates, PPDR compliance, Freedom of Information requests and Customer satisfaction.

The report also noted the establishment of the Performance Support Group which is designed to oversee and investigate performance at a corporate level.

RESOLVED: that the current position regarding performance, the delivery of key commitments and priorities as at Quarter 1, and the action being taken to address areas of concern be noted.

30 BUDGET MONITORING - MONTH 4 REPORT

The Cabinet received an update on the financial monitoring position for the Authority based on the first four months of the financial year. It was reported that the month four revenue monitoring showed a projected overspend of £850, 000 reflecting financial pressures and shortfalls against budget savings targets. These are partly offset by projected savings in capital financing, release of contingency budgets (previously earmarked for voluntary severance), an anticipated surplus on Council Tax collection and non-domestic rate refunds on Council properties.

RESOLVED: that

1. the potential outturn position based on the first four months of the financial year be noted.
2. the allocations from the Specific Contingency Budgets to the Economic Development, Communities, Housing & Customer Services and Social Services Directorates as set out in the report be noted.
3. the requirement for all directorates currently reporting overspends as identified in the report to put in place action plans to reduce their projected overspends be reinforced.

31 WALES AUDIT OFFICE ANNUAL IMPROVEMENT REPORT

The Wales Audit Office Annual Improvement Report for 2015-16 was received. The report summarised the audit work undertaken at the Council since the last such report published in September 2015.

Wales Audit Office attended the meeting and reported that based on the work undertaken the Council is likely to comply with the requirements of the Local Government Measure during 2016/17.

RESOLVED: that

1. the Wales Audit Office Annual Improvement Report 2015-16 be noted.
2. that key issues will be built into the Challenge Forum meetings.

32 SCHOOL ORGANISATION PLANNING: THE PROVISION OF ADDITIONAL ENGLISH-MEDIUM PRIMARY SCHOOL PLACES AT RADYR PRIMARY SCHOOL

Cabinet considered a report outlining a request to consult on a proposal to increase capacity of Radyr Primary school to meet the rising demand for additional English-medium primary school places in the Radyr and Morganstown area of the city,

RESOLVED: that

1. Officers be authorised to consult on a proposal to increase the capacity of Radyr Primary School to allow the school to admit up to 60 pupils from September 2017.
2. It be noted that officers will bring a report on the outcome of the consultation to a future meeting to seek authorisation as to whether to proceed to publish proposals in accordance with section 48 of The School Standards and Organisation (Wales) Act 2013.

33 ADVICE & SUPPORT RECOMMISSIONING

Appendix G of this report is exempt from publication because it contains information of the kind described in paragraph 16 of Part 4 of Schedule 12A to the Local Government Act 1972

Cabinet considered a report setting out proposals for the recommissioning of Advice, Floating Support Services and Gender Specific support services (including Domestic Abuse). The Council currently receives a £16.2m Supporting People Programme grant to provide housing related support services. The grant fund a wide range of services including homeless hostels, domestic violence refuges, support housing, floating support provided in client's homes, community alarm and warden services.

RESOLVED: that

1. the phased approach to recommissioning Supporting People Programme grant funded services as set in the report, and the use of direct awards as appropriate to facilitate the phased approach to the recommissioning be agreed.
2. the approach to recommissioning phase 1 services: generic floating support services, older persons floating support services, and gender specific services (including domestic abuse) as set out in the report be agreed.
3. the approach to Advice Services as set out in the report , including the recommissioning of services be agreed.
4. authority be delegated to the Director of Communities, Housing and Customer Services in consultation with the relevant Cabinet Member for Health, Housing & Wellbeing and the relevant Cabinet Member for Safety, Engagement & Democracy, the Council's Section 151 Officer, and the Director of Governance and Legal Services to:
 - (i) deal with all aspects of the recommissioning of floating support services, both generic and older persons, gender specific services and advice services as set out in the report, up to and including the award of contracts and

- (ii) deal with all ancillary matters which pertain to the recommissioning proposals set out in this report , including, without limitation, making decision as to any direct award of contracts that may be required until the recommissioning arrangements for all phases are in place.
5. It be noted that it is intended to submit further reports to Cabinet to seek authorisation to commence the procurement processes for those Services to be recommissioned as part of phases 2 and 3, as and when the detailed procurement strategies are developed.

34 MEETING HOUSING NEED UNDER THE HOUSING (WALES) ACT - GYPSY & TRAVELLER SITE ASSESSMENT

Appendices 1-2 of this report are exempt from publication because they contain information of the kind described in paragraph 16 of Part 4 of Schedule 12A to the Local Government Act 1972

Cabinet received a report which provided an update on the progress in undertaking the Gypsy and Traveller Site Assessment and set out a proposed way forward for meeting the housing need of the Gypsy and Traveller community of Cardiff.

RESOLVED: that

1. It be agreed that further technical investigations will be undertaken as outlined in paragraphs 10 to 14
2. Authority be delegated to Directors for Community, Housing and Customer Services, and City Operations in consultation with appropriate Cabinet Member(s) to report back to Cabinet with the findings of the technical studies along with overall conclusions on the site(s) considered most appropriate to meet the need for Gypsy and Traveller accommodation outlined in this report within 12 months.

**CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL**



CABINET MEETING: 13 OCTOBER 2016

**CITY OF CARDIFF COUNCIL ANNUAL STATUTORY
IMPROVEMENT REPORT 2015-16**

REPORT OF CHIEF EXECUTIVE

AGENDA ITEM: 2

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

Reason for this Report

1. This report has been prepared to enable the Cabinet to approve the Council's Annual Statutory Improvement Report, a document required under the Local Government (Wales) Measure 2009, for submission to Council in October 2016, and its publication by 31st October 2016.

Background

2. The Local Government (Wales) Measure 2009 requires that we publish our Improvement Objectives and how we plan to achieve them. The Auditor General for Wales in previous assessments of how we do this highlighted the need for the Council to be more focussed on our key priorities and on the delivery of these. In recognition of this opinion, and the growing pressure on the Council's finances available to deliver services to the citizens and communities of Cardiff in 2015-16 we focussed on the following 4 priorities:
 - Education and Skills for People of All Ages
 - Supporting People in Vulnerable Situations
 - Sustainable Economic Development as the Engine for Growth and Jobs
 - Working with People and Partners to Design, Deliver and Improve Services
3. The Council's Corporate Plan 2015-17 focussed on what the Council would deliver to achieve these 4 priorities, and in turn they helped to shape our Improvement Objectives for 2015-16 and the content of our Outcome Agreement with the Welsh Government for 2013/16.
4. The Council's Improvement Objectives for 2015-16 were:
 - Every Cardiff school is a good school where learners achieve well

- Looked After Children in Cardiff achieve their potential
 - Adult learners achieve their potential
 - People at risk in Cardiff are safeguarded
 - People in Cardiff have access to good quality housing
 - People in Cardiff are supported to live independently
 - Cardiff has more employment opportunities and higher value jobs
 - Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure
 - Communities and Partners are actively involved in the design, delivery and improvement of highly valued services
 - The City of Cardiff Council has effective governance arrangements and improves performance in key areas
 - The City of Cardiff Council makes use of fewer, but better buildings
5. The Council is required under the Measure to assess our performance against the National Strategic Indicator (NSI) and Public Accountability Measures (PAM) data sets. These are set by the Welsh Government. Where these indicators and measures are relevant to the progress we made against our Improvement Objectives and Outcome Agreement they are included in this Improvement Report. The Council's performance against the full range of NSI and PAM data sets is shown in the 'How We Measure Up' section of the Improvement Report.

City of Cardiff Council's Annual Statutory Improvement Report 2015-16

6. The Council's Annual Statutory Improvement Report provides a retrospective summary evaluation of performance for 2015-16 and Members should note that the Report attached at Appendix 1 is a final draft.
7. The City of Cardiff Council Annual Statutory Improvement Report 2015-16, attached as Appendix 1, is a text document which once approved will be translated into Welsh prior to publication by 31 October 2016.
8. The Improvement Report should:
- provide a picture of the Council's performance for the reporting year against the agreed outcomes, activities (improvement objectives), and targets
 - communicate improvement information that is timely and accurate to Members, officers, citizens, communities, stakeholders, other councils, the Welsh Government and regulators
9. As outlined by the Wales Audit Office in its assessment of the Council's 2014-15 performance, the Council must also ensure that its annual report contains a summary assessment of the Council's view of its success in achieving its improvement objectives for the previous year.
10. The Council's Annual Statutory Improvement Report 2015-16 seeks to address these issues.

Our Performance

11. In 2015-16 the Council improved or maintained its performance in 70% of our National Performance Indicators compared to 47.7% in 2014-15. Performance in 2015-16 exceeds the all-Wales improvement of 65% and this makes the Council the third most improved Local Authority in Wales.
12. Despite positive trends, however, it is recognised that the Council will need to continue to focus on addressing areas of underperformance which are also underlined by the NSI and PAM results 2015-16. These areas will in part inform future planning arrangements in the context of changing demographics, a growing population and ongoing budgetary pressures.
13. The Wales Audit Office undertook a Corporate Assessment Follow-on in October 2015, and concluded that a better performance management culture was emerging. The Council responded positively to this assessment with a Statement of Action and developed an ongoing Performance & Governance Programme. In their Annual Improvement Report of May 2016 the Wales Audit Office reported that during 2016-17 the Council is likely to comply with the requirements of the Local Government (Wales) Measure 2009, providing arrangements to support improved outcomes are embedded and the current pace of improvement is maintained.
14. Within its Performance & Governance Programme, the Council has embarked on a programme of activity to further develop and embed its performance management arrangements. This will allow the Council to develop a meaningful Performance Management Framework to support effective planning, reporting and performance support.
15. In March 2016, Estyn deemed that the Council had made sufficient progress and was moved from any further Estyn monitoring.
16. In a report entitled 'Inspection of Children's Services in City of Cardiff Council' of March 2016, CSSIW reported that our Elected Members and our Corporate Management Team demonstrated a common understanding of the direction and drive needed to ensure Social Services effectively supports improved outcomes for children and young people in Cardiff, and partnership agencies are well engaged strategically and evidence understanding of the complex issues facing the Council. CSSIW also highlighted that the needs of the child were kept at the forefront of assessment and the core assessments observed were comprehensive and of good quality.

Wales Audit Office Corporate Assessment of the City of Cardiff Council

17. In February 2016, the Auditor General published his report on the Corporate Assessment Follow-on. This report concluded at that time that 'The Council has put in place better arrangements to support improvement and to address longstanding issues, but is now at a critical point in embedding them if it is to achieve a step change in delivering

improved outcomes'. The outcome of this work was a formal recommendation that 'The Council must ensure that it addresses the proposals for improvement as set out in the report to deliver improved outcomes within the next 12 months'.

18. The Council responded constructively to the Corporate Assessment Follow-on and prepared a Statement of Action to address the recommendation made and its associated proposals for improvement. The Statement of Action was resolved at the Council's Cabinet meeting on 21 March 2016 and a Performance & Governance Programme has been established focussing on Business Planning, Performance Reporting and Performance Support.
19. The Council's Annual Statutory Improvement Report, as outlined earlier, provides a picture of the Council's performance for the reporting year against the agreed outcomes, activities (improvement objectives), and targets and is therefore a key strand of our performance arrangements.
20. The Council's Annual Statutory Improvement Report will be audited by the Wales Audit Office in November 2016.

Role of the Auditor General for Wales

21. The Auditor General for Wales through the Wales Audit Office (WAO) audit each authority's Improvement Report to assess the extent to which the Report has been prepared and published in accordance with statutory requirements and will determine whether or not to issue a Certificate of Compliance.

Policy Review and Performance Scrutiny Committee

22. The Policy Review and Performance Scrutiny Committee considered the Statutory Improvement report on 11th October 2016 and the Chair's letter, together with the Cabinet Member's response is attached at Appendix 2.

Reason for Recommendations

23. To recommend the Council's Annual Statutory Improvement Report 2015-16 to Council in time for the Plan to be published by the statutory date 31 October 2016.

Financial Implications

24. There are no financial implications directly arising from this report, however action on identified priorities for improvement may well have financial implications which would need to be addressed in the budget setting process.

Legal Implications

25. The recommendation is made for the purposes of enabling the Council to comply with its legal duties as outlined in this report

HR Implications

26. There are no HR implications arising directly from this report.

RECOMMENDATION

Cabinet is recommended to approve the City of Cardiff Council Annual Statutory Improvement Report (attached at Appendix 1) for submission to Council in October 2016.

PAUL ORDERS

Chief Executive

7 October 2016

The following appendices are attached:

Appendix 1 – Annual Statutory Improvement Report

Appendix 2 – Letter and Response to Policy Review and Performance Scrutiny Committee (Committee date 11 October) – *to follow*

City of Cardiff Council

Improvement Report 2015/16



make the
difference



Contents

1. Introduction	Page 5
2. Our Improvement Objectives	Page 7
3. The Cost of our Services	Page 10
4. Our Collaborative Activity	Page 13
5. Our Outcome Agreement	Page 15
6. Our National Strategic Performance Indicators and Public Accountability Measures	Page 17
7. Continuous Improvement in Cardiff	Page 19
8. Citizen Engagement – The Cardiff Debate	Page 21
9. Organisational Development	Page 24
10. ‘What Matters’ – The 10 Year Strategy for Cardiff	Page 27
11. ‘Everyone Matters’ – Equalities	Page 29
12. Sustainability	Page 31
13. Scrutiny in Cardiff	Page 33
14. How we Self-evaluate our Improvement Objectives	Page 36
Improvement Objectives:	
- Every Cardiff school is a good school where learners achieve well	Page 40
- Looked after children in Cardiff achieve their full potential	Page 49
- Adult learners achieve their potential	Page 53
- People at risk in Cardiff are safeguarded	Page 56
- People in Cardiff have access to good quality housing	Page 62
- People in Cardiff are supported to live independently	Page 65
- Cardiff has more employment opportunities and higher value jobs	Page 70
- Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure	Page 73
- Communities and Partners are actively involved in the design, delivery and improvement of highly valued services	Page 78
- The City of Cardiff Council has effective governance arrangements and improves performance in key areas	Page 83
- The City of Cardiff Council makes use of fewer, but better, buildings	Page 88
How We Measure Up	Page 92



Our Vision for Cardiff

Being a liveable capital city means achieving seven shared outcomes

People in Cardiff are Safe and Feel Safe

People Achieve their Full Potential

Cardiff has a Prosperous Economy

Cardiff is Fair, Just and Inclusive

People in Cardiff are Healthy

Cardiff is Clean and Sustainable

Cardiff is a Great Place to Live, Work and Play

Co-operative Council: Delivering the Vision

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

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

Co-operative Values: We Are Cardiff

Open

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

Fair

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

Together

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

Our Priorities:

Better education and skills for all

Supporting vulnerable people

Creating more and better paid jobs

Working together to transform services



Cardiff ranked as ‘third best’ Capital City in Europe

Cardiff has moved up the rankings to become Europe’s ‘third best’ capital city to live in according to a new European survey which sought the opinion of 2,000 Cardiff residents. Cardiff climbed from 6th place to joint third with Copenhagen and Stockholm. The Quality of Life in European Cities gathered the opinions of residents in EU member states, focussing on quality of life and levels of satisfaction with various aspects of city living, including:

- Employment Opportunities
- Public Transport
- Education
- Health
- Cultural activities
- Sports facilities
- Shopping
- House prices
- Air quality
- Public spaces
- Safety
- Green spaces
- Cleanliness

“It’s wonderful to see Cardiff rising up the ranks rated side by side with European cities the calibre of Stockholm and Copenhagen. Our Council’s vision is to make Cardiff Europe’s Most Liveable Capital City, so this is really pleasing and something we can all be proud of”

– Leader of the City of Cardiff Council, Cllr Phil Bale

**Source ITV Report of 8th February 2016*

Introduction



Welcome to our 2015/16 Improvement report

This is a statutory document that we publish each year to demonstrate the service improvements that the Council has made, during the previous financial year, and the progress made towards achieving our Improvement Objectives.

This Improvement report is designed to fulfil our statutory obligation for the 2015-16 financial year. It is a review of our performance, using evidence that demonstrates the delivery of our Improvement Objectives and the impact our work has made. We balance this by providing an assessment of any areas that have shown slow progress and not resulted in the levels of performance we set out to achieve.

Further detailed information about the current and future plans for the Council's contribution to public services in Cardiff is contained within a number of key documents including:

- Corporate Plan
- What Matters Integrated Partnership Strategy
- Directorate Delivery Plans
- Wales Audit Office Assessments under the Local Government (Wales) Measure 2009
- The Council's Outcome Agreement with the Welsh Government

This Improvement Report is available in English and Welsh online at www.cardiff.gov.uk, and in printed format from the Council's libraries.

Copies are available in braille on request.

Your feedback on the content and style of this Improvement Report is welcomed. Please send your comments to the Head of Performance and Partnerships, City of Cardiff Council, County Hall, Atlantic Wharf, Cardiff. CF10 4UW or email improvementandinformation@cardiff.gov.uk

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg.

Our Improvement Objectives



The Local Government (Wales) Measure 2009 requires that we publish our Improvement Objectives and how we plan to achieve them. The Auditor General for Wales, in previous assessments of how we do this, highlighted the need for the Council to be more focussed on our key priorities and on the delivery of these. In recognition of this opinion, our Corporate Plan 2015-2017 set out the following four priorities:

- Education and Skills for people of all ages
- Supporting people in vulnerable situations
- Sustainable Economic Development as the engine for growth and jobs
- Working with people and partners to design, deliver and improve services

The Council's Corporate Plan 2015-17 focusses on what the Council will deliver to achieve these four priorities, and in turn they have helped to shape our Improvement Objectives for 2015-16.

Our Improvement Objectives focus on:-

- Every Cardiff school is a good school where learners achieve well
- Looked After Children in Cardiff achieve their potential
- Adult learners achieve their potential
- People at risk in Cardiff are safeguarded
- People in Cardiff have access to good quality housing
- People in Cardiff are supported to live independently
- Cardiff has more employment opportunities and higher value jobs
- Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure
- Communities and Partners are actively involved in the design, delivery and improvement of highly valued services
- The City of Cardiff Council has effective governance arrangements and improves performance in key areas
- The City of Cardiff Council makes use of fewer, but better buildings



In setting our Improvement Objectives an exercise was undertaken to ensure that they contributed to the seven improvement aspects of Strategic Effectiveness (SE), Service Quality (SQ), Service Availability (SA), Fairness (F), Sustainability (S), Efficiency (E) and Innovation (I) and the collaborative (C) nature of the work needed to deliver each one as set out in the Local Government (Wales) Measure 2009. The result of this exercise is contained in the following matrix:-

Improvement Objective	SE	SQ	SA	F	S	E	I	C
Every Cardiff school is a good school where learners achieve well	✓	✓	✓	✓	✓	✓	✓	✓
Looked After Children in Cardiff achieve their potential	✓	✓	✓	✓	✓	✓	✓	✓
Adult learners achieve their potential	✓	✓	✓	✓	✓	✓	✓	✓
People at risk in Cardiff are safeguarded	✓	✓	✓	✓	✓			✓
People in Cardiff have access to good quality housing	✓	✓	✓	✓	✓	✓	✓	✓
People in Cardiff are supported to live independently	✓	✓	✓	✓	✓	✓	✓	✓
Cardiff has more employment opportunities and higher value jobs	✓	✓	✓	✓	✓	✓	✓	✓
Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure	✓	✓	✓	✓	✓	✓	✓	✓
Communities and Partners are actively involved in the design, delivery and improvement of highly valued services	✓	✓	✓	✓	✓	✓	✓	✓
The City of Cardiff Council has effective governance arrangements and improves performance in key areas	✓	✓	✓			✓	✓	✓

The Cost of our Services



Our Revenue Budget

Our financial performance for 2015-16 is summarised in our Statement of Accounts.

Our outturn position resulted in an underspend against our revenue budget of £1.696 million.

An overspend of £4.635 million was experienced in connection with directorate budgets.

However, this was more than offset by corporate amounts, including a general contingency amount of £4.000 million, additional Council Tax income (£1.429 million) and additional Outcome Agreement Grant (£0.862 million).

As part of this overall outturn position, it was possible to make a number of contributions to specific earmarked reserves, for use in connection with future initiatives and cost pressures.

The final surplus of £1.696 million was transferred to the Council Fund Balance, increasing the balance to £15.255 million and the Council's financial resilience in the process.

In providing our day to day services we incurred costs during 2015-16 in the following areas:

Employee costs - £388 million,

Running costs - £559 million

Capital financing costs - £48 million.

To fund these costs we received:

£139 million from fees, charges and other income

£144 million from Council Tax and,

£714 million from Government grants

Our Capital Budget

In addition to our revenue spending outlined above, we also spent £289.3 million on our capital programme during 2015-16. This compares with £82.5 million in 2014-15.

Within the 2015-16 expenditure figure is a one-off cost of £187.392 million in relation to the Council's exit of the Housing Revenue Account (HRA) Subsidy System.

Our 2015-16 capital spending programme also included spending on the fabric of dwellings, energy efficiency schemes, 21st Century Schools, development of community hubs, improvements to transport infrastructure, leisure centre refurbishments, superfast broadband, energy generation schemes and waste-reduction initiatives.

Significant projects undertaken during the year include:

- exit of the HRA Subsidy System
- completion of the new Pontprennau Primary School,
- refurbishment of Eastern Leisure Centre,
- completion of the new STAR hub and pool,
- Radyr Weir hydro facility,
- public realm and temporary works to allow the closure of Cardiff Bus Station.

The sources of funding of our capital spending in 2015-16 include:
£8.4 million from Government approved borrowing,
£48.7 million from prudential borrowing,
£33.0 million of specific grants and other contributions received,
£6.0 million in contributions from revenue, and
£5.9 million from capital receipts

The most significant capital receipts we received in 2015-16 were:

- the first instalment in relation to the former central bus station site - £2.0 million,
- land adjacent to County Hall - £2.4 million
- sale of the Council's investment in the Medicentre joint venture - £1.3 million
- sale of Council dwellings - £1.7 million

Capital receipts not used to pay for capital expenditure or to repay debt are carried forward to meet future capital expenditure commitments.





Our Collaborative Activity



In addition to working with public services in Cardiff to plan and deliver more effective services across the City, we have continued to work with other local authorities and organisations to establish shared collaborative services.

We use this way of working as a means of improving services for citizens and communities, reducing our costs and maximising the use of our available resources.

Details of some of our collaborative activities during the past year were received by joint meetings and agendas and minutes for these meetings can be accessed through our website.

Prosiect Gwyrdd Joint Committee: Prosiect Gwyrdd is a partnership between Caerphilly Borough County Council, The County Council of the City and County of Cardiff, Monmouthshire County Council, Newport Council and Vale of Glamorgan Council. The combined municipal waste of the five authorities makes up 40% of the total municipal waste of Wales. Prosiect Gwyrdd is committed to looking for the best environmental, cost effective and practical solution for waste after recycling and composting has been maximised in each area.

All authorities are committed to recycling and composting and meeting the challenging targets ahead of us. The Welsh Assembly Government has outlined a 70% recycling and composting rate by 2025, and each authority is striving to meet this target.

Shared Regulatory Services Joint Committee: The Shared Regulatory Service is a partnership between Bridgend Council, Cardiff Council and the Vale of Glamorgan Council. The partnership is governed by a Joint Committee, which is equally represented by Cabinet Members and Public Protection Committee Chairs from each Council. The aim of the partnership is to deliver more efficient, cost effective services, increasing the resilience of Trading Standards, Environmental Health and Licensing across the region.

Glamorgan Archives Joint Committee: The Glamorgan Archives is administered by the Glamorgan Archives Joint Committee (GAJC), a Committee of Councillors' and co-opted members which meets four times a year. The Committee's remit is to develop and run a joint archive service for the six local authorities of Bridgend, Caerphilly, Cardiff, Merthyr Tydfil, Rhondda Cynon Taf and the Vale of Glamorgan.

Vale, Valleys and Cardiff Adoption: This regional adoption service brings together the adoption services of Cardiff Council, Vale of Glamorgan Council, Merthyr Tydfil County Borough Council and Rhondda Cynon Taff County Borough Council. The development of this adoption collaboration is unique to Wales and forms a key part of the implementation of the Social Services and Well-being (Wales) Act 2014.

Our Outcome Agreement



We set up a three year Outcome Agreement with the Welsh Government to deliver and demonstrate improvement in a number of key service areas. This is aligned to the Welsh Government's *Programme for Government*, the Council's key priorities and Improvement Objectives, and focuses on:-

- Supporting the economy and business
- Improving the quality of housing
- Ensuring people receive the help they need to live fulfilled lives
- Improving school attainment
- Improving the skills of young people and families

As of 31st March 2016 our Outcome Agreement with the Welsh Government came to an end and the Minister for Local Government has no plans to set a new round of Outcome Agreements.

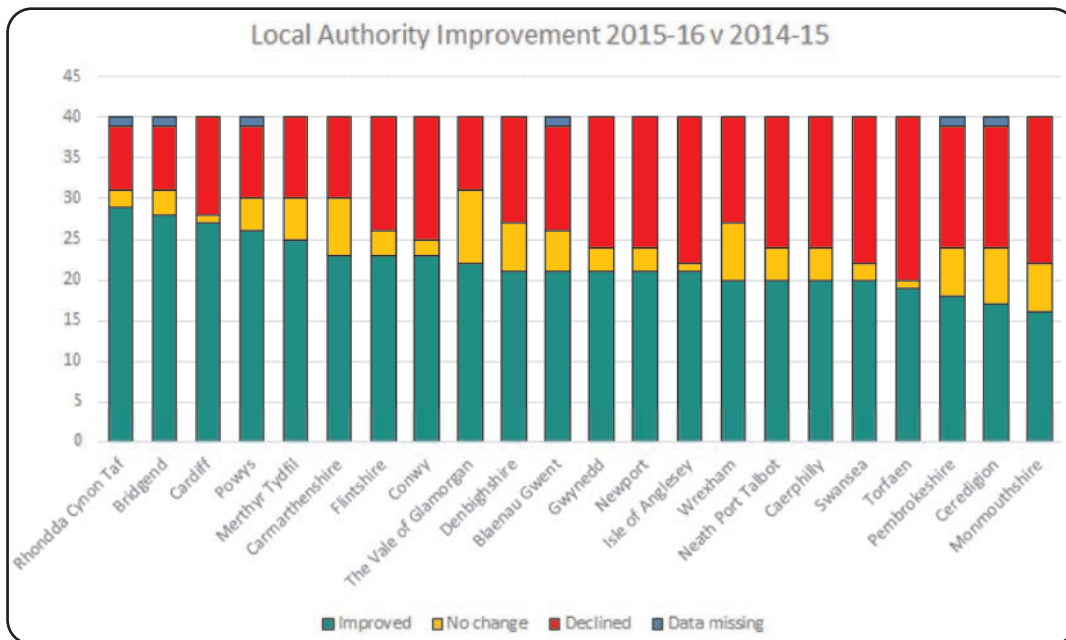


Our National Strategic Performance Indicators & Public Accountability Measures



We are also required under the Local Government (Wales) Measure 2009 to assess our performance against the National Strategic Indicator (NSI) and Public Accountability Measures (PAM) data sets. These are set by the Welsh Government. Where these indicators and measures are relevant to the progress we have made against our Improvement Objectives they are included in this Improvement Report. Our performance against the full range of NSI and PAM data sets is shown in the 'How We Measure Up' section.

We are pleased to report that in 2015-16, we improved or maintained our performance in 70% of our National Performance Indicators compared to 47.7% in 2014-15. Our performance in 2015-16 exceeds the all Wales improvement of 65%. The graph below shows that we are the third most improved Local Authority in Wales.



Where our performance has declined, we are working to understand the reasons for this so we can seek to improve, if possible, during the current year.



Continuous Improvement in Cardiff



In accordance with the Local Government (Wales) Measure 2009, we have a duty to improve the services that we deliver. Building upon the Corporate Assessment of 2014, the Council received a Corporate Assessment Follow On inspection by the Wales Audit Office (WAO), in October 2015. The WAO concluded that the Council has *'better arrangements in place to support improvement'*. As part of this follow-on inspection, we received one statutory recommendation from the WAO; *'The Council must ensure that it addresses the proposals for improvement as set out in this report to deliver improved outcomes within the next 12 months'*. In response to this, we prepared a *Statement of Action*, to address each of the proposals for improvement identified by WAO, and put in place a performance management programme to enable:

- Performance management that is outcomes focussed
- A culture of accountability
- A strong golden thread linking performance management across all levels of the organisation and to the wider City performance
- A culture of proactive performance management

This programme will build upon the Council's existing performance management arrangements and Performance Management Framework, which ensures that we discharge our statutory obligations. The Framework aims to support the delivery of providing services to our citizens against a backdrop of increasing financial challenges. The Framework allows us to develop a performance culture where open and honest debate about performance issues is the norm, and is used to drive focussed improvement. Our Framework is based on:

- Corporate planning to set out the long-term priorities of the Council, with identified Improvement Objectives and commitments to allow us to exercise our general duty to "make arrangements to secure continuous Improvement".
- Delivery Plans that are SMART and contain the priorities of each of our Directorates in contributing to the overall Improvement Objectives of the Council
- Aligned monitoring and reporting cycles for finance and service performance information to afford the Council greater visibility of its overall performance position
- Performance Challenge sessions at Senior Management Team on a monthly basis
- Joint Cabinet & Senior Management Team Performance Challenge meetings
- Scrutiny of performance information prior to formal Cabinet consideration
- A Challenge Forum which draws together senior Members and officers, together with external peer support, to test and challenge the Council's progress against its improvement journey
- An extensive staff engagement programme to raise awareness of, and involvement in, the improvement journey
- A Personal Performance Development & Review process to allow for individual employee's contributions to Directorate Delivery plans and the Corporate Plan

Citizen Engagement - The Cardiff Debate



In partnership with Cardiff and Vale University Health Board, South Wales Police, and South Wales Fire and Rescue Service, we established the Cardiff Debate as a three-year conversation with our citizens about the planning, prioritising and provision of public services in Cardiff. The Cardiff Debate was established so that the Council could engage with communities, listen to ideas and opinions on the future operations of Council services, and respond effectively to budget reductions, whilst continuing to deliver high quality services.

Our Citizen Engagement programme, along with our Budget Consultation, has helped to shape our 2015-17 Corporate Plan, allowing us to ensure that services are responsive to local need. For the first phase of the Cardiff Debate we undertook 37 Citizen Engagement events, covering all Neighbourhood Partnership areas. The table below illustrates how the Council has responded to some of the feedback and themes emerging.

Cardiff Debate Feedback	Responding to Community Voices
<p>Which services are a priority for you and your family? Health Services Education and Skills Keeping Children Safe</p>	<p>Education and Supporting Vulnerable People are clear priorities for the Corporate Plan. There are specific objectives about integrating health and social care and promoting independent living which is known to have an impact on health and quality of life</p>
<p>Which services do you and your family use? Parks and Green Spaces Sports, Leisure and Culture City Travel Libraries, Community Centres and Hubs</p>	<p>The Sustainable Economic Development priority includes a number of objectives to improve transport in the City. The Corporate Plan's 4th Priority (Working with people and partners to design, deliver and improve services) has specific objectives on ensuring sustainable long-term provision of non-statutory but highly valued services such as cultural and leisure centres, libraries and community services</p>
Cardiff Debate Feedback	Responding to Community Voices
<p>What matters most to you in the delivery of the service? Strong emphasis on service quality as opposed to other factors such as cost, proximity of services to home and who delivers the service</p>	<p>We have addressed this in our Corporate Plan priority that focuses on Working with people and partners to design, deliver and improve services. We have also established a 3 year Organisational Development Programme to ensure that Council services can change to meet the challenges of growth and austerity</p>

- **Social Media Strategy** – Since the end of June 2014 we have utilised Social Media to maximise awareness of the Cardiff Debate programme. We set up both Facebook and Twitter accounts dedicated to the Cardiff Debate with daily updates detailing the challenges faced by public services in the city, updates on how and where the public can participate in the debate and feedback from the events held to date. The Cardiff Debate currently has 419 likes on Facebook and 1,386 Twitter followers. Information in relation to the Cardiff Debate can be found online at www.cardiffdebate.co.uk
- **Online Consultation** – We adapted our engagement activities into an electronic format and made available bilingually online
- **Community Venues** – Postcards and drop boxes were left at hubs, libraries and leisure centres across the city which invited citizens to have their say on the services that matter most to them and their family.
- **Ask Cardiff Survey** – The annual Ask Cardiff Survey 2015 received a total of 4,431 responses offering our citizens the opportunity to share their views on a range of Council services. .

Engagement through the Cardiff Debate has resulted in a number of learning outcomes and the opportunity to participate in a conversation has been hugely welcomed by our citizens.



Organisational Development



In May 2014 the Cabinet established a comprehensive Organisational Development Programme (ODP), which was designed to reshape the Council in response to a range of critical challenges, including the marked deterioration of the Council's financial position, demand-led pressures on services, and the inadequate performance of a number of statutory services.

The ODP brought together the key change projects that will help deliver more efficient council services and improve performance outcomes. The scope and scale of the programme reflected the absolute requirement for the Council to continue to move rapidly to new models of service delivery that enable the effective management of current and future demand with vastly reduced resources. In doing so, it sought to address issues identified by the Welsh Local Government Association (WLGA)-led Corporate Peer Review and anticipated many of the observations of the Wales Audit Office's Corporate Assessment.

As a result, the Wales Audit Office report of September 2014 made one proposal for improvement:

"The Council ensures the implementation of its Organisation Development Plan resolves the range of issues identified in this assessment".

In July 2015, the Council's ODP was re-orientated to focus on a smaller number of priorities, and to ensure that the Council's transition to new ways of working proceeded at pace. It was also framed as the central component of the "Make the Difference" staff engagement campaign to secure staff ownership of the drive to improve the organisation.

The Wales Audit Office published its Corporate Assessment Follow On report on 26th February 2016. The report concluded that:

"The Council has put in place better arrangements to support improvement and to address longstanding issues, but is now at a critical point in embedding them if it is to achieve a step change in delivering improved outcomes".

Organisational development work has focussed on addressing fundamental issues: for example, setting the Council's strategic direction for the next three years; improving the governance of the organisation; reshaping council services to reflect severe financial and demand pressures; placing alternative delivery mechanisms clearly on the Council's agenda; developing and implementing strategies for key corporate enablers, such as technology, land and property; bringing about a step change in staff engagement; and accelerating improvement in key services, such as education and social services.



While progress has been made, it is important to ensure that momentum is maintained. A comprehensive review of the ODP is being undertaken with a view to ensuring that key projects and initiatives reinforce the need to achieve a step change in delivering outcomes for citizens. Specifically, the review will:

- Provide an update on the Programme and map out the next steps for key projects and initiatives that are essential to improving the Council's financial resilience and service delivery performance in the medium term;
- Ensure all projects within the ODP have effective financial and performance management plans and measures in place; and
- Ensure that saving plans included in the medium term financial plan are directly linked to the ODP.

This review will further reinforce the Council's ability to respond positively to the Wales Audit Office's Proposals for Improvement.



‘What Matters’

The 10 Year Strategy for Cardiff



Delivery of the What Matters Outcomes has continued in 2015-16 and an Annual Report for 2014-15 was produced in May 2015 detailing delivery progress of the What Matters outcomes.

In 2015-16, as part of a mid-term review, the ten year What Matters Strategy has been refreshed to ensure that it is fit for purpose for the next five years. It reflects the changing policy and legislative context which has emerged since publication of the original Strategy. To inform the review and ensure that the Strategy continues to focus on the needs of Cardiff's citizens and communities, an update of the Strategic Needs Assessment was carried out in 2015 to evaluate progress to date, identify any emerging issues or trends and future priorities for the Partnership. The Assessment, which provides updated population indicators in relation to the seven citizen outcomes, was compiled by a multi-agency group which brought partners together to enable collective work to be undertaken based on a shared view and understanding of the data.

The refreshed What Matters Strategy, prepared in conjunction with partner organisations represented on the Cardiff Partnership Board, identifies key themes integral to any new approaches developed by partners. The Well-being of Future Generations (Wales) Act 2015 came into force in April 2016 and establishes the Public Service Board (our current Local Service Board) as a statutory public services board.

Further information on 'What Matters', including the annual review, quarterly Neighbourhood Intelligence Reports and updates on the Partnership Programmes, can be found at www.cardiffpartnership.co.uk.

‘Everyone Matters’ - Equalities



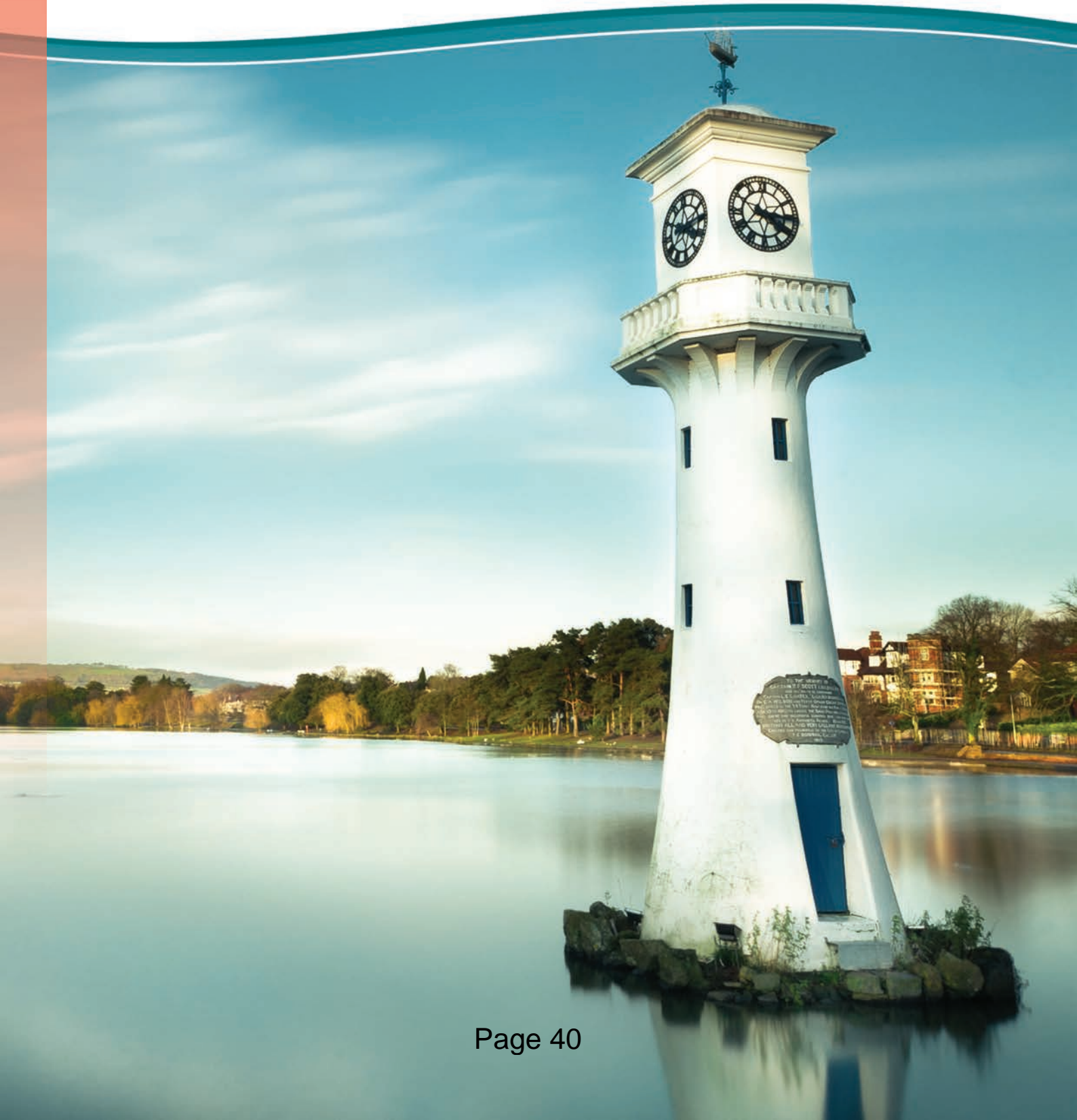
The Equality Act 2010 places a duty on Local Authorities to consider the needs of people with 'Protected Characteristics' when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different groups when carrying out their activities.

The City of Cardiff Council manages these duties through its Strategic Equality Plan - a four-year plan that outlines our commitment to reducing inequalities and sets out our key priorities for the period ahead. During 2015-16 the Council engaged widely on proposals towards publishing its second Strategic Equality Plan, which Cabinet agreed in March 2016. The seven strategic equality objectives set out in the Plan link to the Corporate Plan and 'What Matters', to ensure a consistent approach is adopted to addressing inequalities in Cardiff and that our equality work is targeted at the areas of highest need for the city.

The Council publishes an Annual Equalities Review, setting out the steps we have taken to identify and collect relevant information, how we have used this information, and evaluating the effectiveness of the steps we have taken to fulfil our equality objectives. The annual report also reflects upon our achievements, challenges and improvements during the past year. Our most recent report is available at www.cardiff.gov.uk/equality.

We have undertaken extensive engagement, consultation and involvement activities throughout 2015-16 to give citizens the opportunity to participate in and influence the design of services. These include engagement around equalities issues through our Access Focus Group, Cardiff Youth Council and 50+ Forums, and on budget priorities through the Cardiff Debate. We also have well established employee equality networks around gender, race, disability and sexual orientation.

Sustainability



To tackle sustainability issues and opportunities we need to consider the social, environmental and economic implications of our decisions. To achieve sustainable development, we work to ensure that economic activity works towards social progress, and that this is within environmental limits. We have produced a One Planet Cardiff strategy that sets out our vision for a sustainable One Planet Cardiff, focusing on key impact areas of energy, waste, transport, food, water, place and people and the socio-economic benefits of these areas. We use the One Planet Cardiff branding in our promotion of sustainable development issues and held a One Planet Cardiff Schools Challenge during June 2015.

The Welsh Government Well-being of Future Generations Act comes into force in April 2016 and sets out the requirements for consideration and delivery of sustainable development in the public sector in Wales. We have been working with the WLGA as an 'early adopter' of the legislation from 2014 to 2016, with this work focusing on corporate and community planning requirements.

Cardiff Council is a signatory of the Sustainable Development Charter committing the Authority to making decisions that produce the best long term outcomes for themselves and for the future of Wales.

We maintained corporate registration to Level 3 of the Green Dragon Environmental Standard following an annual audit in November 2015, following accreditation to Level 2 in 2008 and Level 1 in 2005. Achieving Level 3 shows that we understand our environmental responsibilities and can demonstrate legal compliance with applicable environmental legislation, and also that we are monitoring and managing our environmental performance and measuring our carbon emissions. Additionally, three sites achieved Level 4 of the Standard: Thornhill Crematorium & Cemetery, Storey Arms Outdoor Education Centre, and Bute Park Administrative Building.

Cardiff has been selected as one of six cities in the UK to share in one million pounds of funding to be invested in improving food culture and support its efforts to become a Sustainable Food City – Cardiff is currently a bronze award Sustainable Food City. This has enabled the appointment of a dedicated Food City Coordinator, co-hosted by the Council and Public Health Wales, who is working on the development and delivery of Cardiff's Sustainable Food Action Plan and Food Cardiff Partnership. In summer 2015 Food Cardiff was involved in the School Holiday Enrichment Programme (SHEP) which brought food and fun to deprived areas of the city during the school holidays. SHEP has attracted interest from across the UK and been shortlisted for several awards.

Scrutiny in Cardiff



Scrutiny was introduced to Wales under the Local Government Act 2000 as an integral aspect of local governance, and its statutory powers for securing effective improvement of local authority services, through the Wales Programme for Improvement, are clearly defined in the Local Government Act 2009. Its constructive challenge is designed to support the Cabinet in making available a range of accessible, efficient and effective services for citizens.

Cardiff's scrutiny arrangements have been examined by Wales Audit Office, Estyn and the Care and Social Services Inspectorate for Wales in 2015-16, and each inspectorate has found Scrutiny to be playing a strong and improving role. The function undertook a review of its operational effectiveness during 2015, and is currently working through an action plan of 18 Quick Wins to maintain the authority's "best in class" reputation as an authority that takes scrutiny seriously, and which has received national honours for the quality of its scrutiny work.

Each of the Council's five scrutiny committees has carried out work to support each of the key themes of the Corporate Plan. Underpinning these was a programme of co-ordinated and consistent scrutiny of Service Area Business Plans, Directorate Budget Briefings and regular performance monitoring. The efforts invested in detailed scrutiny of the Cabinet's draft 2016-18 Corporate Plan and draft Budget Proposals for 2016-17 in February 2016 presented many opportunities for reviewing past financial and service performance, and previewing monitoring arrangements for 2016-17 by the relevant Scrutiny Committee(s).

Much of the Council's scrutiny work in 2015-16 supported the authority's significant service transformation. Policy Review and Performance Scrutiny Committee has in particular paid close attention to work being developed through the Programme for Organisational Change, and major developments such as the Business Infrastructure Alternative Delivery Model. This performance review work has been reinforced by the other four Scrutiny Committees, who have considered the integration of Health and Social Care, the transformation of the centre of Cardiff and its transport interchange, the Local Development Plan, safeguarding of children and vulnerable adults and the development of new models for management of leisure and arts services.

Each Committee has undertaken scrutiny of the growing range of collaborative delivery models and partnership activity, whether through individual activities such as the South East Wales Regulatory Collaboration Project, or South Central Wales Education Consortium, or through the multi-agency Cardiff Partnership Board – to hold to account the Council and its key strategic partners for the work it is undertaking through its 'What Matters' Single Integrated Plan.

Improving Scrutiny for the Future

The draft Local Government Bill and Well-being of Future Generations Act will, during 2016, each specify new and more robust scrutiny duties for Welsh local authorities.

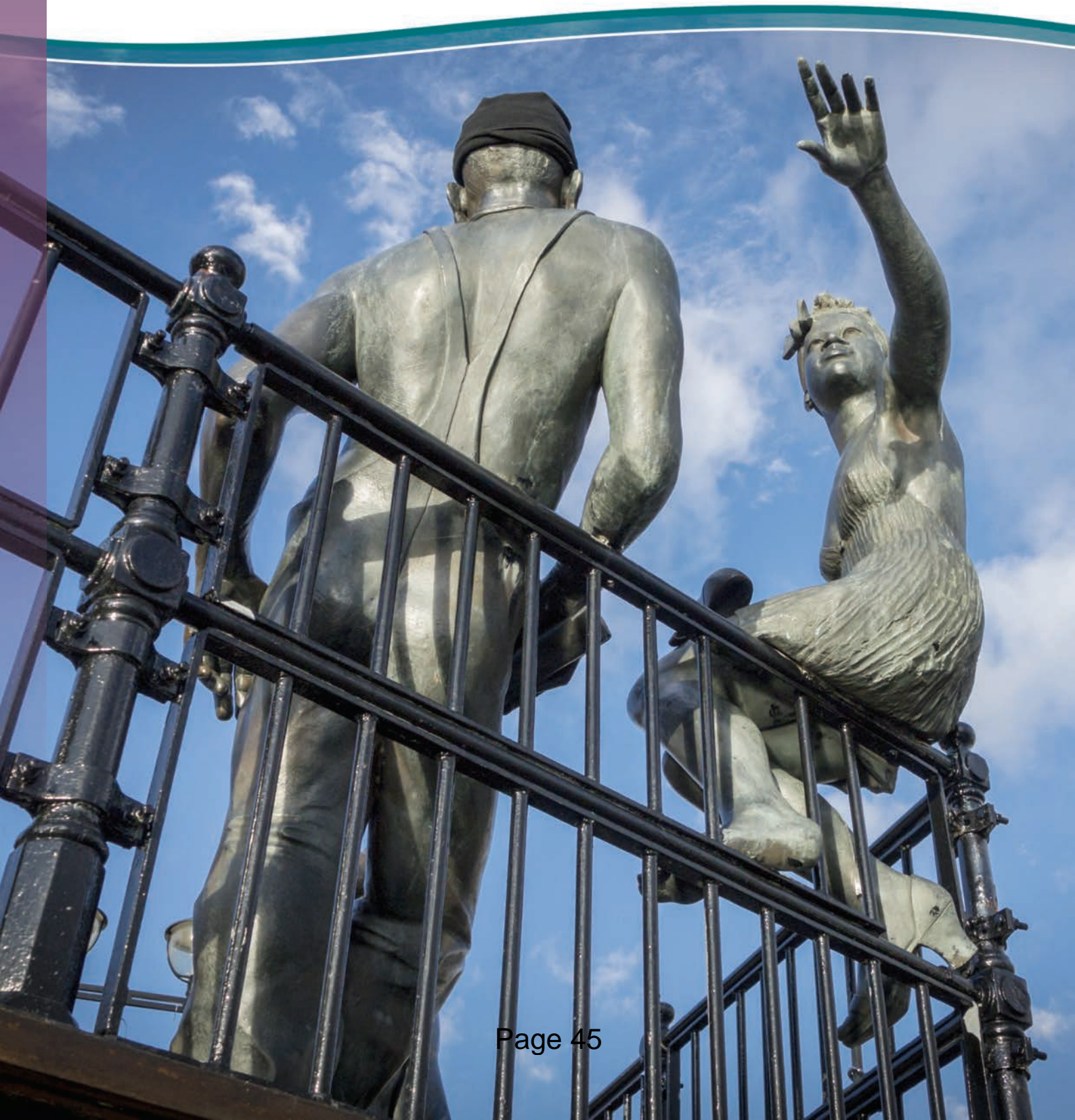
The Future Generations Act will require the Council to arrange scrutiny of the newly created Public Services Board, and to test the way that the Council, Police, Health, Natural Resources Wales and other partners are working to deliver well-being to current and future citizens.

Although the Local Government Bill is still subject to consultation, its provisions include the way that scrutiny interfaces with external auditors, regulators and inspectors; the role of scrutiny in local authority self-assessment; the relationship between scrutiny and internal audit; and the way that scrutiny engages citizens in local democracy.

At a local level, the Council has instigated a review to take place during 2016, to ensure that these scrutiny issues can best be addressed following the May 2017 Council elections.



How we self-evaluate our Improvement Objectives



To help us to understand and assess how we are progressing against our Improvement Objectives, we use a number of sources of information, for example:

- **Inspection Reports** – Our regulators include the Wales Audit Office, Estyn (Education) and the Care and Social Services Inspectorate Wales (CSSIW). The Council is subject to a number of inspections from these regulatory bodies, and their findings help us to assess areas in which we are performing well, as well as, identifying areas that require improvement.
- **Surveys** – We use the annual Ask Cardiff survey to provide our citizens the opportunity to share their views on a wide range of our services. From this, we can identify areas in which we are performing well, and also identify those areas where our citizens feel we need to improve.
- **Feedback & Case Studies** – Where available we use evidence from case studies or qualitative feedback from our service users. This gives us an insight into what our service users feel and think about our services.
- **Progress against the commitments we made** – Within our Corporate Plan we make a number of commitments which we believe will help us to deliver against our Improvement Objectives. Monitoring the progress of these commitments enables us to understand what we have achieved and where further work is required.
- **Progress against our performance measures** – We identify a number of performance measures within our Corporate Plan which we feel will enable us to demonstrate how well we are delivering against our Improvement Objectives. Where applicable, we set targets against our performance measures to demonstrate the level of achievement we want. However, as we are on an improvement journey, we are more focussed upon identifying where improvements are evidenced, and where we are not improving and further attention is required.

Using this information allows us to consider and give a balanced picture of our improvement journey over the year. By utilising this information, we can identify areas where we have improved and celebrate success, and we can also identify areas where we may have not performed so well, which may require further attention from us.

The Local Government (Wales) Measure 2009 requires us to ‘make arrangements to secure continuous improvement’. Whilst we assess our Improvement Objectives on an annual basis, they cannot be completed within one year. Therefore, in most cases, our Improvement Objectives remain static within our Corporate Plan, and we monitor, review and revise our planned activities and measures of progress on an annual basis to support our improvement journey.

Using the above information helps us to come to a decision on our Improvement objectives as detailed below:

Strong progress: We assess ourselves as having made strong progress, where we observe improvement across all key performance areas.

Good progress: We assess ourselves as having made good progress, where we observe improvement across most of our key performance areas. However, there may be areas where our performance is not as satisfactory as we would like, and we embrace this as it helps us to identify where we need to focus more attention.

Unsatisfactory progress: We assess ourselves as having made unsatisfactory progress, where we have not observed any improvement across our key performance areas.



Performance met or exceeded target



Performance within 5% of target



Performance more than 5% of target

Unfortunately, we received a certificate of non-compliance for our 2014-15 Improvement Report, as we had failed to meet the requirements of the Local Government (Wales) Measure 2009 in not assessing our improvement objectives. In their Annual Improvement Report issued July 2016, the Wales Audit Office made the following recommendation:

“The Council must ensure that its annual improvement report contains a summary assessment of the Council’s view of its success in achieving its improvement objectives for the year”.

We have structured this report around our 11 improvement objectives and our summary assessment shows that we have made **Strong Progress** in 4 of our improvement objectives and **Good Progress** in 7 of our improvement objectives. We have not assessed any of our improvement objectives as having made **Unsatisfactory Progress**. The table below shows this summary assessment and the remainder of this report



Progress against our Improvement Objectives	Strong Progress	Good Progress	Unsatisfactory Progress
Every Cardiff School is a good school where learners achieve well		✓	
Looked After Children in Cardiff achieve their full potential		✓	
Adult Learners achieve their potential	✓		
People at risk in Cardiff are safeguarded	✓		
People in Cardiff have access to good quality housing	✓		
People in Cardiff are supported to live independently		✓	
Cardiff has more employment opportunities and higher value jobs	✓		
Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure		✓	
Communities and Partners are actively involved in the design, delivery and improvement of highly valued services		✓	
The City of Cardiff Council has effective governance arrangements and improves performance in key areas		✓	
The City of Cardiff Council makes use of fewer, but better, buildings		✓	

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

What did we want to achieve?

During 2015-16 we said we would focus on:

- Creating the conditions and opportunities for every child in Cardiff to attend a good school, achieve positive outcomes and move on successfully to the world of work

Our summary of performance

Our self-evaluation of performance tells us that we have made good progress in relation to this Improvement Objective, as we have observed improvement across most key performance areas. The standards achieved by our pupils and the progress they make are the key measures of the quality of education they have received. The results for the 2014-2015 academic year build on the improvements observed last year and indicate that the actions put in place to address longstanding shortcomings in provision are now having a positive impact on improving outcomes for learners. Standards of attainment continue to improve in all key stages and in many indicators at a faster rate than across Wales as a whole.

The Welsh Government National Categorisation model provides us with a picture of the performance of Cardiff schools according to a consistent evaluation of standards, leadership, teaching and learning. Schools are placed in one of four support categories: red, amber, yellow, green, with red schools deemed to need most support to improve and green schools the least (i.e. green schools are better performing schools).


In January 2016, 35% (45 of 127) of our schools were categorised as green, compared with 23% (29 of 127) in January 2015. The number of our schools requiring the most support, categorised as red, decreased in 2015-16 to 10, compared with 18 in the previous year.

There are proportionately more secondary schools than primary schools in the amber and red categories, and more primary schools than special schools. Just over half of secondary schools remain in the two highest risk categories (four in red and six in amber), just under a quarter of primary schools (five in red and 17 in amber) and one special school (red).

The combined picture of improving standards and an increasing number of 'green' schools indicates that positive progress is being made towards our ambitions to make every Cardiff school a good school. Assurance was provided by Estyn following their final monitoring visit to Cardiff in January 2016, concluding that the authority is no longer in need of significant improvement and would be removed from any further follow up activity. Satisfactory progress was noted, taking account of improved pupil performance across all key stages over the last three years.

While we have made significant progress, we recognise that there is still more work to be done and we will continue to monitor our progress against this Improvement Objective in our 2016-18 Corporate Plan. This will coincide with the launch of 'Cardiff 2020 – Aiming for Excellence', a renewed vision for education and learning in Cardiff.

How we measured our progress

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The number of schools which are placed in a formal category, either Special Measures or Requiring Significant Improvement, following an Estyn Inspection	1	3	2	6	▼	
<p>Two schools, one secondary and one primary were placed in special measures. The Local Authority had signalled concerns to the secondary school in a warning notice in advance of the inspection by Estyn but insufficient improvement had been made.</p> <p>Three primary schools were placed in significant improvement following inspections in the course of the year. A secondary school was also placed in significant improvement. Changes to the way that schools are challenged and supported have been put in place as a result of this pattern of judgements in order to ensure that weaknesses are identified and addressed at an earlier stage.</p>						

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The % of pupils assessed at the end of Year 6 achieving the Core Subject Indicator (CSI)	86.5 %	82.6 %	85.1 %	87.8 %	▲	😊
<p>This year in the Core Subject Indicator, Cardiff attained 87.8%, compared with 87.7% across Wales, and exceeded the target set of 86.5%. The increase in Cardiff was greater than that for Wales as a whole (2.7% compared with 1.6%). The performance in this indicator is now in line with the national average. There was further improvement in the performance of Cardiff schools at this Key Stage when compared to similar schools nationally, with an increase in the number in the highest benchmarking quarter and a decrease in the number in the lowest quarter. However, variation in the performance of schools is still a notable feature.</p>						
The % of pupils aged 15 who achieved GCSE grade A*-C in English or Welsh and Mathematics	60.00 %	49.86 %	54.04 %	59.30 %	▲	😐
<p>The target for the academic year 2014-15 was narrowly missed. There has been an improvement of 5.26 percentage points to 59.3%, which is the biggest improvement in the consortium and 1 percentage point greater than the improvement in 2014. However, in order to be in the top 25% performing authorities, Cardiff's performance in this indicator would need to be 62.3%. Eight out of 18 secondary schools met or exceeded their expected performance for the Level 2+ threshold. In the 10 schools where performance was below expectation, four schools had outcomes below expectation by more than five percentage points. However, four out of every 10 pupils still end their compulsory education without having achieved five good GCSEs including English or Welsh and mathematics. In five schools, more than half of the pupils failed to reach the Level 2+ threshold, and in three schools it was more than seven out of every ten pupils. Action has been taken to intervene in the three secondary schools with markedly low performance which had a negative impact on the city's overall figures. New leadership is in place in all three schools.</p>						
The % of pupils achieving 5 GCSEs	94.50 %	91.74 %	93.19 %	92.15 %	◀ ▶	😐
<p>We did not meet the target that we set ourselves, as there was a decrease of approximately 1 percentage point in the Level 1 threshold, caused predominantly by the 2 percentage points decrease in the performance of boys. There continues to be little correlation between school outcomes in these measures and the proportion of Free School Meal (FSM) pupils. This strongly suggests that any differences reflect the variation in provision within schools, in terms of a suitable curriculum offer and rigour in tracking the progress of all pupils. There has been an increased focus this academic year from challenge advisers and local authority officers on improving the provision in schools and the quality of provision from partners, to ensure that the percentage of pupils who reach the Level 1 threshold increases.</p>						

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The % point gap between Free School Meals (FSM) pupils and non FSM pupils in the CSI at KS2	16.22 % point gap	19.46 % point gap	17.50 % point gap	14.28 % point gap	▲	😊
<p>The target for this performance indicator was exceeded. The difference in performance between FSM pupils and non-FSM pupils has been reduced again this year from 17.5 percentage points to 14.3 percentage points. The gap has continued to reduce over the last four years as FSM pupils' performance is improving at a faster rate than the performance of non-FSM pupils. The performance of FSM pupils has improved by just over 5 percentage points, compared to that of non-FSM pupils which has improved by 1.9 percentage point. The performance of the city's FSM pupils is 1.6 percentage points ahead of the national figures for 2015.</p>						
The % point gap between FSM and non FSM pupils' achievement of 5 GCSEs A*-C including English or Welsh and Mathematics	30.00 % point gap	36.18 % point gap	33.29 % point gap	32.23 % point gap	▲	😐
<p>Results for 2015 show that 32.2% of FSM pupils attained the Level 2+ threshold in Cardiff compared to 31.6% of FSM pupils across Wales. However, the gap in performance between the two groups increased slightly to 34.28 percentage points and the target was not met. This area of work is a focus for both the Local Authority and the Consortium. A closing the gap strategy 2016-2018 has been implemented. The aim is to exceed the Welsh Government target of 34% for FSM pupils achieving the GCSE Level 2+ measure in 2016 and to achieve a position where no school falls below this threshold. The strategy prioritises building the capacity of schools to improve the quality of teaching and learning. In conjunction with this, recommendations are made regarding other whole school high impact / low cost approaches to close the attainment gap of children affected by poverty.</p>						
The % of Year 11 leavers not in Education, Employment or Training (NEET)	2.50 % NEET	4.90 % NEET	4.26 % NEET	4.50 % NEET	◀ ▶	😐
<p>The 4.5% comprised of 118 young people (3.53%) who did not progress into EET and 18 young people or 1.02% who could not enter EET due to illness or being in youth custody. Of the 152 young people who were NEET at the October 2015 Destination Count, 106 had been identified by Vulnerability Assessment Profiling (VAP) as being amber or red. This is encouraging as it demonstrates that the young people who need support are being identified appropriately.</p>						

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The % of Year 12/13 leavers not in Education, Employment or Training (NEET)	3.00 % NEET	4.2 % NEET	4.40 % NEET	2.95 % NEET	▲	😊
<p>The target was achieved and a total of 41 Year 13s had not progressed into Education, Employment or Training (EET) at the time of the Destinations survey. This was 2.95 % of the cohort of 1389. The 2.95 % comprised of 34 young people (2.45 %) who did not progress into EET and 7 young people or 0.5 % who could not enter EET due to illness or caring responsibilities. This represents a 1.45 % improvement on the previous year's position (2014) when 62 Year 13 school leavers did not progress into EET. This was 4.4 % of the cohort.</p>						
Attendance at primary school	94.0 %	94.0 %	94.9 %	95.2 %	▲	😊
<p>Attendance in primary schools continues to improve. The figure for 2014-15 was 95.1 %, which was a 0.2 percentage point improvement on the previous year. (The primary figure of 95.19 % was returned to Welsh Government but the final figure published by WG was reduced to 95.1 % with the addition and aggregation of primary special school attendance). Performance is above the average primary attendance for Wales of 94.9 % and Cardiff is now 6th out of the 22 local authorities in Wales. Performance is better than in similar authorities such as Swansea, ranked 11th, and Newport, ranked 21st. Overall, 51.5 % of primary schools achieved an attendance rate over 95 % and 27.4 % of schools achieved attendance of 96 % or above. Since the implementation of the 5 Step Framework for managing attendance in 2011-12, the percentage of schools in the 1st and 2nd Quartiles has improved by a little over 17 percentage points from 45.92 % to 63 %. There is further work needed to ensure all schools compare favourably against similar schools but progress is encouraging.</p>						
Attendance at secondary school	95.0 %	92.9 %	93.9 %	93.9 %	◀ ▶	😐
<p>The 2014-2015 overall attendance figure for secondary schools remained the same as in the last academic year, at 93.8 %, which matches the Welsh average. This places Cardiff 11th out of the 22 local authorities in Wales for secondary school attendance and 7th out of the 10 core cities. Seven schools achieved attendance above 95 % compared to five last year. Notably poor attendance in two schools impacted significantly on the overall city data. Additional support has been focused on the poorest performing schools and there is better joint challenge and planning with colleagues in the Consortium where schools are not making progress, which has helped to secure improvement so far this academic year. Secondary attendance up until the end of January 2016 was 94.68 % which compares favourably with the same point last year when attendance was 94.05 %.</p> <p>There has been pleasing progress in the number of schools whose attendance rates place them in the 1st and 2nd Benchmarking Quarters against similar schools nationally. Since the implementation of the 5 Step Framework for managing attendance in 2011-12, the percentage of schools in the 1st and 2nd Quarters has improved by almost 30 percentage points from 45 % to 73 %. There is further work needed to ensure all schools compare favourably against similar schools but progress is encouraging.</p>						

What have we achieved this year?

In our 2015-17 Corporate Plan we made a number of commitments, setting out what we wanted to achieve to help us deliver against this Improvement Objective. The information below details what we have achieved in 2015-16.

- **Further increase the role of Cardiff schools in leading the school-to-school working across the Central South Wales region**

In collaboration with the Central South Consortium, via the Central South Wales Challenge, we have worked to further develop a self-improving school system, to reduce variations in school standards, and to improve the quality of teaching and leadership. Nearly all of our schools are now part of a Schools Improvement Group, and our high performing schools are continually encouraged by their Challenge Adviser to take a lead role. **We have observed significant progress in engagement with, and understanding of, a self-improving school system based around a model which is now very familiar to schools and stakeholders across the region.**

The Consortium Business Plan highlights the areas that need to be developed further if we are to create a sustainable system of school improvement which can support our schools to be the best in Wales and beyond. Within our Corporate Plan 2016-18, we have committed to continue working with the Consortium to further develop a Central South Wales networked learning community, focusing on improvements in the quality of leadership, teaching and learning.

- **Deliver the Challenge Cymru programme in six secondary schools by the end of the 2015-16 academic year**

Six of our secondary schools are part of the Welsh Government's multi-million-pound Challenge Cymru school improvement programme.

As part of the delivery of this programme, Accelerated Improvement Boards monitor performance and the quality of provision. Despite the ongoing work to deliver the Challenge Cymru programme, performance in Key Stage 4 at the Level 2+ threshold has not improved at the desired rate. In 2015 one of the six schools improved its performance and one maintained its performance. However, outcomes in the other four schools decreased. We have intervened in three of these schools and leadership capacity has been increased. In the fourth school, although there was a decline in performance, this still remains significantly above modelled expectations.

The Challenge Cymru programme continues to be delivered with officers from Education, Finance and Human Resources providing ongoing support to schools to deliver their improvement plans.

Improving the performance of the minority of secondary schools that continue to cause concern is a priority commitment in our Corporate Plan 2016 – 2018.

- **Where schools do not make expected progress over time, use Local Authority intervention powers and bring about improvement on an annual basis**

In October 2014, we issued warning notices to five of our secondary schools. In the summer of 2015, two of these schools improved significantly and the other three are expected to improve their results in 2016.

- **Strengthen school governance, ensuring appointment to all LA governor vacancies on school governing bodies in a timely manner by June 2015**

During 2015, we launched a new governor recruitment campaign within the overarching 'Education is Everybody's Business' campaign. This raised the profile of the benefits of becoming a governor in our schools and enabled improved links with local businesses and other partner organisations.

We worked in collaboration with the Central South Consortium, and provided a full range of training to governors, in order to meet mandatory training requirements, and enable them to discharge their duties effectively. Schools classified as 'In need of greatest improvement' have received bespoke governor training from the Challenge Adviser team. Online training was also launched in September 2015 to offer a more accessible training option for governors.

Communication with governors continues to improve, including termly strategic briefings for Chairs of Governors by the Director of Education and regular electronic updates.

A revised recruitment, selection and retention process has been introduced for Local Authority governors, which aims to ensure that appropriate governors are selected to represent the Local Authority.

As at the end of March 2016, the percentage of governor vacancies had increased slightly to 9.13% (175 vacancies) compared to 9% in the previous year. While positive progress has been made to strengthen governance, the turnover within the system, due to the four year governor term, presents challenges in ensuring that vacancies are kept to a minimum. This continues to be a priority for the Directorate and will be monitored by the Education Management Team.

- **Deliver the Schools Organisation Programme including the completion of Band A investment projects by 31st March 2019**

The 21st Century Schools programme has progressed significantly. The new Eastern High School design has been finalised and planning permission was granted on 13th January 2016. Demolition of buildings on the site has started, with the new school to be delivered for September 2017. Approval has been given for the new high school in the West, Four Wards primaries and Willows Primary.

- **Implement the Welsh Government Youth Guarantee to ensure appropriate progression routes for all learners by 2016**

The Youth Guarantee is the offer, acceptance and commencement of:

- A place on a full or part-time course in school, college, with an independent provider, or traineeship or apprenticeship place
- Training to at least Level 2 during employment

We are committed to the implementation of the Youth Guarantee and have undertaken a number of activities to support this. A Common Area Prospectus (CAP), which allows young people, their parents and those working with them to explore and apply for education and training programmes within their area, has been produced and schools have received guidance on the expectations for Information Careers Advice Guidance for Year 11. We have also completed a Learner Choice Survey and our Engagement & Progression Co-ordinator continues to work with schools and Careers Wales to identify those young people who do not have a destination planned. Any young people identified will be included within a Summer Transition programme to support them in achieving entry into further education, training or employment by September 2016. The Youth Guarantee is offered each academic year and will become an annual activity across learning providers in Cardiff.

- **Identify young people most at risk of disengagement by embedding the Vulnerability Assessment Profiling (VAP) tool across Cardiff schools by 2015**

We have embedded the VAP in all secondary schools, our Pupil Referral Unit and Greenhill Special School, to identify those pupils who are most at risk of not making a positive progression into Education, Employment or Training. Of the 152 young people who were Not in Education Employment or Training (NEET) at the October 2015 Destination Count by Careers Wales, 106 had been identified by the VAP as being at most risk of disengagement. This is encouraging as it demonstrates that the right young people who need support are being identified appropriately. However, it also illustrates that much more work needs to be done to ensure that those young people at risk of disengagement are properly supported and given appropriate opportunities to pursue learning and employment pathways that meet their needs.



Cardiff's 2015 NEET figure for year 11 school leavers is 4.5%, this represents 152 young people of a cohort of 3,343, and shows a slight decline in progress. This has resulted in Cardiff being ranked as the worst performing authority in Wales in 2015 for this measure. The 4.5% comprised 118 young people who did not progress into EET and 34 young people who could not enter EET due to illness, pregnancy, custodial sentence, disability, or caring responsibilities. Static performance this year is due in part to high levels of NEETs from a minority of schools.

Two European Social Fund projects will both bring additional capacity to the lead worker team who will be able to support more young people identified by the VAP as being most at risk of becoming NEET.

We are dedicated to delivering the 'Cardiff Commitment', a strategy to improve youth engagement and progression. This strategy sets out how the Council, along with a range of partners in the public, private and third sectors, will seek to ensure a positive destination for every young person. In our 2016-18 Corporate Plan we have developed an Improvement Objective committed to all young people in Cardiff making a positive transition into EET. To support this Improvement Objective, we have made a number of commitments around early identification, information sharing and expanding opportunities for young people.

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

What did we want to achieve?

During 2015-16 we said we would focus on:

- Supporting Looked After Children (LAC) to achieve their potential, ensuring positive progression routes in Education, Employment or Training for all care leavers

Our summary of performance

Our self-evaluation of performance tells us that we have made good progress in relation to this Improvement Objective, as we have observed improvement across most key performance areas.

The Care and Social Services Inspectorate Wales (CSSIW) report of their inspection of Children's Services stated that the Council works with partners to deliver help, care and protection for children and young people and fulfils its corporate parenting responsibilities for Looked After Children.

Improved destinations for LAC were acknowledged by our ESTYN inspectors, via the implementation of a trainee programme to provide LAC with new skills and qualifications. The Looked After Children Traineeship Scheme was also highlighted as an area of good practice by ESTYN:




- 31 young people gained work experience
- Two young people were offered Corporate apprenticeships
- We trained 15 of our managers to become Youth Mentors

We are pleased to note continual improvement in the numbers of care leavers who obtain five or more GCSEs at grades A*-C, however, the number of our Looked After Children in Primary School achieving the expected level in English or Welsh, Mathematics and Science has declined.

In consultation with young people, we launched a new Personal Education Plan (PEP) designed to help track and promote the educational achievements of Looked After Children. A Thematic Estyn inspection highlighted our PEP documents as an area of good practice. The PEP documents are 'child-friendly' documents to better support children and young people to be engaged in the process of developing their PEP and ensure their voice is heard. Performance in relation to PEPs has improved this year, with 27.6% completed within 20 days of a child entering care or joining a new school, compared with 20.4% in the previous year.

While we have made good progress, we recognise that there is still more work to be done and we will continue to monitor our progress against this Improvement Objective in our 2016-18 Corporate Plan. Our new Corporate Parenting Strategy sets out the shared vision, between Cardiff Council and the Cardiff and Vale University Health Board, of working together to ensure the best possible outcomes for children who are looked after or have left care, so that they can lead a happy and fulfilling life. We plan to embed key elements of this strategy by March 2017.

How we measured our progress

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The % of Looked After Children in Year 6 Primary School achieving the Core Subject Indicator	68 %	65 %	65.2 %	54.5 %	▼	
<p>Despite focussed work to improve outcomes for LAC, including an increased focus on joint working with Education, performance shows that we have not performed so well this year. However, we have continued to strengthen the relationship between Children's Services and Education, particularly where frontline staff work closely together, to have a direct impact upon the education of LAC. We have also established a 'virtual' tracking system to track attendance and attainment.</p>						
The % of care leavers aged 16+ who obtained 5 or more GCSEs at grade A* to C	12 %	8 %	9 %	11 %	▲	
<p>Performance improved to 11 % (13 / 121) from 9 % (11 / 128) in 2014-15, but was just short of the 12 % target. An additional 26 young people achieved 5 or more GCSEs grade A* to G, and a further 41 young people achieved another educational or vocational qualification.</p>						
The average external qualifications point score for 16 year old Looked After Children	220	216	191	257	▲	
<p>Improvement in this indicator reflects focussed work over several years to improve outcomes for Looked After Children, including an increased focus on joint working with Education.</p>						
The % of young people formerly looked after, who are known to be engaged in education, training or employment at the age of 19	58 %	53.2 %	56. %	52.4 %	▼	
<p>Despite a decline in performance, the Council's LAC Traineeship scheme has gone from strength to strength. Over the past year, 31 young people have been able to undertake work experience through the Council, compared to five in the previous year. We offered two young people Corporate Apprenticeships and trained 15 of our staff to be Youth Mentors. It is anticipated that the impact of these schemes will have a positive effect on these young people and enable them to transition into Employment, Education or Training at the age of 19.</p>						

What have we achieved this year?

In our 2015-17 Corporate Plan we made a number of commitments, setting out what we wanted to achieve to help us deliver against this Improvement Objective. The information below details what we have achieved in 2015-16.

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

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

To improve outcomes for Looked After Children, Children's Services and the Education Directorate worked together to prepare a Joint Education and Children's Services Looked After Children Education Delivery Plan.

In consultation with young people, we also launched a new Personal Education Plan (PEP) designed to help track and promote the educational achievements of Looked After Children. To support the quality and timely completion of these plans, we delivered best practice training to 150 social workers, 30 teachers and 50 foster carers. A thematic Estyn inspection looked at the education of Looked After Children, and highlighted our PEP documents and the Looked After Children Traineeship Scheme as two areas of good practice. The Looked After Children Traineeship Scheme saw 31 young people gain work experience, and two young people were offered Corporate apprenticeships. We trained 15 of our managers to become youth mentors, enabling them to assess individual educational needs and behavioural factors that may create barriers to learning.

We also established a virtual tracking system which allows our managers from both Children's Services and Education to track the attendance and attainment of all looked after children on a monthly basis. From this, action plans are devised when issues arise, so that problems can be addressed in a timely manner, preventing disruption or exclusion and maintaining continuity of education for the Looked After Child.

Two joint workshops for the Services that support Looked After Children aged 0-14 and aged 14+ were held with key Education staff to look at the Special Educational Needs (SEN) process and to develop a network of partnership opportunities for staff from both Directorates. The SEN workshops have enabled social workers to expedite work on education plans in a much timelier way and this helps improve the situation for Looked After Children and young people as we can resolve matters more effectively and quickly.

The relationship between Children's Services and Education continues to strengthen particularly where frontline staff work closely together to have a direct impact upon the education of looked after children. Managers from both Directorates meet on a monthly basis to track the attendance and attainment of all looked after children and to devise action plans together when issues arise so that problems can be addressed in a timely way to prevent disruption or exclusion and maintain continuity for the child.

Where provision is not meeting the needs of a Looked After Child, schools are challenged by the Achievement Leader. Progress is discussed in Team Around the School meetings and termly meetings are held by the Looked After Children Education Team to challenge Looked After Children provision and share good practice.

Our commitment to ensuring that Looked After Children in Cardiff achieve their full potential is continued in our 2016-18 Corporate Plan and we intend to launch a new Corporate Parenting Strategy to further raise the profile of Looked After Children. This will ensure that the Council and 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.

Improvement Objective: Adult learners achieve their potential

What did we want to achieve?

During 2015-16 we said we would focus on:

- Increased numbers of accredited courses delivered to priority learners and improved levels of enrolment to support adult learners to achieve their full potential

Our summary of performance

Our self-evaluation of performance tells us that we have made strong progress in relation to this Improvement Objective, as we have observed improvement across all key performance areas. Since 2013 we have received two Estyn inspections; the most recent, in 2015, noted that we had made either strong or very good progress against all six of their recommendations and the partnership was removed from any further follow-up activity.

Some of the areas of progress noted by Estyn were:

- Improved success rates and accreditation for learners
- Improved focus on raising learners' standards of achievement
- Effectively utilising the expertise of individual organisations to improve the quality of work across the partnership
- Effective working across Curriculum and Progression groups to deliver a better-focused curriculum

Since this inspection we have continued to build on the good work being delivered in Adult Community Learning (ACL). Our performance shows significant improvements in success rates across the ACL partnership and, more specifically, improvements in Cardiff and our most deprived areas.

Our Into Work Services help people to obtain the skills they need to enter employment. Some key areas of success over the year are:

- 3,722 people completed work skills training; an increase of 1,371 people compared to last year
- Consistent with last year, 1,431 people completed accredited training
- Consistent with last year, 91 % of people successfully passed their course
- 98 % of people reported feeling better able to enter employment as a result of the training they had received, an increase of 18 % when compared to last year

We will continue to monitor our progress against this Improvement Objective through our 2016-18 Corporate Plan.

How we measured our progress

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The success rate of learners within the Partnership	90 %	80 %	84 %	91 %	▲	😊
The result here shows that performance across the ACL partnership has increased significantly and we have met our target in 2015-16. This demonstrates that through effective working across the ACL partnership, learners' success rates have improved.						
The success rate of learners in Cardiff	88 %	60 %	72 %	87 %	▲	😐
Although we have narrowly missed our target, performance in 2015-16 shows significant improvement when compared to the previous year. This demonstrates that the success rate in Cardiff is improving significantly.						
Learners within deprivation deciles one and two to achieve a success rate at or above the overall Partnership success rate	87 %	Decile 1 = 76 % Decile 2 = 78	Decile 1 = 84 % Decile 2 = 84 %	Decile 1 = 92 % Decile 2 = 91 %	▲	😊
Performance for 2015-16 shows improvement, demonstrating that learners in our hardest to reach areas are achieving an above average success rate.						

What have we achieved this year?

In our 2015-17 Corporate Plan we made a number of commitments, setting out what we wanted to achieve to help us deliver against this Improvement Objective. The information below details what we have achieved in 2015-16.

- **Increase enrolments for priority learners on a year by year basis by March 2016**

We have worked in collaboration with Communities First and Job Centre Plus to develop a Learning for Work programme, tailored to the needs of priority learners. A total of 2,178 enrolments were received from priority learners, compared with 2,436 in the previous year. This increase in enrolments means that priority learners are accessing the courses available, enabling them to gain the skills and qualifications to progress into further education or employment opportunities.

We received some positive feedback from our learners over the year, including:

“I very much enjoyed this course. There was a good balance of information and general knowledge. It has made me excited about going into paid employment”

“My long term aim is to become a teaching assistant. I currently work as a lunchtime supervisor and this course has helped me both in a work and home environment”

“Andrea has said how much the support and encouragement from attending classes and support from other ACL staff has made a difference to her confidence and self-esteem. She is going to be attending the volunteers course at Cardiff and Vale College and will start volunteering for ACL in September”

- **Increase the number of accredited courses delivered to priority learners by March 2016**

Through robust curriculum planning we were able to increase the number of accredited courses available through the Learning for Work programme. The increase in courses allowed priority learners to gain qualifications, enabling them to access further education or employment opportunities. A total of 206 accredited courses were delivered, compared with 173 in the previous year.

- **Increase the number of courses for priority learners held in Communities First areas by March 2016**

Working in collaboration with Communities First we were able to provide courses best suited to priority learners in Communities First areas. Overall, 267 courses were delivered compared with 292 courses in the previous year.

Improvement Objective: People at risk in Cardiff are safeguarded

What did we want to achieve?

During 2015-16 we said we would focus on:

- Development of a range of more effective services to prevent the need for vulnerable children or adults to be separated or cared for away from their families
- Continued protection of vulnerable people from significant harm or exploitation

Our summary of performance

Our self-evaluation of performance tells us that we have made strong progress in relation to this Improvement Objective as we have observed improvement across all key performance areas. We received a positive inspection by the Care and Social Services Inspectorate Wales (CSSIW), who concluded in their report entitled 'Inspection of Childrens Services in City of Cardiff Council' of March 2016:

“The Council is committed to prioritising services that support those who are most vulnerable, but has to deliver this against a backdrop of a declining budget and increasing demand”.

During 2015-16 we have developed and implemented the following:

- The Multi Agency Safeguarding Hub (MASH) – we have worked with our partners in the Police, Health, Education and Probation to enable us to improve the system for protecting children from significant harm
- The new Early Help Strategy that will enable earlier access to help for families, preventing the need for children to be removed from their homes

We developed an Outcome Framework for human exploitation in Cardiff, to allow for the collection of information and data on human trafficking in Cardiff. A total of 329 officers across various partnership organisations (including CVUHB, the Third Sector and South Wales Police) have attended Human Trafficking Training.

Whilst we have made strong progress in this area, we recognise that there is further work to be done. We have put in place a Council-wide Safeguarding Board, which is chaired by one of our Cabinet Members, supported by the Director of Social Services. Over the next year, our Director of Social Services will be evaluating the effectiveness of the Council's safeguarding arrangements.

While we have made strong progress, we recognise that there is still more work to be done and we will continue to monitor our progress against this Improvement Objective in our 2016-18 Corporate Plan.

How we measured our progress

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The % of Children's Services social work vacancies across the service	15 %	20.8 %	27.2 %	22.2 %	▲	☹
<p>The vacancy position has remained reasonably stable over the year. We have continued with our recruitment campaign and have agreed that when all vacancies have been filled, we will continue to recruit to a "pool" of additional social workers. This will enable the service to maintain consistency of service provision and caseloads whilst managing healthy staff turnover without needing to rely on expensive agency social workers. The ambitious 15 % target has been revised to 18 % for 31st March 2017. A joint Social Services Workforce Strategy will be developed in 2016-17.</p>						
The % of referrals that are re-referrals within 12 months	24 %	25.6 %	25.4 %	23.4 %	▲	☺
<p>There has been a continued decrease in the number of re-referrals over the quarter and performance is on target. Regular monitoring will continue. The review of the Multi-Agency Referral Form planned for Quarter 2 has been integrated with work being undertaken in relation to the Social Services and Well-being (Wales) Act. Consideration is being given to adopting the Cwm Taf form which takes account of the National Minimum Core Data Set. It is envisaged that the Multi Agency Safeguarding Hub (MASH), once implemented, will lead to a reduction in inappropriate referrals and re-referrals. There has also been a renewed focus on achieving better outcomes for children at the point of case closure thereby reducing re-referrals to the Directorate.</p>						
The % of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion	92 %	83.8 %	90.7 %	94.4 %	▲	☺
<p>There was continued improvement against this performance indicator in 2015-16 and the annual outturn was in excess of the 92 % target.</p>						
The % of child protection reviews carried out within statutory timescales during the year	100 %	98.5 %	99.8 %	99.8 %	◀ ▶	☹
<p>Performance in relation to timeliness of child protection reviews remains strong, with just two reviews being held outside of timescales during the year.</p>						

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The percentage of adult protection referrals completed where the risk has been managed	Not applicable to set a target	91.98 %	91.14 %	95.88 %	▲	Not applicable to set a target
The 2015-16 result (95.88 %) saw an increase in completed investigations; these were a result of an increase in concerns at a number of nursing providers and a number of investigations linked to one domiciliary care provider						

What have we achieved this year?

In our 2015-17 Plan we made a number of commitments, setting out what we wanted to achieve to help us deliver against our Improvement Objective. The information below details what we have achieved in 2015-16.

- **Develop a coordinated programme of training and awareness raising for all front-line staff in relation to Vulnerable People by July 2016, which will include Child Sexual Exploitation, Human Trafficking, Vulnerable Adults and Vulnerable Children**

A total of 329 officers across various partnership organisations (including CVUHB, the Third Sector and South Wales Police) have attended Human Trafficking Training. Training was provided to 60 Cardiff Council employees, including Social Workers, Flying Start Health Visitors and Hub Officers. Feedback from the training was positive, for example;

“Awareness has been raised for Frontline Officers to assist with identifying potential victims”
“Gave a much better insight info for Police Officers” and “Very informative and thought provoking”

This training has increased awareness in relation to human trafficking and has resulted in an increase in referrals to the Multi-Agency Risk Assessment Conference (MARAC) which deals with suspected cases of human trafficking.

We conducted a review of our Protection of Vulnerable Adults (POVA) procedures to ensure compliance with the introduction of the Social Services and Well-being (Wales) Act 2014, and contributed to the Corporate Safeguarding Board training programme with awareness raising sessions commencing in September 2015. A total of 190 Adults’ Services staff received POVA training during the year and our performance shows that we managed the risk in 95.88 % of adult protection referrals, compared with 91.14 % in the previous year.

- **Establish a multi-agency methodology for gathering data and intelligence concerning child sexual exploitation by March 2016**

In preparation for the all-Wales reporting requirements we worked in close collaboration with the Police to introduce a Multi-Agency Tool to be used to collate information on all child sexual exploitation (CSE) cases across Cardiff and the Vale of Glamorgan. In addition to this, we have worked to ensure links to the CSE Vulnerability Toolkit are properly put in place, which will enable us in the future to extend our ability to gather intelligence. The intelligence gathered will allow us to share information across the partnership to better prevent child sexual exploitation.

- **Establish a multi-agency methodology for gathering data and intelligence concerning human trafficking by March 2016**

We developed an Outcome Framework for human exploitation in Cardiff, to allow for the collection of information and data on human trafficking in Cardiff.

We also put a system in place for all intelligence gathered for the human trafficking MARAC to be shared with the Police Force Intelligence Unit and we are represented at the Regional Intelligence Board which meets on a quarterly basis. Using this system will allow us in the future to analyse trends which will alert us and Partnership agencies to criminal activity.

- **Implement the Accelerated Improvement Agenda for Children's Services, including:**
 - **Improving the system for protecting children from significant harm by implementing new interagency arrangements for managing referrals by March 2016**
 - **Improving the recruitment and retention of children's social workers, ensuring the Council achieves and maintains a vacancy rate below 15% by March 2016**

To enable us to improve the system for protecting children from significant harm we have worked with our partners in the Police, Health, Education and Probation to agree the Multi Agency Safeguarding Hub (MASH) governance arrangements, operating model, staff composition and ICT infrastructure. We have experienced some delays in relation to ICT and floor planning however South Wales Police have mitigated further delays to allow staff to be co-located. Partners are developing the Information Sharing Protocol, process mapping for referral pathways has been completed, and the vetting process for staff is almost complete.

We have taken into account the Social Service and Well-being (Wales) Act 2014, amending the Multi Agency Referral Form (MARF) and Vulnerable Adults form (VA1) in readiness for use in 2016-17.

The impact of the MASH will be monitored throughout 2016-17.

- **Commence implementation of a new Children and Families Preventative Strategy by October 2015 that enables earlier access to help for families, prevents the need for children being removed from their homes and alleviates the need for costly interventions**

In consultation with our key partners (Health, Police, Barnardo's, Action for Children) we developed the new Early Help Strategy. The impact of the strategy will be monitored alongside our work to embed it in 2016-17 as it is too soon to evidence the impact at the time of writing. We will develop a set of indicators that will be monitored throughout 2016-17, alongside any possible impact on budgets to provide evidence that our prevention work is having the desired effect.

We also piloted the Rapid Response Service and observed positive outcomes, which have allowed us to continue with the service and expand capacity. The service supports families who are referred to Children's Services due to family breakdown, where children may be experiencing neglect or a breakdown in their relationship with parents/carers and are therefore at immediate risk of becoming looked after and placed into foster care. Within the first six weeks of the pilot, 23 children and their families engaged with the service and reported that they felt listened to and supported to reach their own family goals. Risks were reduced during this period, with two children becoming looked after.

We progressed the Joint Assessment Family Framework (JAFF) pilot to help agencies to assess need and respond in a timely way. Premises have been secured for the new Adolescent Resource Centre – the posts to support the centre have been created and the psychology input model that will be used to support Young People has been agreed with our colleagues within Health.

The Adolescent Resource Centre will target 11-16 year olds who are at risk of becoming looked after. The approach will offer parenting support as well as behaviour support to young people using evidenced-based interventions.

- **Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation - whilst offering more integrated provision - by March 2017**

We conducted a review of existing provision and the Police & Crime Commissioner commissioned Safe Lives, which carried out work on the commissioning of Domestic Violence Services in Cardiff. Work began on the introduction of an accommodation gateway for domestic violence refuges, but further work will be carried out in 2016-17 to fully implement a domestic violence support service.

- **By September 2015, develop a robust multi-agency PREVENT Delivery Plan that:**
 - **Responds to the challenges of terrorism and extremism**
 - **Prevents people from being drawn into terrorism with advice and support**
 - **Addresses the threat of radicalisation**

PREVENT is 1 of the 4 elements of CONTEST, the Government's counter-terrorism strategy. It aims to stop people becoming involved in terrorism or supporting terrorism. We developed a multi-agency PREVENT delivery plan that enabled:

- Improved governance across CONTEST and PREVENT strategies.
- Delivery of WRAP (Workshop to Raise Awareness of 'PREVENT') training to key strategic providers in Cardiff. This has included training to circa 3,000 people since 2015. Following the roll-out of WRAP training, more staff are now better placed to identify PREVENT issues and are aware of where to go for assistance, when required.
- Delivery of GOT (Getting on Together) in all Cardiff Secondary Schools. GOT training enables the development of critical thinking skills around extremism, in line with the Counter Terrorism and Security Bill (2015), with key support of teachers.
- Delivery of the Upstanding Neighbourhood Project to 38 community members from a range of communities which has resulted in PREVENT campaigns being undertaken, under the leadership of Cardiff Race Equality First.
- Successful completion of the young leaders project to 25 young people. The young people on the scheme are developing leadership and mentoring skills, with a view to better understanding extremism issues and supporting colleagues
- Effective Channel process, a place to safeguard individuals at risk of radicalisation
- Bids were submitted to secure funding for projects for 2016-17

As a result of the projects delivered, 3,063 people from statutory agencies and the community have received PREVENT training. This enables individuals to identify issues of radicalisation, report the matter where appropriate and run campaigns to challenge extremism.

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

What did we want to achieve?

During 2015-16 we said we would focus on:

- High quality, sustainable and affordable homes for those most in need
- Increased level of housing available for Council tenants
- A private rented sector that is fit for purpose

Our summary of performance

Our self-evaluation of performance tells us that we have made strong progress towards this Improvement Objective, as we have observed improvement across all key performance areas. For the past three years we have continued to see an increase in the number of new affordable rented housing units and new assisted home ownership units delivered.

We have also performed well in some other areas, for example:

- We helped 713 tenants transfer or exchange their properties as a result of Welfare Reform changes to ensure the property they occupy meets their needs
- We made 2,262 offers of Social Housing to those affected by Welfare Reform
- 75.1 % of our tenants are satisfied with the City of Cardiff Council as their landlord
- 86.6 % are satisfied with the condition of their property
- The Council continues to maintain the Welsh Housing Quality Standard at 100%, which further demonstrates that the housing offer for Council tenants remains of a high quality, in line with Welsh Government standards
- Our Housing Partnering scheme with national developer Wates Living Space Homes is on track and planning for phase 1 sites is complete
- No Houses of Multiple Occupation were subject to enforcement activity this year

While we have made strong progress, we recognise that there is still more work to be done and we will continue to monitor our progress against this Improvement Objective in our 2016-18 Corporate Plan.

How we measured our progress

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The number of additional affordable housing units provided during the year	20 %	58 %	48 %	69 %	▲	😊
In 2015-16 we delivered 273 affordable housing units, compared with 239 in 2014-15 and 204 in 2013-14. This demonstrates our continued capability and commitment to delivering affordable homes in Cardiff.						

What have we achieved this year?

In our 2015-17 Corporate Plan we made a number of commitments, setting out what we wanted to achieve to help us deliver against this Improvement Objective. The information below details what we have achieved in 2015-16.

- **Deliver circa 1600 new homes for Cardiff through the Housing Partnering Scheme, as part of a phased approach by 2024, 40% of which will be affordable housing**

Our Housing Partnering Scheme represents an exciting development partnership between the City of Cardiff Council and national developer Wates Living Space Homes, to help tackle the housing need across Cardiff. The scheme will run until 2024 and is currently on schedule: over the past year we have appointed a contractor and begun detailed planning for phase 1 sites.

- **Implement the Housing Allocation Policy to manage the demand for housing and ensure provision is allocated to those with the highest need**

We have continued to work with the main Housing Associations in Cardiff to help people find affordable homes in the city.

We have a limited number of homes to rent and within the past year we have amended our allocation scheme to reflect new homelessness legislation outlined in the Housing (Wales) Act 2014.

Along with Cadwyn, Cardiff Community, Hafod, Linc Cymru, Newydd, Taff, United Welsh and Wales & West Housing Associations, we used the same Waiting List and Allocation Scheme to let properties across Cardiff. The Scheme ensures that we help people with the greatest housing need first, providing people with a choice about where they want to live, in properties that suit their needs.

- **Ensure the private rented sector is fit for purpose and homes meet the legal standards to protect the health of tenants through prioritised investigation of complaints and the proactive delivery of additional licensing schemes in the city**

Since becoming the designated Licensing Authority for the whole of Wales in 2015, we have continued to lead on the national initiative, Rent Smart Wales, to ensure that both Landlords and Agents within the private rented sector comply with the requirements of the Housing (Wales) Act 2014. So far, 13,192 landlords in Wales are registered with Rent Smart Wales and 1,858 have completed training sessions.

In Cardiff we liaised with private landlords to identify the barriers they face when housing clients with priority need. From this we were able to create an offer to landlords, in the form of a Housing Solutions package, to provide support and assistance in renting their property. We officially launched the Housing Solutions package in March 2016 and will continue to promote this over the coming year.

To ensure that homes meet standards and are safe for their occupants, and to build on the good work already undertaken, we re-declared the Cathays Additional Licensing Scheme. We did this to ensure that approximately 2000 Houses of Multiple Occupation will continue to benefit from inspection and regulated standards of amenity and fire safety.

Improvement Objective: People in Cardiff are supported to live independently

What did we want to achieve?

During 2015-16 we said we would focus on:

- People being able to live independently within their own home
- Effective transitional support for vulnerable young adults leaving the care system

Our summary of performance

Our self-evaluation of performance tells us that we have made good progress in relation to this Improvement Objective as we have observed improvement across most of our key performance areas.

We received a positive inspection report from the Care and Social Services Inspectorate Wales (CSSIW) in relation to Domiciliary Care. This inspection by CSSIW found that *“people using the service receive care from competent and confident staff who treat them with dignity and respect. The service works closely with members of the health team to provide support that is responsive to changes in people’s care needs”*. Feedback from service users included **“I cannot praise the staff enough”**, **“everyone was really good”** and **“staff who listened”**.

We created the Independent Living Service to support the Council’s Preventative agenda and some key outcomes are:

- We launched the First Point of Contact (FPOC) in October 2015, and 1,052 cases were resolved at FPOC where alternative outcomes for Independent Living were identified to allow people to remain in their own homes
- Independent Living Officers made 1,037 holistic visits, and from these:
 - 265 people were referred for a preventative intervention to reduce slips, trips and falls
 - 239 people were referred for Assistive Technology
 - 176 people were assisted with social isolation
- Our Housing Resettlement Officers directly assisted the discharge of 124 patients from hospital to allow them to regain independence in their own homes and 18 people were temporarily housed in step-down accommodation, reducing the need for them to stay in hospital while adaptations were made to their homes

- At the end of the year, we experienced a 24% decrease in the number of Delayed Transfers of Care (DToC), when compared to the same period in the previous year. However, Cardiff and Vale University Health Board reported the second highest number of DToCs across Wales and capacity within the Cardiff Domiciliary market remained a key challenge.

While we have made good progress, we recognise that there is still more work to be done and we will continue to monitor our progress against this Improvement Objective in our 2016-18 Corporate Plan.

How we measured our progress

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The number of older people aged 65+ supported in the community	47	46.42	44.12	41.53		
We originally selected this performance measure to demonstrate supporting people in the Community. However, the Council's Policy now focusses on a preventative agenda, signposting service users to community-based independent living solutions as opposed to traditional packages of care, therefore we no longer use this indicator to measure our performance. We launched the First Point of Contact (FPOC) in October 2015, and 1,052 cases were resolved at FPOC where alternative outcomes for Independent Living were identified to allow people to remain in their own homes.						
The number of people aged 65+ supported in Care Homes	18	17.98	18	17.61	▲	😊
Despite an increase in our population aged 65+, we have observed a slight improvement in our performance. The number of people we support in Care Homes has decreased slightly this year to 859, compared to 861 in 2014-15. This shows that there is an ongoing need for people aged 65+ with complex needs to be supported within a care home setting.						
The % of adult clients supported in the community	86.8%	86.4%	86.3%	86.1%		
We originally selected this performance measure to demonstrate supporting people in the Community. However, the Council's Policy now focusses on a preventative agenda; signposting service users to community-based independent living solutions as opposed to traditional packages of care, therefore we no longer use this indicator to measure our performance. We launched the First Point of Contact (FPOC) in October 2015, and 1,052 cases were resolved at FPOC where alternative outcomes for Independent Living were identified to allow people to remain in their own homes.						

How we measured our progress

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over	5.92	8.56	10.92	11.18	◀ ▶	☹
<p>While further work has been carried out in this area, our performance has not improved and we have not met the target we set ourselves. However, our data shows that at the end of the year there was a 24% reduction in the number of Delayed Transfers of Care when compared to the previous year. Our Community Resource Teams moved to a seven day working week to enable weekend discharges, and our Housing resettlement officers continued to support discharges from hospital.</p>						
Number of adults using the Direct Payments scheme	700	501	550	615	▲	☹
<p>Overall take up has improved over the year but we have not met the target of 700 for the year. The drive towards increasing the number of people receiving Direct Payments is demonstrated by 43 people working towards the scheme at the end of the year. We will be introducing a new local indicator in 2016-17 to capture those in receipt of Direct Payments 'during' the year to ensure that we capture the flow and gain a more accurate picture of take up. During 2015-16, 197 people started Direct Payments and 83 ceased (of which, the main reasons were deceased and admission to Care Homes).</p>						
The % of carers of adults who were offered an assessment or review of their needs	90%	50.2%	64.4%	76.8%	▲	☹
<p>While we have not met the target that we set ourselves, we have demonstrated continued improvement in our carer assessment offers. In 2015-16 we offered 2735 carer assessments compared with 2079 in the previous year, and completed 771 assessments, compared with 596 in 2014-15. Offering carers assessments allows us to give carers an opportunity to discuss with us how caring affects their life and what support services can be put in place.</p>						

What have we achieved this year?

In our 2015-17 Corporate Plan we made a number of commitments, setting out what we wanted to achieve to help us deliver against this Improvement Objective. The information below details what we have achieved in 2015-16.

- **Deliver better integrated housing support and social care to improve outcomes for those who need support to live independently, including increasing the number of people who are able to remain at home with minimal intervention**

We established a First Point of Contact to respond to enquiries and act as a triage service to find alternative solutions for independent living. This service has been able to respond to low level issues via the telephone, offering advice and signposting to alternative service provision. We referred more complex cases to Independent Living Officers who provided assessments to 1,037 service users. We maintained our performance throughout the year with only 48 % of calls passed to Social Care; the remainder were solved by the First Point of Contact team.

- **Work with our health partners to reduce the total number of Cardiff residents who experience a Delayed Transfer of Care from hospital**

A Delayed Transfer of Care Improvement Group met in December 2015 and revised their action plan to improve patient flow. We continued to review the capacity of the domiciliary care market and worked with Commissioning & Procurement and Business Wales on this issue. Our Community Resource Teams moved to a seven day working week to provide a weekend discharge service. This, along with additional Home Care managers, allowed for a potential of eight more screening assessments for home care to take place at weekends. Our Housing Resettlement Officers (HROs) continued to support discharges from hospital, including St David's and Rookwood hospitals. The HROs supported the use of Step Down accommodation as an alternative to remaining in hospital. During the year the HROs supported 124 discharges from hospital and 16 people were supported to use Step Down accommodation.

- **Increase the uptake of Direct Payments as an alternative to direct provision of care for Cardiff residents every month**

While the number of Cardiff residents in receipt of Direct Payments has increased, we did not meet the target that we set ourselves. During the year we set up a project group so that we could explore alternative ways to deliver Direct Payments, and from this two groups were established to focus on the financial elements and research into alternative models.

- **Support carers by ensuring that all carers are offered a carer assessment and increase the number of carer assessments undertaken**

We extended the employment of our two dedicated Carer Assessment Workers (CAWs) until the end of March 2017 and during the year they continued to target the completion of carer assessments. The total number of carer assessments we completed improved from 596 in 2014-15 to 771 in 2015-16. Over the next year we plan to recruit two further CAWs to increase our resources in completing carer assessments.

- **Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood**

We worked in partnership with Careers Wales and Cardiff and Vale College to identify a number of young people who could be supported to develop their skills and independence through accessing community-based services. We piloted the 'When I am Ready' scheme, which allows young people to continue living with their Foster Carers beyond the age of 18, providing stability in their home environment. The experience of families with disabled young people leaving Children's services and entering Adults' services has improved over the past year. An example of an effectively managed transition is detailed below:

"A young person and their family had multiple planning meetings between Children's and Adults' Services to identify their current and future needs. All relevant agencies were involved to ensure there was continuity of service. The family reported that they felt well informed through the transition between services, feeling valued, with a clear understanding of who was working with their family and why. From this, the service was able to identify the need for a Decision Planning Tool assessing the young person's need for Continuing Health Care Funding".

- **Expand the range of supported accommodation options for vulnerable young adults**

We worked in partnership with our Housing service to develop a 'Gateway' database to support young people needing access to accommodation. We launched this Gateway in October 2015 to provide a 'one stop shop' for housing provision for young people. The Gateway has been a very positive development for young people needing to access accommodation and for the staff supporting them to do so. The service is very accessible, reduces anxiety for young people and reduces homelessness.

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

What did we want to achieve?

During 2015-16 we said we would focus on:

- Creating an environment which is attractive to business investment
- Continuing support to new and existing businesses
- Increasing the number of jobs within the city
- Securing new tourism investment and attracting visitors

Our summary of performance

Our self-evaluation of performance tells us that we have made strong progress in relation to this Improvement Objective, as we have observed improvement across all key performance areas. The Council has worked with partners in the public and private sector to improve the city centre to make it an attractive place for businesses and to improve the visitor experience. Significant investment in infrastructure and facilities has been attracted and implemented over the last year, which has led to an increase in the number and quality of jobs available and an increase in the number of people visiting the city.

Some key areas of success over the year are:

- 415 businesses have been supported by the Council and some of these businesses have gone on to attract a combined total of £6,959,014 of grant aid and private sector finance
- 4,304 new and safeguarded jobs in businesses supported by the Council, of which 60% are above the average salary for Wales
- Planning consent has been provided for 316,211 square feet of Grade A office accommodation in the city centre

While we have made strong progress, we recognise that there is still more work to be done and we will continue to monitor our progress against this Improvement Objective in our 2016-18 Corporate Plan.

How we measured our progress

Performance Measure	2015-16 target	2014-15 result	2015-16 result	Are we improving?	Have we met target?
'Grade A' office space committed for Development in Cardiff	100,000	100,000	100,000	◀ ▶	😊
During the year planning consent has been approved for 316,211 sq ft of Grade A office accommodation which reflects a demand from major employers such as the BBC, Finance Wales, Alert Logic, Network Rail, WSP/Parsons Brinckerhoff, and Opus Energy.					
Businesses supported financially or otherwise by the Council	50	351	415	▲	😊
In the year we provided financial supported to 382 companies and business advice was provided to 33 businesses.					
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	1,000	2,395	4,304	▲	😊
Despite a reduction in available grant funding, we have seen an increase in the number of jobs created and safeguarded in companies supported by the Council and this is partly due to Cardiff's profile as an attractive business destination.					

What have we achieved this year?

In our 2015-17 Corporate Plan we made a number of commitments, setting out what we wanted to achieve to help us deliver against this Improvement Objective. The information below details what we have achieved in 2015-16.

- **Deliver, with partners, 200,000 square feet of Grade A office space as part of a new business district in the vicinity of Central Station between March 2014 and March 2016**

During the year planning consent was approved for 316,000 sq ft of Grade A offices. This reflects demand from major employers including the BBC, Finance Wales, Alert Logic, Network Rail, WSP/Parsons Brinckerhoff, and Opus Energy.

The regeneration of Central Square is progressing well with the completion of One Central Square and commencement of the BBC Building. Building No2 is currently awaiting a decision on planning and Foster & Partners have been commissioned to develop a detailed planning application for the bus interchange which is anticipated to be submitted in September.

- **Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2016, along with a subsequent programme for delivery**

A partnership has been established between 10 Local Authorities in South East Wales to develop a City Deal for the Cardiff Capital City Region. A proposal was submitted to the UK Government securing funding of £1.22bn over 20 years. New governance arrangements have been agreed for the city-region and high-level programme themes to ensure benefits are received across the region.

- **Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016**

Good progress has been made with identifying and securing a suitable site for the arena. Formal agreements relating to the land will be taken forward in 2016-17.

- **Develop a heritage quarter proposal for the Civic Centre, including a plan for the refurbishment of City Hall by March 2016**

A draft Cathays Park Urban Design Framework has been completed providing a new development vision for the Civic Centre. The framework will now be taken forward for consultation in 2016-17. As part of this a review of City Hall will be commissioned in 2016-17.

- **Establish a new Tourism Development Strategy by June 2015 with a view to doubling the value of overnight tourism in the city-region by 2020**

The Council's Cabinet approved the new Tourism Strategy and Action Plan 2015 – 2020. Outcomes will be led by the private sector, supported by the Council, and will require close working with a range of local stakeholders.

Tourism figures released by STEAM for 2015 show:

- Total visitor numbers: 20.51 million (a 5% increase from 2014)
- Total economic impact of tourism: £1.20 billion (a 6.8% increase from 2014)
- FTE jobs supported by tourism spend: 13,881 (a 8.3% increase from 2014)

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

What did we want to achieve?

During 2015-16 we said we would focus on:

- Creating sustainable communities, with great parks and open spaces and excellent transport links.

Our summary of performance

Our self-evaluation of performance tells us that we have made good progress in relation to this Improvement Objective as we have observed improvement across all key performance areas.

We maintained the Green Flag status of nine of our parks and green spaces, an achievement that recognises continuing good quality provision in these areas. The results of our Ask Cardiff survey 2015 show that 87.2% of our respondents were satisfied with parks and open spaces in Cardiff, a result that is consistent with the previous year.

60.2% of our Ask Cardiff 2015 respondents were satisfied with public transport, a level consistent with the previous year. However, we recognise that 61.2% felt there are still travel and transport issues within the city. Securing approval from Welsh Government of our Local Transport Plan, which sets out a 15-year programme of transport infrastructure schemes, should help us address these issues.

We achieved bronze Sustainable Food City status and became one of the first sustainable food cities in the UK. Being part of a Sustainable Food network allows us, along with our key partners, to support sustainable communities in recognising the key role food can play in dealing with some of today's most significant social, economic and environmental challenges.

We have achieved a 6% year-on-year reduction in Carbon emissions from the Council's estate which supports our Carbon Reduction Commitment. We also received the Wales Green Energy Award for best use of renewable energy in the Public Sector. Winning this award means that we are recognised as an organisation that has done the most to develop renewable energy.

While we have made good progress, we recognise that there is still more work to be done and we will continue to monitor our progress against this Improvement Objective in our 2016-18 Corporate Plan.

How we measured our progress

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The percentage of highways inspected of a high or acceptable standard of cleanliness	90 %	93.76 %	86.79 %	90 %	▲	😊
The increase in performance from the previous year (2015-16 – 86.79 %) reflects progress made through the phased roll out of the Neighbourhood Services approach. This new approach is being further developed during the 2016/17 period.						
Percentage of principal (A) roads that are in overall poor condition	5 %	4 %	4.3 %	3.7 %	▲	😊
Following the Welsh Government Local Government Borrowing Initiative (LGBI), additional capital funding has been invested in highways enhancements. Investment in highways assets between 2012 and 2015, and recent targeted investment in the principal road network, has meant that condition results for the A, B and C class roads have improved as expected.						
Percentage of non-principal/classified (B) roads that are in overall poor condition	8 %	8.2 %	7.4 %	6.5 %	▲	😊
Following significant Welsh Government LGBI investment in highways assets between 2012 and 2015, and recent targeted investment in the principal network, condition results for the A, B and C class roads have improved as expected.						
Percentage of non-principal/classified (C) roads that are in overall poor condition	8 %	10.1 %	9.3 %	6.6 %	▲	😊
Following significant Welsh Government LGBI investment in highways assets between 2012 and 2015, and recent targeted investment in the principal network, condition results for the A, B and C class roads have improved as expected.						
Mode of Travel to Work by: Sustainable Transport	44.1 %	N/A	43.1 %	43.9 %	▲	😊
Number of Green Flag Park and Open Spaces	9	9	9	9	◀ ▶	😊
The Green Flag Park and Open Spaces status has been retained for existing parks following an external assessment, meaning that some of our parks are recognised as some of the best green spaces in Wales.						

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
Mode of Travel to Work by: Cycling	9.2 %	9.2 %	9.2 %	9.2 %	◀ ▶	😊
Cardiff continues to make positive progress towards increasing travel by sustainable modes (including walking, cycling and public transport); through on-going initiatives such as managing parking, enforcement, road safety improvements such as speed reductions, safer routes to schools, network improvements and improvements associated with developments. There are also future opportunities to encourage sustainable travel through the City Deal.						
Mode of Children's Travel to School by: Cycling	3 %	N/A	2.7 %	3.1 %	▲	😊
Cardiff continues to make positive progress towards increasing travel by sustainable modes (including walking, cycling and public transport); through on-going initiatives such as managing parking, enforcement, road safety improvements such as speed reductions, safer routes to schools, network improvements and improvements associated with developments. There are also future opportunities to encourage sustainable travel through the City Deal.						
Generate an additional Renewable energy generation of 5.4MW on the council's portfolio (land and assets) by 2017	0.698 MW	N/A	N/A	0.698 MW	N/A	😊
As this is a new indicator there is no baseline comparison. The Council met its short term target of 0.698MW from renewable installations across the estate. This comprised of solar PV installations across the Council's housing, corporate and schools estate.						

What have we achieved this year?

In our 2015-17 Plan we made a number of commitments, setting out what we wanted to achieve to help us deliver against our Improvement Objective. The information below details what we have achieved in 2015-16.

- **Work with key partners to design and deliver a new transport interchange – including a new bus station – as part of a high quality gateway into the city by December 2017**

Following the closure of the existing bus station, we put interim arrangements in place along with Cardiff Bus to ensure services could continue to operate effectively. We undertook consultation with the public which we then used to feed into our draft design of the new bus station with our preferred developer. Our target delivery date is December 2017 and we are on track to meet this.

- **Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro. Develop a Cardiff City Transport Strategy benchmarked against European best practice by December 2015**

We have worked in partnership with the Welsh Government, Local Authorities in the Region and other stakeholders to formulate proposals to develop the transport infrastructure for the Cardiff City Region Metro that will help deliver investment across the region over the next twenty years.

We secured funding to deliver the Phase 1 Metro Schemes that, once completed, will bring better sustainable transport facilities across the region. The phase 1 Metro schemes have progressed according to the Welsh Government Metro delivery programme and are on track. We completed the Cardiff Transport Strategy to provide the public and key stakeholders with a better understanding of key transport investment priorities in Cardiff. We plan to consult on and approve this strategy in 2016-17.

The Cardiff City Region Metro is a long-term project, and we will continue to work with our key partners, including the Welsh Government, to support the delivery of this scheme.

- **Develop a new Master Plan and Action Plan for Cardiff Bay Area by December 2015**

We appointed expert consultants to prepare a Master Plan utilising engagement with relevant Council services, stakeholders and landowners. By taking this comprehensive master planning approach we hope to achieve investor confidence and ensure future developments deliver the maximum social, economic and environmental benefits to existing and future residents. We plan to complete a Green Paper for consultation in the Autumn of 2016.

- **Adopt the Local Development Plan by October 2015**

The Local Development Plan (LDP) was not adopted until January 2016. The plan sets out how the city will develop up to 2026 and provides the legal framework for the use of land within Cardiff. We determined 2,500 planning applications, including Central Square and the first applications on LDP strategic sites. We also supported the delivery of major planning applications such as the BBC Headquarters, Ely Mill and Greenfield Strategic Sites to help meet the evidenced need for new homes, jobs and infrastructure in Cardiff.

- **Establish an Energy Prospectus by August 2015, recommending the investment vehicle and delivery opportunities to generate clean, locally generated energy for the city and potentially the region**

We established and agreed an energy prospectus which has been working towards delivering the following:

- Radyr Weir Hydro Scheme – this will generate enough electricity to power around 550 homes
- Solar panels installed on the roofs of Council buildings amounting to almost 0.5MW of renewable energy
- A process for the delivery of energy efficiency projects across our schools estate which has led to £1m of investment in LED lighting installations in 15 schools; this has a potential lifetime saving of £2.5m

Our progress in relation to the Lamby Way Solar Farm was adversely affected by a government policy change. We will formalise a new strategy later in 2016-17 for the delivery of this solar farm.

- **Establish a new strategy for highways and transport asset maintenance & renewal by October 2015**

Unfortunately, we experienced delays to the development of the Highways Investment Strategy and, on reflection, we have developed the project to incorporate cross-service working in keeping with a 'One Council' approach to asset management. We have delayed the development of this strategy to October 2016 and progress will be monitored.

- **Develop a Cardiff Cycle Strategy benchmarked against European best practice by December 2016**

Our existing route map was approved by the Welsh Government and we delivered a briefing on the Cycle Strategy at our Informal Cabinet meeting in March 2016. We plan to undertake stakeholder engagement to inform Network options and Cycle Strategy key themes. We will monitor progress of the development of our Cycle Strategy.

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

What did we want to achieve?

During 2015-16 we said we would focus on:

- Increased partnership working and work with our residents to provide more integrated services
- Implementation of a 'One Council' approach to ensure more joined up working making services easier to access for residents
- Development and implementation of alternative models for delivering services
- Maintenance of the quality of our services regardless of who is responsible for delivering them

Our summary of performance

Our self-evaluation of performance tells us that we have made good progress in relation to this Improvement Objective, as we have observed improvement across most of our key performance areas. However, there are areas where our performance is not as strong as we would like.

Our performance shows that we did not maintain customer satisfaction with Council services in 2015-16, with performance declining to 69.3%, compared with 80.8% in the previous year.




We maintained 100% satisfaction across all eight of our Community Hubs, which support our citizens to access a wide range of Council and Partner services in one place, and, in 2015-16, 99.6% of customers agreed with the statement "overall the hub met my requirements".

Through the Ask Cardiff survey, the Cardiff Debate and the Stepping Up process, we engaged with our citizens to support our plans for the future cultural and leisure needs of the city to be delivered by the local community. Completed Community Asset Transfers include Plasnewydd Community Centre and Pentrebanne Community Centre.

We improved our performance and met our recycling target for 2015-16; this is especially positive as we have had to implement our Waste Restricting Programme, meaning some changes to household recycling and waste collection. Our citizen consultation shows that in 2015 80.3% of respondents were satisfied with the Waste and Recycling services they received, an improvement compared to 73.1% in 2014.

While we have made good progress, we recognise that there is still more work to be done and we will continue to monitor our progress against this Improvement Objective in our 2016-18 Corporate Plan.

How we measured our progress

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
Customer/citizen satisfaction with Council services	80.8 %	88.4 %	80.8 %	69.3 %	▼	
<p>The results of our Ask Cardiff survey show that customer satisfaction with Council services has declined. Our data shows that this decrease is largely attributed to three areas: Waste Management, Street Cleansing and Road Maintenance. Despite this, our data shows that our performance in relation to highways that are of a high or acceptable standard of cleanliness, has improved to 90.64% in 2015-16, compared with 86.79% in the previous year. Furthermore, 98.3% of fly-tipping incidents were cleared within 5 working days, a result consistent with the previous year.</p>						
Medium Term Financial Gap	To meet the financial gap	N/A (new measure)	Met	Met	N/A	
<p>The Medium Term Financial Gap was met by setting a balanced budget for 2015-16. The Wales Audit Office (WAO) undertook an assessment of all 22 Local Authorities in respect of financial resilience. As a result, we were rated as having low risk for Financial Control and Financial Governance and a medium risk for Financial Planning. Therefore, we have further developed the planning arrangements in budget setting for 2016-17 in order to reduce the risk in respect of Financial Planning.</p>						
% of municipal waste collected and prepared for re-use / recycled	58 %	49 %	53 %	58 %	▲	
<p>We improved our performance and met our recycling target for 2015-16; this is especially positive as we have had to implement our Waste Restricting Programme, meaning some changes to household recycling and waste collection. Our citizen consultation shows that in 2015, 80.3% of respondents were satisfied with the Waste and Recycling services they received, an improvement compared to 73.1% in 2014. We have also improved our performance significantly in relation to municipal waste that we send to landfill. In 2015-16, 7.51% of our municipal waste was sent to landfill, compared with 32.57% in 2014-15 and 46.85% in 2013-14.</p>						

What have we achieved this year?

In our 2015-17 Corporate plan we made a number of commitments, setting out what we wanted to achieve to help us deliver against this Improvement Objective. The information below details what we have achieved in 2015-16.

- **Introduce new models of service provision for play services in the city by April 2017, with existing services running until new services are in place.**

While this commitment will take us longer than a year to deliver, our key priority has been to ensure that existing services are still running. We have employed three Development Officers to support the provision of play services, and have identified a community group and organisation to potentially asset transfer buildings in all of our locations, with the exception of Llanrumney. We have also worked with staff to develop a play model based on a peripatetic basis. We will continue to track our progress in this area through the monitoring of our 2016-18 Corporate Plan.

- **Establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure infrastructure and services at less cost through new operating models by June 2016**

We have worked through the procurement process to identify final bidders for both our leisure centres and arts venues, and invitation to submit detailed solutions is in the final stage. We recognise there is further work to be done in this area and have committed to progressing this through our 2016-18 Corporate Plan.

- **Commence implementation of a new approach to infrastructure services (which include Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services) to improve effectiveness while reducing costs from 2016**

We completed a full business case analysis so that we could assess whether a Wholly Owned Company or Modified In-House model would be the best way forward for Cardiff. This work has taken slightly longer than we anticipated and we now plan to have this operational by March 2017. We will monitor the progress of this through our 2016-18 Corporate Plan.

- **Implement service changes for Cardiff to enable the Council to meet its statutory recycling target (58%) by March 2016 and continue to develop the future Waste and Recycling strategy for Cardiff in partnership with Welsh Government**

We implemented a city-wide waste restricting programme to limit the amount of waste households in Cardiff produce. We expanded wheeled bins to over 10,000 additional properties and delivered general waste restriction to over 130,000 households. We also introduced identification checks at our Household Waste Recycling Centres (HWRCs) to ensure these centres are only being used by Cardiff residents. We secured new contracts for materials such as bottom ash, carpets and mattresses, all of which contributed to achieving our recycling targets. Commercial waste services were expanded and we developed partnerships with neighbouring Authorities to help generate income and increase our recycling rates. We listened to our citizens and introduced seasonal opening hours at our HWRCs to meet customer demand and deliver a more efficient service. By implementing these changes, we have ensured that our recycling performance has improved this year and is in line with the statutory targets set by Welsh Government (WG), meaning we are able to avoid substantial fines.

- **Implement the regional service for Regulatory Services with the Vale of Glamorgan and Bridgend Councils to deliver efficiencies and build resilience within public health protection, trading standards, landlords and licensing services**

Along with the Vale of Glamorgan and Bridgend Councils, we implemented the new operating model for this service and delivered the financial savings that we had planned. Although we experienced some significant resource issues, performance against some of our key indicators has been maintained in most areas relating to public health, trading standards and landlords and licensing services. Maintaining our performance indicates to us that our new operating model is capable of delivering a sustainable service.

- **Develop a commercial opportunities strategy and establish a commercial trading company by September 2015**

The commercial strategy was progressed as part of the Alternative Delivery Model (ADM) work that the Council has undertaken, covering a number of areas including Waste, Street Cleansing, Parks Management and Development, Highways, Central Transport Services, Facilities Management, and Projects, Design and Development. It seeks to optimise income generation to support core funded services for areas of the Council that have the potential to become more commercial.

The strategy sets out the need to build commercial understanding and capacity within the Council, and to embed a new commercial culture and mindset, ensuring that managers and all employees have a thorough understanding of detailed service costs and appropriate pricing strategies to facilitate targeted growth in income.



- **Progress the agreed Community Hubs Strategy by opening a Grangetown Hub (September 2015), developing a new STAR Hub (March 2016) and bringing forward for consideration opportunities for future hub development in Llandaff North, Fairwater, Llanishen and St Mellons**

Our Hubs Strategy provides co-located services across the city, allowing access to a variety of Council and partner agency services in one central location. Hubs were opened in Central Library, Rumney and Grangetown, while work commenced on the STAR Hub and phase 1 of the extension at St Mellons Hub was completed. Stakeholder and community consultations for Llandaff North and Fairwater Hubs were undertaken, the contractor has been appointed and works have started on the Llandaff North Hub, and a Hub in Llanishen was approved following consultation.

- **Deliver a new Customer Relationship Management (CRM) Model that improves customer services and drives down costs, implementing the first phase by December 2015**

First phase of the CRM went operational on 25th January, and more than 10,000 unique customer identifications have been created, giving a single view of each customer and the ability to track any request or call logged and give updates on their progression. In phase 1 we have concentrated on the telephony aspect of the CRM with C2C before moving onto the digital aspect in phase 2.

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

What did we want to achieve?

During 2015-16 we said we would focus on:

- Further strengthening the Governance arrangements and effective performance management to ensure the Council's priorities are delivered
- Work in partnership with the Wales Audit Office and other external partners to drive improvement in priority areas including Education and Children's Services

Our summary of performance

Our self-evaluation of performance tells us that we have made good progress in relation to this Improvement Objective, as we have observed improvement across most key performance areas. We have worked with our regulatory inspectors, Wales Audit Office (WAO), Estyn and the Care and Social Services Inspectorate Wales (CSSIW) to support improvement across the Council. The WAO undertook a Corporate Assessment of the Council in October 2015, and concluded that a better performance management culture was emerging. The WAO reported:

“The Council has put in place better arrangements to support improvement and to address long-standing issues, but is now at a critical point in embedding them if it is to achieve a step change in delivering improved outcomes”

We responded positively to this assessment with a Statement of Action, and a Performance & Governance programme has been developed under the Council's Organisational Development Programme, which includes work streams relating to Planning, Reporting, Challenge and Workforce Strategy. The WAO issued the Council with its Annual Improvement Report in May 2016 which concluded that, based on the work carried out by the WAO and other relevant regulators over the previous year, the Council is likely to comply with the requirements of the Local Government (Wales) Measure 2009 during 2016-17, providing that it embeds arrangements to support improved outcomes and maintains the current pace of improvement.

In their letter of March 2016, Estyn deemed that the Council had made sufficient progress and was removed from any further Estyn monitoring.

In a report entitled 'Inspection of Children's Services in City of Cardiff Council' of March 2016, CSSIW reported that our Elected Members and our Corporate Management Team demonstrated a common understanding of the direction and drive needed to ensure Social Services effectively supports improved outcomes for children and young people in Cardiff, and partnership agencies are well engaged strategically and evidence understanding of the complex issues facing the Council. CSSIW also highlighted that the needs of the child were kept at the forefront of assessment and the core assessments observed were comprehensive and of good quality.

While we have made good progress, we recognise that there is still more work to be done and we will continue to monitor our progress against this Improvement Objective in our 2016-18 Corporate Plan.

How we measured our progress

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The % of National Strategic Indicators and Public Accountability Measures that are in the top two quarters nationally	50 %	37.2 %	40 %	42.5 %	▲	☹
Analysis is based on the National Strategic Indicators and Public Accountability Measures when compared to performance in 2014-15. This ranks the Council as **14th when compared to the other 21 Councils in Wales against this comparable basket of information, and since 2014-15 the Council has improved or maintained performance in 70 % of these indicators. (** "The Western Mail" table places Cardiff in 19th place – this is based on a points system.)						
The % of National Strategic Indicators and Public Accountability Measures that meet set targets	85 %	65 %	56 %	50 %	▼	☹
Whilst we have not always met the targets that we set ourselves, we are working to ensure that we have a robust target setting process in place, and we will be focussing our efforts on the indicators where targets were not met in the hope of improving our performance over the next year.						
The % of National Strategic Indicators and Public Accountability measures that show an improving trend	85 %	73 %	42 %	67.5 %	▲	☹
Performance for 2015-16 shows that Cardiff is the 3rd most improved Local Authority in Wales and is ranked as 14th compared to 22nd in 2014-15. Our performance for 2015-16 is comparable to all-Wales performance, with 65 % of National Indicators improving across Wales.						

How we measured our progress

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
The level of sickness absence per Full Time Equivalent Employee	9	10.18	10.11	9.56	▲	☹
The quarter on quarter improvement in 2015-16 is attributed to the targeted work we have undertaken and resulted in 25,300 days saved since sickness absence was at its highest of 11.71 working days in 2012-13.						
The % of personal performance & development reviews completed for permanent staff	90 %	82 %	89 %	90 %	▲	😊
We met our 90 % target for PPDR compliance for 2015-16; this equated to 5,370 members of our staff having PPDRs undertaken across the Council.						
The % of middle managers completing the Cardiff Managers programme	90 %	N/A	N/A	91 %	N/A	😊
We developed the Cardiff Managers Programme, in conjunction with CAVC (Cardiff & Vale College), using Welsh Government funding to provide our Managers with the opportunity to develop their skills and knowledge in areas that we consider to be a priority. The programme covers areas such as Financial Skills, Behaviours and Culture, and Problem Solving. 91 % (350) of our Middle Managers, against a target of 90 % have received training through an ILM (Institute of Leadership & Management) Accredited Management Development Programme. We intend to continue this programme and extend it further across the Council.						
Outcome Agreement Grant Achieved	100 %	100 %	100 %	100 %	◀ ▶	😊
The Council has been successful in achieving 100 % of its Outcome Agreement grant, payable upon demonstration of performance improvement against its 5 agreed outcomes relating to Economic Development, Education, Housing, NEETs (young people not in Education, Employment or Training).						

What have we achieved this year?

In our 2015-17 Corporate Plan we made a number of commitments, setting out what we wanted to achieve to help us deliver against this Improvement Objective. The information below details what we have achieved in 2015-16.

- **Implement performance management tools consistently across the Council to ensure performance improvement in key areas by 2017**

Significant work has been undertaken throughout the Council to implement performance management tools to enable improvement. Quarterly performance reports relating to the Council's Directorate Delivery Plans are presented to Cabinet and Scrutiny Committees for discussion of the progression of planned commitments. These reports provide both an update on key actions and targets and identify any emerging challenges and risks, which are accompanied by mitigating actions.

The Council has also introduced 'Star Chamber' to enable the Leader, Cabinet Members and the Chief Executive to review performance in respect of quarterly performance reports. These take place in line with the Quarterly Performance Reporting cycle as well as the Budget Monitoring Reports and Cabinet/Scrutiny meeting cycles. Our recent Corporate Assessment undertaken by WAO observed that Star Chamber offers a robust mechanism to question and challenge directorate performance.

- **Increase monitoring, compliance and support for staff and managers to reduce the levels of sickness absence by March 2016**

Continued support has been provided to Directorates and the good practice carried out in Waste Management is being rolled out in other areas where high sickness levels have been identified. We focused on non-compliance with the different intervention stages of our Attendance & Wellbeing Policy and our Managers are encouraged and supported to ensure these stages are implemented as appropriate to ensure the effective management of sickness absence.

We piloted a Sickness Absence Management Action Planning approach within our Environment Directorate; based on its success we rolled it out to other Directorates including Sports, Leisure & Culture and Health & Social Care, with additional plans to roll it out further for areas with higher sickness absence levels. This approach provides a focus for managers and the relevant management teams, and involves weekly reviews of absence reports by managers, home visit reports provided fortnightly to OMs and reminders of the "ringing-in" requirements.

The activity described above has resulted in quarter-on-quarter improvement and a year-end outturn of an average of 9.56 FTE days lost across the organisation, which is the strongest result in five years.

- **Improve support for staff and managers to maximise the impact of Personal Performance & Development Reviews (PPDRs) in improving Council performance by March 2016**

Our half-yearly PPDR compliance data showed improvement from 85.8% in 2014-15 to 90% in 2015-16, with our year end compliance meeting its set target of 90%. Work has been undertaken across the Council to ensure the PPDR process is being followed and compliance targets met. Emphasis is now being put on the quality of PPDRs, with an audit being undertaken on a sample of PPDRs to identify whether objectives are SMART. During 2016-17, an eLearning module to help set SMART objectives will be developed and a number of PPDR objectives have been cascaded for Managers, including the Cardiff Managers programme for Grade 7 and below with line management responsibility. The Council will also be undertaking a review of its PPDR process to strengthen the link between the contribution of employees and the delivery of Council Priorities.

- **Ensure Delivery of Outcome Agreement by March 2016**

To support the Welsh Government (WG) 'Programme for Government', all Councils within Wales were required to set Outcome Agreements covering the period 2013-16.. The Council selected five outcome areas, with associated supporting performance measures, to monitor over the three-year period. These outcome areas were selected to support the Priorities and Improvement Objectives of the Council, focusing on the following:

- Economic Development
- Education
- Housing
- NEETs (young people not in Education, Employment or Training)
- Social Care for Adults

In 2013-14, the Council obtained 100% of its Outcome Agreement Grant, based on its ability to demonstrate continual improvement in relation to the outcome areas listed above. In 2014-15, the Minister for Public Services announced that the Outcome Agreement initiative would cease in March 2016, with grant monies being rolled into the Revenue Support Grant.

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

What did we want to achieve?

During 2015/16 we said we would focus on:

- Reduced cost of ownership of the Councils property estate
- Improved quality of the buildings that the Council retains

Our summary of performance

Our self-evaluation of performance tells us that we have made good progress in relation to this Improvement Objective as we have observed improvement across most of our key performance areas.

The Council owns or has an interest in a large property estate which includes over 500 operational buildings used to deliver Council services and around 500 properties retained for investment purposes. The Council has focused activities on reducing the cost of ownership of the operational property estate by rationalising the estate, reducing the gross internal area and by improving the quality of buildings that are retained. An important part of this agenda has also been an improved co-operation around property with partners.

Some key areas of success have been:

- The gross internal floor area of the estate was reduced by 3.5 %;
- The property maintenance backlog was reduced by in excess of £4.4m;
- The running cost of the estate was reduced by £1m and more than £6.7m was realised in capital receipts.

We will continue to monitor our progress against this Improvement Objective through our 2016-18 Corporate Plan.

How we measured our progress

Performance Measure	2015-16 target	2013-14 result	2014-15 result	2015-16 result	Are we improving?	Have we met target?
Reduce the Gross Internal Area (GIA) of buildings in operational use	3.5 %	N/A	0.54 %	3.5 %	▲	😊
Implementation of the Corporate Asset Management Plan has delivered a significant reduction in the number of operational buildings compared to the previous year.						
Reduce the average running cost of occupied operational buildings	4.5 %	N/A	0.6 %	4.5 %	▲	😊
During the year the Council has delivered a £1 million reduction in the running cost of operational building by rationalising the current and future use of operational buildings.						
Prioritised Fitness for Purpose Assessments completed	50 %	N/A	N/A	100 %	N/A	😊
High-level assessment undertaken of all assets and captured in the master property schedule. A rolling 3 year programme of priorities has been established. Detailed audit of properties for review identified and progressing.						
Reduce the maintenance back log	£4.3m	N/A	N/A	£4.5m	N/A	😊
Targeted management of the Corporate Estate as set out in the CAMP has delivered revenue savings during the year						
Reduction in the proportion of operational buildings rated as in 'poor or bad condition'	55 %	N/A	N/A	52 %	N/A	😐
The Council has undertaken actions resulting in a 52% reduction of operational buildings works rated as in poor or bad condition through a range of disposals, refurbishments and decisions to demolish. Some transactional delays and a review of project timescales resulted in affected properties being moved from the 2015/16 programme to 2016/17 and 2017/18 programmes. Therefore the proposed reduction of buildings works rated in 'poor or bad condition' will be realised in accordance with the Property Strategy but at a later date than first anticipated.						

What have we achieved this year?

In our 2015-17 Corporate Plan we made a number of commitments, setting out what we wanted to achieve to help us deliver against this Improvement Objective. The information below details what we have achieved in 2015-16.

- **Deliver the approved Property Strategy, including:**
 - **Implementing an annual Corporate Asset Management Plan for approval by Cabinet by April 2015**
 - **Introducing new Neighbourhood Area Asset Plans by December 2015.**
 - **Introducing new Service Area Property Plans by April 2015**
 - **Implementing a programme of Fitness for Purpose Assessments of all operation property by April 2016**

The Council continues to take forward a number of initiatives to ensure effective use of its property. In November 2015, Cabinet approved a review of the non-operational estate (the Investment Estate) to improve performance of the estate. As part of this a decision was taken to re-invest proceeds towards modernising the estate and to grow income. A new governance arrangement to deal with the efficient management of the estate with support of a commercial advisor has been established to recommend disposal, investment, re-gearing and acquisition as appropriate.

The Council has published its Corporate Asset Management Plan, providing a corporate view of all property-related activities to be taken forward over the course of each financial year. In particular, the Corporate Asset Management Plan provides direction and supports delivery of the 3 key programmes of activity around the estate: SOP; Office Rationalisation Programme; and the Community Hubs Programme.

The Council is in on-going dialogue through the Partnership Asset Management Board with local public sector partners to review property ownership and utilisation in Neighbourhoods. A new approach has been implemented based around a number of key partnership projects in Neighbourhoods. Further strategic planning is ongoing.

Property Partners from Strategic Estates have worked with service areas and developed a property master schedule detailing gross internal area for all buildings, running cost, maintenance backlog and capital receipts. A master property schedule has been established setting out services' current and future property requirements and highlighting actions to be taken in regard to current and future property provision. This is monitored monthly at the Asset Management Board.

A full high-level Fitness for Purpose review of the operational estate has been undertaken. This is currently being supplemented by detailed utilisation reviews of the high priority properties identified through the Fitness for Purpose review and will lead to an action plan for the highest priority buildings.



- **Delivery of an Office Rationalisation programme to deliver £1m of revenue savings and £6m of capital receipts by December 2017**

800 of our staff have been involved in the office rationalisation programme in 2015-16. A programme of Agile Working has been rolled out to assist the relocation of staff from Global Link to County Hall. At the end of 2015-16 the programme had assisted with the delivery of £1m revenue savings and £6.7m capital receipts.



How we measure up



Reference	Success Indicator	2014-15 Outturn	2015-16 Target	2015-16 Outturn	Wales Average	Target Met?	Trend	Cardiff's Rank (out of 22 Local Authorities)
CHR/002	The number of working days, per full-time equivalent local authority employee, lost due to sickness absence	10.1 days	9 days	9.6 days	10.2	Didn't meet target	Improved	4
Introduced in 2014-15, the performance in this indicator improved to 9.6 in 2015-16 compared to 10.1 in 2014-15 and is above the Wales average of 10.2 days								
EDU/002i	All pupils that leave compulsory education, training or work based learning without an approved external qualification	1.1%	0.3%	0.5%	0.2%	Didn't meet target	Improved	22
Performance in this indicator has improved to 0.5% during 2015-16 compared to 1.1% in 2014-15, against a Wales average of 0.2%. The result is placed in the 4th Quarter and in 22nd position. However, it should be noted that the numerator for this result accounts for 18 young people out of a cohort of 3324.								
EDU/002ii	Pupils in local authority care that leave compulsory education, training or work-based learning without an approved external qualification	6.3%	2.0%	0.0%	0.5%	Met target	Improved	1
Performance in this indicator has improved to 0% in 2015-16 compared to 6.3% in 2014-15.								
EDU/003	Pupils assessed at the end of Key Stage 2 achieving the Core Subject Indicator	85.1%	86.5%	87.8%	88.1%	Met target	Improved	13
Performance in this indicator has improved to 87.8% in 2015-16 compared to 85.1% in 2014-15, however performance remains below the Wales average of 88.1%.								
EDU/004	Pupils assessed at the end of Key Stage 3 achieving the Core Subject Indicator	81.5%	79.3%	83.4%	84.1%	Met target	Improved	13
Performance in this indicator has improved to 83.4% in 2015-16 compared to 81.5% in 2014-15 however performance remains below the Wales average of 84.1%								

Reference	Success Indicatorss	2014-15 Outturn	2015-16 Target	2015-16 Outturn	Wales Average	Target Met?	Trend	Cardiff's Rank (out of 22 Local Authorities)
EDU/006ii	Pupils assessed, receiving a Teacher Assessment in Welsh at Key Stage 3	11.2%	11.3%	11.8%	17.8%	Met target	Improved	11
Performance in this indicator has improved to 11.80% during 2015-16 compared to 11.22% in 2014-15, however performance is well below the Wales average of 17.8%.								
EDU/011	The average point score for pupils aged 15	477.0	497.0	497.2	538.6	Met target	Improved	20
Performance in this indicator has improved to 497.2 in 2015-16 compared to 477.0 in 2014-15, however Cardiff's performance remains below the Wales Average of 538.6.								
EDU/015a	Final statements of Special Education Need issued within 26 weeks	62.6%	72.0%	62.0%	68.1%	Didn't meet target	Declined	14
Performance in this indicator has declined to 62% (132 cases out of 213) during 2014-15 compared to 62.6% (137 cases out of 319) in 2014-15 and performance remains below the Wales average of 68.1%.								
EDU/015b	Final statements of Special Education Need issued within 26 weeks (excluding exceptions)	100.0%	100.0%	94.59%	94.5%	Didn't meet target	Declined	17
Performance in this indicator has declined to 94.59% during 2015-16 (70 out of 74 cases) compared to 100.0% in 2014-15 (103 out of 103 cases) and is below the Wales average of 94.5%.								
EDU/016a	Primary School Attendance	94.9%	94.6%	95.2%	95%	Met target	Improved	5
Performance has improved to 95.2% in Primary schools in 2015-16 compared to 94.9% in 2014-15 and performance is above the Wales average of 95.0% in Primary Schools.								
EDU/016b	Secondary School Attendance	93.9%	94.1%	93.9%	93.9%	Didn't meet target	Maintained	11
Performance has been maintained at 93.9% in Secondary schools in 2015-16 compared respectively to 94.9% and 93.9% in 2014-15. Performance is equal to the Wales average (93.9%).								

Reference	Success Indicatorss	2014-15 Outturn	2015-16 Target	2015-16 Outturn	Wales Average	Target Met?	Trend	Cardiff's Rank (out of 22 Local Authorities)
EDU/017	Pupils who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics – Level 2+	54.0%	60.0%	59.3%	58.3%	Didn't meet target	Improved	10
Performance in this indicator has improved to 59.3% in 2015-16 compared to 54.0% in 2014-15, and is above the Wales average of 58.3%.								
LCL/001b	The number of visits to public libraries	8376	8500	8660	5374	Met target	Improved	1
Performance in this indicator has improved to 8660 in 2015-16 compared to 8376 in 2014-15. Performance remains well above the Wales Average of 5374.								
LCS/002 (b)	The number of visits to local authority sport and leisure centres	8744	9647	8028	8409	Didn't meet target	Declined	13
Performance in this indicator has declined to 8028 in 2015-16 compared to 8744 in 2014-15, and is below the Wales average of 8409.								
PLA/006 (b)	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	93%	20%	64%	36%	Met target	Declined	2
Performance in this indicator has declined to 64% (256 / 398) in 2015-16 compared to 93% in 2014-15 (457 / 494).								
PPN/009	Food establishments which are 'broadly compliant' with food hygiene standards	91.76%	92.0%	93.0%	94.22%	Met target	Improved	14
Performance in this indicator has improved to 93.0% in 2015-16 compared to 91.76% in 2014-15. However, performance remains below the Wales average of 94.22%.								
PSR/002	The average number of calendar days taken to deliver a disabled facilities grant	197	200	247	241	Didn't meet target	Declined	13
Performance in this indicator has declined to 247 calendar days during 2014-15 compared to 197 in 2014-15 and is below the Wales average of 241.								

Reference	Success Indicator	2014-15 Outturn	2015-16 Target	2015-16 Outturn	Wales Average	Target Met?	Trend	Cardiff's Rank (out of 22 Local Authorities)
PSR/004	Private sector dwellings, that had been vacant for more than 6 months, that were returned to occupation through direct action by the local authority	6.54%	6.60%	2.68%	11.08%	Didn't meet target	Declined	19
Performance in this indicator has declined to 2.68% in 2015-16 compared to 6.54% in 2014-15 and is well below the Wales average of 11.08%.								
SCA/001	The rate of delayed transfers of care for social care reasons	10.92	5.92	11.18	4.87	Didn't meet target	Declined	22
Performance in this indicator has declined to 11.18 (263 people) in 2015-16 compared to 10.92 (254 people) in 2014-15 and is below the Wales average of 4.87								
SCA/002a	The rate of older people (aged 65+) supported in the community per 1000 population aged 65 or over at 31 March	44.06	47.0	41.53	64.12	Didn't meet target	Declined	Not Available
Performance in this indicator has declined to 41.53 in 2015-16 compared to 44.12 in 2014-15. However, the Council's Policy now focusses on a preventative agenda, signposting service users to community-based independent living solutions as opposed to traditional packages of care, therefore we no longer use this indicator to measure our performance. It is not possible to compare Cardiff's performance to the other Local Authorities performance due to inconsistencies in data nationally.								
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes	18.70	18.00	17.61	18.02	Met Target	Improved	10
Performance in this indicator has improved to 17.61 in 2015-16 compared to 18.00 in 2014-15, despite an increase in our population aged 65+ and is above the Wales average of 18.02.								
SCA/007	Clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed	82.0%	90.0%	88.8%	83%	Didn't meet target	Improved	7
Performance in this indicator has improved to 88.8% in 2015-16 compared to 82.0% in 2014-15 and is above the Wales average of 83.0%.								

Reference	Success Indicator	2014-15 Outturn	2015-16 Target	2015-16 Outturn	Wales Average	Target Met?	Trend	Cardiff's Rank (out of 22 Local Authorities)
SCA/018(a)	Carers (of adults) aged 18 or over known to Social Services who were offered an assessment or review of their needs in their own right	64.4%	90.0%	76.8%	91.4%	Didn't meet target	Improved	19
Performance in this indicator has improved to 76.8% in 2015-16 compared to 64.4% in 2014-15. However, performance remains well below the Wales Average of 91.4%.								
SCA/019	Adult protection referrals where the risk has been managed	91.14%	No target set	95.88%	97%	No target set	Improved	15
Performance in this indicator has improved to 95.88% in 2015-16 compared to 91.14% in 2014-15 but is still below the Wales Average of 97.00%.								
SCC/002	Looked After Children who have experienced one or more changes of school	17.8%	11.0%	9.1%	11.9%	Met target	Improved	6
Performance in this indicator has improved to 9.1% in 2015-16 compared to 17.8% in 2014-15 and is above the Wales average of 11.9%.								
SCC/004	Looked After Children who have had three or more placements during the year	10.46%	8.0%	9.9%	9.8%	Didn't meet target	Improved	15
Performance in this indicator has improved to 9.9% in 2015-16 compared to 10.46% in 2014-15 and is marginally below the Wales average of 9.8%.								
SCC/011b	Initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	26.4%	No target set	29.2%	49.5%	No target set	Improved	21
Performance in this indicator has improved to 29.2% in 2015-16 compared to 26.4% in 2014-15 but is well below the Wales average of 49.5%.								
SCC/025	Statutory visits to Looked After Children due in the year that took place in accordance with regulations	88.9%	92.0%	86.6%	88.1%	Didn't meet target	Declined	12
Performance in this indicator has declined to 86.6% in 2015-16 compared to 88.9% in 2014-15 and is below the Wales average of 88.1%.								

Reference	Success Indicator	2014-15 Outturn	2015-16 Target	2015-16 Outturn	Wales Average	Target Met?	Trend	Cardiff's Rank (out of 22 Local Authorities)
SCC/033 d	Young people formerly looked after with whom the authority is in contact at the age of 19	90.5%	96.0%	94.0%	93.2%	Didn't meet target	Improved	13
Performance in this indicator has improved to 94.0% in 2015-16 compared to 90.5% in 2014-15 and is above the Wales average of 93.2%. The service attempts to keep in touch with all care leavers as required, however the young people determine for themselves whether they wish to respond and remain in contact.								
SCC/033 e	Young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	91.2%	96.0%	85.7%	93.5%	Didn't meet target	Declined	20
Performance in this indicator has declined to 85.7% in 2015-16 (54 out of a cohort of 63 young people) compared to 91.2% in 2014-15 (52 out of a cohort of 57 young people), meaning that whilst there was a decline in performance, the actual number of young people supported increased between the two years.								
SCC/033 f	Young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	56.1%	58.0%	52.4%	60.7%	Met target	Declined	17
Performance in this indicator has declined to 52.4% (33 out of a cohort of 63 young people) in 2015-16 compared to 56.1% in 2014-15 (32 out of a cohort of 57 young people). Whilst only one more young person was NEET in 2015-16 compared to 2014-15, the size of the cohort has impacted considerably on the percentage outcome for this indicator.								
SCC/037	The average external qualifications point score for 16 year old Looked After Children	191	220	257	269	Met target	Improved	10
Performance in indicator has improved to 257 in 2015-16 compared to 191 in 2014-15 but is below the Wales average of 269.								
SCC/041 a	Eligible, relevant and former relevant children that have pathway plans as required	60.5%	90.0%	73.3%	93.5%	Didn't meet target	Improved	21
Performance in this indicator has improved to 73.3% in 2015-16 compared to 60.5% in 2014-15. However, performance is well below the Wales average of 93.5%.								

Reference	Success Indicator	2014-15 Outturn	2015-16 Target	2015-16 Outturn	Wales Average	Target Met?	Trend	Cardiff's Rank (out of 22 Local Authorities)
SCC/045	Reviews of Looked After Children, Children on the Child Protection Register and Children in Need carried out in line with the statutory timetable	70.8%	90.0%	81.7%	90.3%	Didn't meet target	Improved	21
Performance in this indicator has improved to 81.7% in 2015-16 compared to 70.8% in 2014-15 but is below the Wales average of 90.3%.								
STS/005 b	Highways inspected of a high or acceptable standard of cleanliness	86.8%	90.0%	90.6%	96.5%	Met target	Improved	20
Performance in this indicator has improved to 90.6% in 2015-16 compared to 86.8% in 2014-15 but is below the Wales average of 96.5%.								
STS/006	Fly tipping incidents cleared within 5 working days	82.61%	90.0%	97.91%	95.26%	Met target	Improved	4
Performance in this indicator has improved to 97.91% in 2015-16 compared to 82.61% in 2014-15 and is above the Wales average of 95.26%.								
THS/007	Adults aged 60+ who hold a concessionary bus pass	100.0%	94.0%	96.5%	85.6%	Met target	Declined	1
Performance in this indicator has declined to 96.5% in 2015-16 compared to 100% in 2014-15. A National Fraud Initiative took place between 2014-15 and 2015-16. It was estimated that this piece of work identified approximately 4,000 Cardiff passholders who are very likely to have passed away. These figures were checked and where appropriate deceased cardholder records deleted from the records, explaining the decrease between years.								
THS/012	Principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition	6.8%	7.0%	5.2%	11.2%	Met target	Improved	6
Performance in this indicator has improved to 5.2% in 2015-16 when compared to 6.8% in 2014-15 and performance remains well above the Wales Average of 11.2%.								
CAM/037	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings	New indicator	3.0%	5.3	3	Met Target	New indicator	7
This indicator was introduced in 2015-16 and therefore previous data is not provided within the data return. Percentage change between 2014 and 2015-16 was 5.3%.								

Reference	Success Indicator	2014-15 Outturn	2015-16 Target	2015-16 Outturn	Wales Average	Target Met?	Trend	Cardiff's Rank (out of 22 Local Authorities)
WMT/004b	Municipal waste collected by local authorities sent to landfill	32.57%	30.0%	30.0%	18.14%	Met target	Improved	3
Performance in this indicator has improved to 7.51% in 2015-16 compared to 32.57% in 2014-15 and is below the Wales average of 18.14%.								
WMT/009b	Municipal waste collected by local authorities and prepared for reuse and/or recycled, including source-segregated biowastes that are composted or treated biologically in another way	53.38%	58.00%	58.18%	60.19%	Met target	Improved	19
Performance in this indicator has improved to 58.18% in 2015-16 compared to 53.38% in 2014-15. Performance, however, remains below the Wales Average of 60.19%.								

This page is intentionally left blank

**CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL****CABINET MEETING: 13 OCTOBER 2016**

**CITY OF CARDIFF COUNCIL ANNUAL COMPLAINTS REPORT
2015 - 16****REPORT OF DIRECTOR COMMUNITIES, HOUSING &
CUSTOMER SERVICES****AGENDA ITEM: 3**

**PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR
GRAHAM HINCHEY)****Reason for this Report**

1. To report to the Cabinet on the operation of the corporate complaints procedure between 1st April 2015 and 31st March 2016. The statistics for corporate complaints are set out by service area.

Background

2. Complaints provide valuable information about how we are performing and what our customers think about our services. Most people who complain tell us what we have done wrong and how we can do better; we use this information to improve our services, strengthen our relationships with customers and make better use of our resources. Publishing this annual report demonstrates the Council's commitment to transparency and a positive approach to dealing with and learning from complaints.
3. The Council's complaints procedure reflects guidance given in the Welsh Government Model Policy and Guidance Paper for Handling Complaints. This was further supported by the Public Services Ombudsman for Wales. Complaints Managers record information about the number of complaints they have received and how quickly they acknowledged and responded to the complaints. This information is submitted to the Corporate Complaints Team at the end of each quarter. The Corporate Complaints Team use this information to ensure that the complaints policy is being adhered to. Meanwhile, the Public Services Ombudsman for Wales captures detailed information regarding complaints against the Council which is included in his annual report.

Complaints

4. A total of 2,476 complaints were recorded during 2015/16. This is a 2.3% increase from the previous year, when 2,418 complaints were recorded.

Compliments

5. As an organization, we receive many positive comments about our staff and the services we provide. Knowing where things are working well and are appreciated is as important to capture as knowing where things are perhaps not working. We therefore keep a record of the compliments we receive as well as the complaints. Good practice and learning can then be circulated across the Council.
6. Across the year 2015-16, City of Cardiff Council received a total of 1,483 recorded compliments, which is a 4.9% decrease from the previous year when 1,560 compliments were recorded.

Ombudsman Complaints

7. Recommendations in Ombudsman reports and observations about our strengths and weaknesses help us improve our processes. The Ombudsman closed 143 cases involving City of Cardiff Council in 2015-16 compared to 98 cases in 2014-15 and 100 in 2013-14. 7 of these cases were accepted for further investigation of which only 3 led to an Ombudsman report. The Ombudsman received 46 premature complaints (defined as when the council has not had a reasonable opportunity to deal with the complaint itself). It is felt this is due to public perception that the Ombudsman can intervene and make decisions without the Council initially considering the complaint. A further 20 cases were declined because the Ombudsman was satisfied with action proposed or taken by the Council.

Reason for Recommendation

8. To enable Cabinet to have corporate overview of the complaints and compliments process during 2014/15 and to note the information contained within the report.

Financial Implications

9. This report has no direct financial implications. Any financial implications of future changes made to improve processes and learn from complaints will need to be met from existing resources.

Legal Implications

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

HR Implications

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

RECOMMENDATION

Cabinet is recommended to note the content of the report.

SARAH MCGILL

Director

7 October 2016

The following appendix is attached

Appendix 1 – City of Cardiff Council Annual Complaints Report 2015-16

City of Cardiff Council

Annual Complaints Report 2015-16



corp.compteam@cardiff.gov.uk



Foreword

Welcome to Cardiff Council's Annual Complaints Report for 2015/16. I am extremely proud to reflect on the successes of last year and share with you some of the key headlines. This report is part of our continued drive to provide transparency to the public about the complaints that we handle.

While it is disappointing to learn of instances where customers have been unhappy with the service provided to them, as a council, we recognise the value of lessons that can be learned from complaints. This is as important as ever, particularly in the current financial climate where there is increased demand for our services and rapidly reducing budgets. Complaints can be costly.

The Council has made good progress in achieving its priorities whilst maintaining the standards of frontline services which residents expect. This together with the continued investment in our staff means that we can offer the highest level of support to our citizens. Key amongst this investment has been a £700,000 spend on training and development, an increased focus on staff engagement across the council and the absolute importance, we as an organisation place on the development of our staff.

By investing in our staff, we aim to empower with the skills to understand and deliver excellent quality services, which should reduce complaints. We continue to encourage feedback however in order to continue to improve service provision wherever possible

I'm pleased to note that for the 5th consecutive year the Public Ombudsman for Wales have not issued any Section 16 reports against the Council. Only 3 complaints were referred to the Ombudsman that were investigated, with only 1 complaint being upheld. There is a clearly a theme of continuous improvements and the level of complaints received by the Council remains incredibly low given the breadth, depth and number of services offered across the city.

However, this is not to say that we are in any way complacent, and we know that there is still a lot more to achieve.

I would like to finish by personally thanking the hard working and dedicated staff who work in front-line services and those whom manage complaints on a daily basis. There is much to look forward to over the coming year, and I look forward to sharing news of our continued progress with you all next year.



Councillor Graham Hinchey
Corporate Services & Performance Portfolio

Contents

●	Our Complaints Procedure	4
●	Complaints Summary	5
●	Compliments	6
●	Ombudsman Complaints	8
●	Complaints by Service Area:	
●	Communities, Housing & Customer Services	9
●	Education & Lifelong Learning	13
●	Environment	14
●	Culture, Venues & Events	15
●	Bereavement Services	17
●	Statutory Complaints (Children's Services and Health & Social Care)	18
●	Strategic Planning, Highways, Traffic & Transportation	20
●	Resources	22
●	Governance & Legal Services	23
●	Economic Development	23
●	Welsh Language Complaints	24

City of Cardiff Council Annual Complaints Report 2015-16

Reason for this report

To report to the Cabinet on the operation of the corporate complaints procedure between 1st April 2015 and 31st March 2016. The statistics for corporate complaints are set out by service area.

Background

Complaints provide valuable information about how we are performing and what our customers think about our services. Most people who complain tell us what we have done wrong and how we can do better; we use this information to improve our services, strengthen our relationships with customers and make better use of our resources. Publishing this annual report demonstrates the Council's commitment to transparency and a positive approach to dealing with and learning from complaints.

Our complaints procedure

The Council's complaints procedure reflects guidance given in the Welsh Government Model Policy and Guidance Paper for Handling Complaints. This was further supported by the Public Services Ombudsman for Wales.

Complaint received. A complaint can be registered via any Council venue and once received, should be forwarded to the Service Area Complaints Manager. Every Council service area has a lead officer for complaints. The Complaints Manager will ensure complaints are acknowledged and recorded and facilitate the investigation of the complaint in accordance with the corporate complaints procedure.



Acknowledgment. The Complaints Managers will aim to acknowledge complaints within 5 working days. At this stage, we can let the customer know who is dealing with their complaint and our understanding of what the customer's complaint entails – this is important so that the complainant's expectations are realistic and they have an indication of precisely the issues that will be looked at. We can also let them know that a full response will follow within 20 working days of our receipt of the complaint.



Full response. At the end of an investigation, a response should be produced depending on how a customer has indicated they prefer to be contacted. The response should include the outcome of the investigation as well as any necessary action taken for service improvement. The Ombudsman states that the aim of every formal investigation should be to **"investigate once, investigate well"**. Advice is also included on what the complainant should do if they remain dissatisfied with the outcome – to contact the Public Services Ombudsman for Wales.



Public Services Ombudsman for Wales. Complaints that progress to the Ombudsman will have been thoroughly investigated by the service area. If a complainant remains dissatisfied, it is for the Ombudsman to assess whether there is any evidence of service failure or maladministration not identified by the Council.

Recording performance

Complaints Managers record information about the number of complaints they have received and how quickly they acknowledged and responded to the complaints. This information is submitted to the Corporate Complaints Team at the end of each quarter. The Corporate Complaints Team uses this information to ensure that the complaints policy is being adhered to. Meanwhile, the Public Services Ombudsman for Wales captures detailed information regarding complaints against the Council which is included in his annual report.

City of Cardiff Council Annual Complaints Report 2015-16

Complaints to City of Cardiff Council in 2015-16

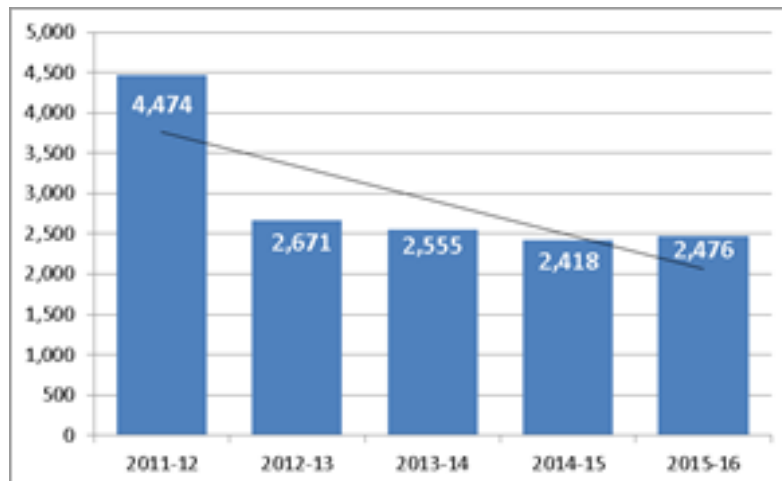
A total of **2,476** complaints were recorded during 2015/16. This is an 2.3% increase from the previous year, when 2,418 complaints were recorded.

COMPLAINTS HAVE INCREASED BY **2.3%** WHEN COMPARED TO 2014/15

Year	Number of complaints
2015-16	2,476
2014-15	2,418
2013-14	2,555
2012-13	2,671
2011-12	4,474

Complaints received per 1,000 of population					
	2011/12	2012/13	2013/14	2014/15	2015/16
Cardiff population (estimate)	345,442	348,493	351,710	354,294	357,160
Total number complaints	4,474	2,671	2,555	2,418	2,476
Number of complaints received per 1,000	12.95	7.7	7.3	6.8	6.9

The population of Cardiff is estimated at **357,160**. In 2015/16, Cardiff Council handled **2,476** complaints from customer, meaning that an average of **6.9** complaints were received per **1000** residents.



The above graph depicts the general decrease in complaints over the last five years.

Complaints breakdown

Service Area	Number of complaints 2015/16	Number of complaints 2014/15
Waste Strategy & Enforcement	941	759
Housing & Communities	425	503
Culture, Venues & Events	296	294
Traffic & Transportation	166	243
Customer Services	115	58
Finance	109	164
Leisure & Play	108	52
Highways Maintenance	79	108
Parks & Sports	55	73
Education & Lifelong Learning	54	23
Bereavement & Registration Services	42	51
Economic Development	37	11
Regulatory & Supporting Services	26	25
Planning	15	19
Harbour Authority	4	6
Governance & Legal Services	3	20
Central Transport Services / Facilities Management / BA	1	9
Communications & Media	0	0
HR People Services	0	0
Improvement & Information	0	0
Total	2476	2418

NB Complaints for Children's Services and Health & Social Care are recorded under their statutory complaints procedure (please see page 17).

City of Cardiff Council Annual Complaints Report 2015-16

Compliments for City of Cardiff Council

As an organisation, we receive many positive comments about our staff and the services we provide. Knowing where things are working well and are appreciated is as important to capture as knowing where things are perhaps not working. We therefore keep a record of the compliments we receive as well as the complaints. Good practice and learning can then be circulated across the Council.

Across the year 2015-16, City of Cardiff Council received a total of **1,483** recorded compliments, which is a 4.9% decrease from the previous year when 1,560 compliments were recorded. This may be a result of the Council's move to encourage more customers to 'self-serve' – either online or at Council venues, meaning that fewer contacts or thanks are received within certain areas.

A few examples are provided below of the types of compliments we have received:

“**Bereavement Services:** The whole process from registration to cremation was carried out in a friendly, helpful and professional manner. The family is very grateful for everything at this difficult time.”

“**Community Maintenance Services:** Customer wrote to thank staff for the work carried out at his mother's home: "With your help we secured a grant to transform her bathroom to suit her needs so that she is now able to carry out everyday tasks and keep her independence and dignity. The quality of the workmanship is second to none and the tradesman showed an empathy to my mother's needs that is very rare these days. He worked well into the evening to get the job done. The house was left spotlessly clean with no traces of bathroom debris”.

“**Culture, Tourism & Events:** Could I just extend my sincerest thanks for your support on this fantastic event (Velothon). As a participating cyclist on such a large, inaugural event I must say the organisation was truly exceptional and support from local residents across the route was inspirational. Events like this can only serve to further showcase what Wales has to offer.”

“**Customer Services:** You [C2C staff] are all wonderful at your job. I am always calm when I finish speaking to you. I never go away from the phone feeling dissatisfied.”

Service Area	Number of compliments 2015/16	Number of compliments 2014/15
Environment	265	275
Housing & Communities	222	215
Culture, Venues & Events	204	367
Customer Services	176	165
Bereavement Services	164	71
Strategic Planning, Highways, Traffic & Transportation	129	242
Economic Development	129	26
Parks & Sports	116	136
Harbour Authority	37	27
Leisure & Play	21	13
Finance	13	12
Governance & Legal Services	2	7
Central Transport Services / Facilities Management	2	2
Education & Lifelong Learning	2	1
Health & Social Care	1	1
Communications & Media	0	0
HR People Services	0	0
Total	1483	1560

NB Internal compliments are excluded from this process and it is worth noting that many of the above service areas will receive a sizeable amount of compliments from internal employees.

“**Economic Development:** Letter sent from Bride and Groom regarding a wedding held at Cardiff Castle: "Our day was exceptionally well organised and we are both incredibly grateful to you and your staff. Please could you pass on our thanks to Cardiff Catering. It is very rare to find a civilian staff that can deliver a dinner service with such military precision. I am very impressed. I must single out the beef wellington which was particularly impressive indeed. Thank you once again for an incredible experience and I would readily recommend your venue and service”.

“**Facilities Management:** I just wanted to write and let you know how delighted we are with our new offices, I'd also like to commend you on your excellent workers. I cannot tell you how wonderful they were, they worked their socks off, kept us fully informed about what they were doing and were cheerful and amenable at all times. Nothing was too much trouble for them – they are a credit to you all and I would welcome them back at any time.”

City of Cardiff Council Annual Complaints Report 2015-16

Finance: I am writing this letter to yourself as a letter of thanks and appreciation for the way you have helped and supported me during what could have been a very stressful and worrying time. I have appreciated the calm and understanding and professional way that you have dealt with my debt to the Council. Thank you again for everything that you have done and the way you have done it.

Harbour Authority: Customer wishes to thank staff at Barrage Control for the tour of the control room for his students. This will be very useful in their course and they hope to return again to discuss in greater detail. Staff and students are all extremely grateful for the assistance provided by all Barrage staff in supporting them with information and look forward to visiting the Bay and Barrage again to further their studies.

Highways Maintenance: I just wanted to say a big thank you for the recent road surface improvements. I have always cycled both for fun, as a commuter and for work. I am really enjoying riding around on some smooth Tarmac for once not having to swerve dangerously or hold on for dear life and hope that my wheels don't buckle as I hit some bad ground.

Housing: The customer said that the staff at Greenfarm Hostel and Flying Start supported her through a very difficult time in her life, and expressed her appreciation of the staff at the hostel. She felt they were always there to support her, whatever the time of day, especially when she was feeling low and vulnerable and needed to talk to someone. The customer added that the staff helped her to get her life back on track and ensured she had access to services that she needed. She felt that she would not be where she is today without the help and support that she received from the staff at Greenfarm.

Independent Living Services: The customer wrote to express his sincere thanks to the Visiting Officer and Social Worker for their "sterling work" in assisting him to improve his quality of life and enhance his wife's independence. He added: "It was a pleasure to meet two very polite, proactive, positive and very knowledgeable members of your staff who could not do enough for me ... they are a shining example of all that is good within your department."

Leisure: I am writing to say how impressed I was at the level of service I experienced at the pool today. The pool was busy and I had just started swimming lengths when two pool attendants offered to put a lane in for me. I really appreciated this gesture and enjoyed my swim all the more for being able to swim calmly without getting in others' way. I realise that it is difficult to balance everyone's needs in the pool and I would not expect this treatment again but it was a good moment in an otherwise difficult day, so thank you to your staff for having taken the trouble to make a difference!

Libraries: The customer wrote to thank Cardiff Library Services and complimented the staff and services at the Library in particular. She has long-term health issues and is not always able to go out, so she feels very lucky to live near to the Library. The customer added that the book and knitting clubs have provided a social network that is very beneficial for her mental health.

New Theatre: My wife and I came to see the pantomime and had the best night out we had had in years. Everything about the whole pantomime production was of the highest caliber. The whole production and performance were excellent and I want also to mention how good the stage set, lighting, costumes and music were. This area of the theatre often seems to be overlooked and the people responsible never receive the accolades they justly deserve. We wanted to make it known how amazing we thought they all were.

Parks and Sport: I'm not sure which department this should be directed to, but I would just like to tell you how much I have appreciated the "Cardiff Bay Meadow" this summer/autumn. Every morning, after queueing through the tunnels to get to work, my husband and I have been rewarded with the sight of fantastic native wild flowers doing their thing - for month after month. It has really put a smile on our faces every day.

Telecare: A Telecare customer who recently had a fall said that she couldn't speak more highly of the staff who assisted her. She stated that they were marvellous and reassured her when she was very worried.

Waste Management: Customer applauds Cardiff Council for making people think about what they throw away and encouraging recycling. She also passes on the respect she has for the crews who empty the bins, as it's a difficult job but they do it very well. We should be proud of them.

City of Cardiff Council Annual Complaints Report 2015-16

Ombudsman Complaints 2015-16

Recommendations in Ombudsman reports and observations about our strengths and weaknesses help us improve our processes.

The Ombudsman closed **143** cases involving City of Cardiff Council in 2015-16 compared to 98 cases in 2014-15 and 100 in 2013-14. 7 of these cases were accepted for further investigation of which only 3 led to an Ombudsman report. The Ombudsman received 46 premature complaints (defined as when the Council has not had a reasonable opportunity to deal with the complaint itself). It is felt this is due to public perception that the Ombudsman can intervene and make decisions without the Council initially considering the complaint. A further 20 cases were declined because the Ombudsman was satisfied with action proposed or taken by the Council. The Ombudsman closed the cases for the following reasons:

Reason for closing the case	
Complainants had not exhausted the Council's complaints process - they were referred back to the Council	46
Cases closed after initial consideration <ul style="list-style-type: none"> • e.g. no evidence of maladministration or service failure • no evidence of hardship or injustice suffered by the complainant • little further would be achieved by the Ombudsman pursuing the matter 	58
Cases declined because Ombudsman was satisfied with action proposed or taken by Council (Quick-Fix / Voluntary Settlement)	20
Cases out of Ombudsman's jurisdiction	15
Cases withdrawn by complainant	1
Complaint led to an Ombudsman's report – complaint upheld	2
Complaint led to an Ombudsman's report – complaint not upheld	1
Total	143

Ombudsman Complaints - a yearly comparison

The table below shows the total number of complaints made to the Ombudsman regarding City of Cardiff Council over the last five years.

Year	
2015-16	143
2014-15	98
2013-14	100
2012-13	93
2011-12	90

Investigations leading to reports

The Ombudsman issues a report if he finds that a complainant has suffered hardship or injustice through the Council's maladministration or service failure.

Under the Public Services Ombudsman (Wales) Act 2005, the Ombudsman can issue one of two types of report following an investigation into a complaint by a member of the public: Section 16 and Section 21.

Section 16 Report

The first type of report is known as a Section 16 report. This is issued when the Ombudsman believes that the investigation report contains matters of public interest. The Council is then obliged to publicise the report at its own expense. **For the fifth consecutive year, the Ombudsman issued 0 Section 16 reports against City of Cardiff Council.**

Section 21 Report

The Ombudsman can issue a Section 21 report if the Council agrees to implement any recommendations he has made and if he is satisfied that the case does not raise matters of public interest. The Ombudsman issued 3 Section 21 reports during 2015-16.

Any recommendations as a result of Ombudsman reports have been fulfilled.

City of Cardiff Council Annual Complaints Report 2015-16

Complaints by service area 2015-16

Housing & Communities continue to adopt a constructive and positive approach to complaints. Each case is investigated to establish exactly what (if anything) has gone wrong, with the primary aim being to resolve the matter for the individual if possible. All complaints are also looked at from the point of view of making any changes necessary to improve services and minimise potential future complaints.

Service Area	Total complaints in 2015/16	Total complaints in 2014/15
Housing	425	503
Community Maintenance Services	227	333
Landlord Services	92	75
Benefits	63	59
Assessment & Support	24	16
Hubs	15	10
Estate Improvement	4	5
Neighbourhood Regeneration	0	5
Number / Percentage of complaints not responded to on time	9 (2.1%)	11 (2.2%)
Complaints about staff	69 (16.2%)	63 (12.5%)
Delay in providing service	93 (21.9%)	208 (41.4%)
Dissatisfaction with policy	19 (4.5%)	25 (5.0%)
Other	32 (7.5%)	52 (10.3%)
Poor quality of service	212 (49.9%)	155 (30.8%)

The detailed reasons for complaints are monitored at monthly meetings by the Assistant Director for Housing and Communities and other relevant staff. Any patterns, such as the types of errors being made, can then be addressed and the appropriate action taken to ensure best practice; for example, changes made to procedure or standard letters being amended.

The role of the two specialised Housing Complaint Officers has expanded as hoped and they now deal with complaints relating to a number of housing teams including Social Lettings, Anti-Social Behaviour and Tenancy Management. This allows for a consistent and thorough approach to all complaint investigations and their roles continue to evolve.

The increase in the number of complaints about **Landlord Services** is primarily due to the increase in complaints about the Social Lettings Unit. This was anticipated, taking into account the change to

the Allocations Policy in early 2015. The policy is now based on housing need rather than time served on the list and as such is much fairer. However, there are inevitably some people who have become less likely to be housed as a result of the change.

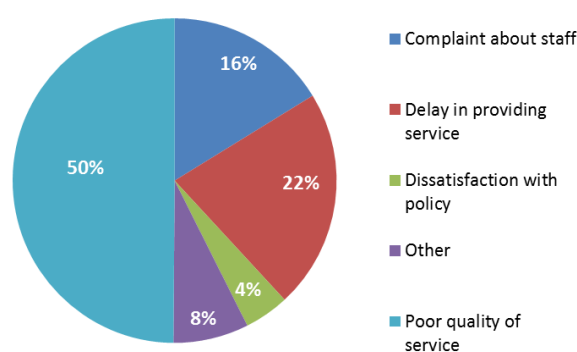
The slight increase in the number of complaints received about **Benefits** may be attributed to the number of Welfare Reform measures the Benefits section has had to implement. These measures have also had an impact on customers' rent accounts and this is a further possible explanation for the increase in complaints received by the Finance Team.

There has also been a very small increase in the number of complaints about the **Hubs**, however it must be noted that in 2015/16 the volume of customers visiting the Hubs has increased by over 25,000 to 925,006.

These complaints focused on the customer service an individual received. However, officers are relaying information that is not always good news so a total of 15 complaints is small in comparison to the number of visits. All Hub officers strive to achieve excellence in customer service; this is an area that is discussed in team meetings and experiences are often shared to enable enhancement of the customer journey. All complaints are addressed with staff, and training/briefing sessions are arranged to assist staff with personal development and technique skills to minimise complaints.

It is positive to report that the number of complaints received by **Community Maintenance Services** has reduced for each of the last 3 years. With at least 85% of repairs being carried out by the in-house workforce and 94% of appointments made, this has had a positive impact on customer satisfaction and complaints.

Categories of Complaints for Housing



City of Cardiff Council Annual Complaints Report 2015-16

Customer Services

During 2015-16, Customer Services directorate (including Connect to Cardiff, Adult Community Learning, Libraries and 24/7 Services) complaints increased to **115** from the 58 complaints recorded in 2014-15.

Service Area	Total complaints in 2015/16	Total complaints in 2014/15
Customer Services	115	58
Connect to Cardiff	22	24
Libraries	76	16
Adult Community Learning	5	13
24/7 Services	12	5
Number / Percentage of complaints not responded to on time	3 (2.6%)	7 (12.0%)
Complaints about staff	30 (26.1%)	17 (29.3%)
Delay in service	0 (0%)	5 (8.6%)
Dissatisfaction with policy	1 (0.9%)	9 (15.6%)
Other	58 (50.4%)	13 (22.4%)
Poor quality of service	26 (22.6%)	14 (24.1%)

Connect to Cardiff (C2C) received **22** complaints in 2015/16 which is a slight decrease from the previous year. The demand for service continues to increase year on year and the fact that complaints have remained fairly static and comparatively low is a very positive reflection of the continuous improvement culture that is embedded in the workforce.

C2C is a multi-channel contact centre and our customers can contact us via telephone, email, webchat or social media. All channels of choice continue to increase in demand and the contact centre handled 669,334 calls in 2015/16; this is an 11% increase from the year before. There was also a 12% increase in emails with 97,631 being offered to the centre. Productivity and customer satisfaction is high and C2C ensures that any customer feedback and suggestions are treated as a high priority. Each of the 22 complaints was dealt with in time. C2C continues to utilise our call recording system to thoroughly investigate customer issues and as a result 3 complaints were not upheld.

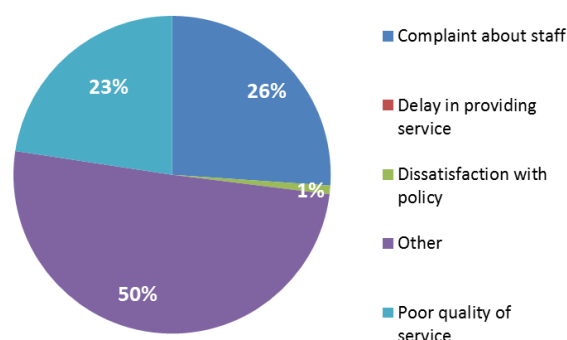
On specific analysis of the 22 complaints over this period, 15 related to complaints about staff. For each of these complaints, further training has been identified and given to Customer Service Representatives to assist and support them in their role to ensure clear and correct

advice is given on every call. C2C delivers an excellent induction programme for new starters which incorporates specific customer care training as well as service area specific knowledge. The remaining complaints received related to poor quality of service, and in each case this was rectified with further training and feedback. Training needs and high standards form part of employees' PPDRs, and quality call/email monitoring is carried out continuously on all Customer Service Representatives.

C2C received 0 complaints about the hold time and this is a positive improvement on the previous year, especially considering the increase in demand.

It is pleasing to note that a total of 176 compliments were received from customers who have taken the time to record their appreciation for both certain members of the team and the C2C service.

Categories of Complaints for Customer Services



Libraries received **76** complaints in 2015/16 which is an increase from the 16 recorded in 2014/15. Footfall remains an upward trend for Libraries and Hubs throughout the city as Cardiff libraries were visited by 2,191,238 citizens during the year, which represents an increase of 5.39% when compared to 2014/15.

73.6% of the total complaints received related to one issue concerning a proposed exhibition at the Central Library. Significant work has been undertaken to review processes and structures are now in place to ensure that appropriate controls are implemented.

The remaining 20 complaints can be categorized as follows:

9 of the complaints relate to staff and customer service. This represents a decrease of 11% when

City of Cardiff Council Annual Complaints Report 2015-16

compared to the previous year. The Quality Innovation Standards for the Library Service which include customer care have been updated to ensure that all aspects of customer service are prioritised and all issues are fully investigated and addressed with the staff concerned.

3 of the complaints related to security staff at the Central Library Hub. Security Management have subsequently formulated action plans for improvements and changes to the formation of the teams have been made. This is continually being monitored.

2 of the complaints related to recycling bags. These are largely due to changes in policy regarding the distribution of the bags to the public. All staff have now been reminded of the new procedures.

6 of the complaints related to equipment failures – in particular speed of and access to computers. The public access computers at Central Library have now all been updated fully. There is an ongoing process to replace equipment as necessary. Modifications have been made to logging on procedures to improve speed of access for customers.

The Library Service continues to be valued by citizens and it is clear from the increase in footfall, attendance at Library events and access to digital services that it is gaining in popularity. Every effort is made to ensure that quality is maintained throughout the service and all customer concerns are fully investigated with any appropriate action taken.

The **Adult Community Learning (ACL) Service** received 5 complaints for 2015/16, a reduction from 13 in 2014/15. This is a positive reflection on the team who can receive complaints over the phone, by e-mail or on a face-to-face basis either at the Severn Road ACL Centre or Llanover Hall in Canton.

The Service welcomes continuous feedback from our learners, recognising that a complaint can often help us to consider improvements to the service we provide. The introduction of online enrolment and programme information in recent years has increased accessibility to provision for our learners.

Learning from Complaints

2 upheld complaints within ACL related to the following:

- ✓ Learner complained that tutor was limited in knowledge of their fitness related class, putting learner at risk due to an existing health condition plus felt that venue facilities were not appropriate. Measures were taken to ensure that health questionnaires are completed in advance with instruction sheets for class provided. The learner was also offered an alternative class to attend as they did not like the venue and refunded for the half term that they did not attend.
- ✓ One individual raised an issue around not being able to complete an ACL survey that had been sent to them online, however on reflection they felt it was not relevant and asked to be unsubscribed from future ACL related surveys. For future ACL related surveys we now ensure that any individual not wishing to receive invitations to partake in these are removed from the database.

2 part upheld complaints centered on the Howardian Centre as an ACL venue. These complaints were specifically around the condition of a classroom as it was felt that there was a lack of appropriate furniture, with learners having to get chairs from another room before starting their class. There were also heating issues in the main hall area for a keep fit class which was very cold during the winter period. As the ACL Service hires the venue for use, we expect the relevant materials, furniture and appropriate heating to be provided. This has been fed back to the department that manages this venue to avoid such issues in future as well as alternative venues being considered.

1 complaint was not upheld and related to the following:

Learner complained that there was limited course information available for the Learning for Work programme on 15th July for the new academic year. The Learning for Work programme for 2015/16 was not launched however until August 2015. The recreation based Learning for Life programme is launched every year in July. However Learning for Work is launched nearer to term 1 commencing in September, as this suits the

profile of learners who want to access the free classes to gain skills that will lead to further education or employment. The additional time allows learners to discuss options to ensure they are accessing the classes that best suit their needs.

There has been an increase in the number of complaints received within **24/7 Services** from 5 in 2014/15 to **12** in 2015/16. There has been a restructure in the past year which has increased the number of staff within the service. There has also been an increase in the number of customers we deliver the service to, dealing with over 224,000 calls a month in Telecare Cardiff alone. Where the complaints received were due to poor quality of service, amendments to processes and procedure have been implemented and feed-back provided in team meetings / focus groups. We are currently standardising our training plans and are continuing to complete a full review of the processes followed.

24/7 Services deals with every complaint fully and is always looking to continuously improve the service delivered. We have recently updated the quality monitoring used for call monitoring within Telecare and have introduced a quality system to measure the service provided by the wider team. Customer service is paramount and, as in previous years, 24/7 Services has received great customer feed-back from surveys completed and many compliments.

City of Cardiff Council Annual Complaints Report 2015-16

Education

The Education and Lifelong Learning Directorate received **54** formal complaints in 2015/16.

Service Area	Total complaints in 2015/16	Total complaints in 2014/15
Education	54	23
Number / Percentage of acknowledgments sent within 5 working days	45 (83%)	21 (91%)
Number / Percentage of responses sent within 20 working days	24 (44%)	11 (48%)

maintains have adequate complaints procedures in place and that these are published. A governing body complaints procedure may, with the agreement of the Local Authority, include a stage for the Local Authority to consider the complaint. However, the statutory responsibility for dealing with a complaint remains with the governing body.

There has been a 42% increase in the number of complaints for the Directorate received, when compared to 2014/15. From the 54 complaints received, 83% of the complaints were acknowledged within 5 working days. The Directorate responded to 44% of the complaints received within 20 days of receipt.

The number of complaints responded to within 20 working days has decreased from the previous year. Some complaints have involved the Directorate having to commission an independent investigator to undertake and oversee the complaint process. This process has had an impact on the Council meeting its complaint timescales. Where this occurs, the Directorate will send an interim reply which explains the delay and when the complainant can expect a comprehensive response. The Directorate is looking at ways to improve this process during 2016/17.

Typically, the Directorate receives complaints relating to concerns for the statutory functions of: School Re-organisation, School Admissions and Statements of Special Educational Needs.

It is important to note that under Section 29(1) of the Education Act 2002, governing bodies of all maintained schools are required to establish procedures for dealing with complaints relating to the school or to the provision of facilities or services. The Local Authority does not have a role in investigating or resolving complaints about schools. The Welsh Government has issued guidance to support schools in dealing with complaints, entitled Complaints Procedures for School Governing Bodies in Wales (Welsh Government Circular No. 011/2012). Within the guidance, it is the responsibility of the Local Authority to satisfy itself that all schools it

City of Cardiff Council Annual Complaints Report 2015-16

Environment

The Environment Directorate received **967** formal complaints in 2015/16.

Service Area	Total complaints in 2015/16	Total complaints in 2014/15
Environment	967	784
Waste Strategy & Enforcement	941	759
Regulatory & Supporting Services	26	25
Number / Percentage of acknowledgments sent within 5 working days	965 (99.8%)	783 (99.9%)
Number / Percentage of responses sent within 20 working days	916 (94.7%)	752 (95.9%)
Complaints about staff	60 (6.4%)	78 (9.9%)
Delay in service	415 (44.1%)	319 (40.7%)
Dissatisfaction with policy	216 (22.9%)	90 (11.5%)
Other	166 (17.6%)	122 (15.6%)
Poor quality of service	84 (8.9%)	175 (22.3%)

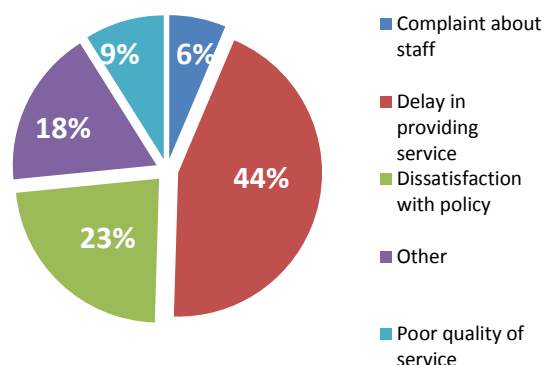
The number of complaints received by **Waste Strategy & Enforcement** has risen from 759 in 2014/2015 to **941** in 2015/2016.

On 27th July 2015, waste management began to implement the "Out of the Black, Into the Green" waste restriction project, with the aim to meet 58% recycling by April 2016. As with any city wide service change, it was anticipated that there would be an increase in complaints during the period of June onwards (when the communication material was issued across the city).

Between June-October, there were 115 complaints relating specifically to these collection changes, of which 92% were responded to within 20 working days or less.

The number of complaints is still considered to be very low when the volume of waste service delivery is taken into account. With approximately 150,000 address points across the city, up to 450,000 waste collections are now done weekly which is equivalent to over 23 million a year. Additionally, Waste Management also provides street cleansing, education and enforcement and bulky waste collection services in addition to providing three Household Waste Recycling Centres during the 2015/16 period.

Categories of Complaints for Environment



It is pleasing to note that a significant number of compliments continue to be received (262 in 2015/16).

Complaints and trends are robustly monitored by officers through close liaison with Connect to Cardiff and regular updates from the Service Complaints Manager.

Complaints and compliments are discussed with managers and union representatives at monthly meetings and are displayed on display screen monitors at Lamby Way and Millicent Street.

Compliments are fed back to individual staff members and are regularly discussed at team briefs.

A traffic light system is operated by the Business Support team at Lamby Way to ensure that complaints are responded to within the appropriate response timescales.

The **Regulatory & Supporting Services** section received **26** complaints in 2015/16, compared to 25 in 2014/15. There was no identifiable trend with regards to the complaints which covered a range of issues including noise pollution, private sector housing and trading standards. The number of complaints received is extremely small, given the range of customer facing services provided by the directorate.

City of Cardiff Council Annual Complaints Report 2015-16

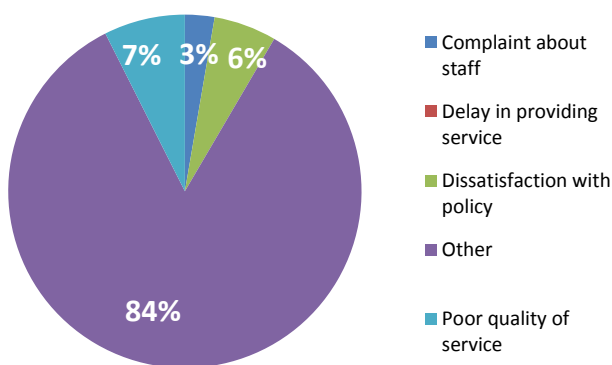
Culture, Venues & Events

Complaints for Culture, Venues & Events have remained consistent, increasing slightly from 293 in 2014/15 to **296** in 2015/16.

Service Area	Total complaints in 2015/16	Total complaints in 2014/15
Culture, Venues & Events	296	293
Number / Percentage of acknowledgments sent within 5 working days	296 (100%)	288 (98.3%)
Number / Percentage of responses sent within 20 working days	296 (100%)	284 (96.9%)
Complaints about staff	8 (2.7%)	3 (1.02%)
Delay in service	0 (0%)	0 (0%)
Dissatisfaction with policy	17 (5.7%)	16 (5.5%)
Other	249 (84.1%)	255 (87%)
Poor quality of service	22 (7.4%)	19 (6.48%)

The Council's online services ensure that customers have a quick, convenient and cost free way to complain or comment on our services. This can also result in compliments and an impressive 367 compliments were recorded for this area. It is important to note that the majority of complaints for this service area can be classified as 'customer preference' rather than service failure.

Categories of Complaints for Culture, Venues & Events



Complaints for **Parks and Sports** have reduced from 71 in 2014/15 to **55** in 2015/16.

Service Area	Total complaints in 2015/16	Total complaints in 2014/15
Parks and Sports	55	71
Number / Percentage of acknowledgments sent within 5 working days	26 (47.2%)	68 (95.7%)
Number / Percentage of responses sent within 20 working days	48 (87.3%)	54 (76.0%)
Complaints about staff	0 (0%)	1 (1.41%)
Delay in service	0 (0%)	5 (7.04%)
Dissatisfaction with policy	0 (0%)	2 (2.82%)
Other	55 (100%)	55 (77.46%)
Poor quality of service	0 (0%)	8 (11.27%)

Monthly complaint statistics for Parks and Sports continue to be monitored at Business and Operational Improvement Meetings. This allows managers to identify trends and, if necessary, take corrective action.

Compliments are also reported at bi-monthly Business and Operational Improvement Meetings.

City of Cardiff Council Annual Complaints Report 2015-16

Complaints for **Leisure and Play** have increased from 57 in 2014/15 to **108** in 2015/16.

The **Harbour Authority** received **4** complaints in 2015/16, which is an improvement on the previous year when the directorate received 6 complaints.

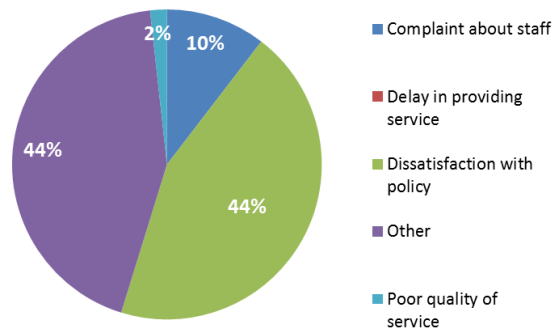
Service Area	Total complaints in 2015/16	Total complaints in 2014/15
Leisure and Play	108	57
Number / Percentage of acknowledgments sent within 5 working days	87 (80.6%)	41 (71.9%)
Number / Percentage of responses sent within 20 working days	105 (97.2%)	54 (94.7%)
Complaints about staff	12 (10.4%)	5 (8.78%)
Delay in service	0 (0%)	1 (1.75%)
Dissatisfaction with policy	51 (44.3%)	3 (5.26%)
Other	50 (46.3%)	46 (80.70%)
Poor quality of service	2 (1.7%)	2 (3.51%)

Service Area	Total complaints in 2015/16	Total complaints in 2014/15
Harbour Authority	4	6
Number / Percentage of acknowledgments sent within 5 working days	3 (75.0%)	6 (100%)
Number / Percentage of responses sent within 20 working days	4 (100%)	6 (100%)
Complaints about staff	0 (0%)	0 (0%)
Delay in service	1 (25.0%)	0 (0%)
Dissatisfaction with policy	0 (0%)	0 (0%)
Other	1 (25.0%)	3 (50%)
Poor quality of service	2 (50.0%)	3 (50%)

Monthly complaint statistics for Leisure and Play are monitored at Business and Operational Improvement Meetings, which allows managers to identify trends and take corrective action where necessary. 21 compliments were received during the year.

All 4 complaints received were regarding litter that had accumulated on river banks.

Categories of Complaints for Leisure and Play



Learning from Complaints:

Following the complaints about litter within the Harbour Authority's jurisdiction, a benchmarking exercise was undertaken to establish the cleansing operations that similar organisations on comparable water bodies undertake in the UK (in particular Salford Quays, The Canal & Rivers Trust, Bristol Docks and Swansea Marina), to ascertain what the standard approach is. The result is that the Harbour Authority will clean to the highest possible standard within its resource capability and throughout its jurisdiction. It is encouraging to note that 6 compliments were received about litter clearance.

Learning from Complaints:

- ✓ Customers have complained about the use of swimming lanes in leisure centres by other users. As a result of these complaints, bilingual information flyers and notices have been produced and displayed at all pools.
- ✓ A complaint was received that the Welsh Language was treated less favourably than English on the social media sites for Western and Fairwater Leisure Centres. Officers are now working closely with Bilingual Cardiff to establish ways in which the service can ensure that it fully complies with the Welsh Language Standards in future.

The Harbour Authority was pleased to receive 37 compliments from customers for all sections of the organisation. These compliments were received from statutory bodies, local business and water users. Compliments were received across all areas of the Harbour Authority, with 22% received for the Flat Holm RSPB Big Wild Sleep Out, 19% regarding the CBWAC World Indoor Rowing Championship, 14% for the Barrage Tour and 16% for the service's work with regards to litter clearance.

City of Cardiff Council Annual Complaints Report 2015-16

Bereavement Services

There were **42** recorded complaints via questionnaires, emails and letters for this area in 2015/6 compared to 51 in 2014/5. Bereavement Services actively encourages the bereaved to contact them should they experience any issues with a grave or a service at the crematorium.

Service Area	Total complaints in 2015/16	Total complaints in 2014/15
Bereavement Services	42	51
Number / Percentage of complaints not responded to on time	0 (0%)	0 (0%)

Complaints are received by email, via C2C, in writing and also via Bereavement Services' reception area where service monitor forms are completed. All complaints are recorded on a database and dealt with as soon as possible. Service Provision Questionnaires are also sent to all those who use Bereavement and Registration Services which provides an additional avenue for people to advise us of any issues with the services they have received.

It is important to note that due to the high number of visitors to the service – with over 4,000 funeral services per annum, approximately 500,000 visitors to our sites, 9,000 registrations for births and deaths, and 1,500 marriages – the complaints are very minimal.

Bereavement and Registration Services is a 'right first time' service in which our customers, the bereaved, or those carrying out life changing events are our ultimate priority. Customer requests and comments via service monitor forms and questionnaires are scrutinised and service standards have been developed to inform the public. From these standards, monthly performance data is monitored to ensure that we are meeting our commitments to Cardiff's citizens. Annually our level of customer satisfaction averages 99%.

The complaints reported would equate to under 0.01% of all visitors to our sites. Visitors come to us, in the main, in quite a vulnerable state and at differing points in their grieving process. This can mean that small issues may become of increased importance to them and we actively encourage families to communicate with Bereavement

Services their needs via service monitor forms. These are then monitored via our monthly statistics and at operational meetings. Trends in service requirements are then considered at this point as well. Where an error has occurred we will also proactively apologise in writing to the family concerned to try and stop an issue escalating.

Due to the sensitive nature of the service, 100% of complaints received a full response within 5 working days.

An impressive 99 compliments were recorded via emails, questionnaires or letters and 65 further compliments recorded via our service monitor forms for works carried out in response to requests for services. 411 instances of requests for services such as families being taken to grave locations and grounds maintenance works were recorded.

Learning from complaints

We are dependent upon third parties to provide information and services to our service users. Where issues occur, Bereavement Services will respond to the complaint in the first instance and copy in the third party having discussed the incident with them. Any issues will then be discussed at stakeholder meetings to ensure that any issues are resolved.

City of Cardiff Council Annual Complaints Report 2015-16

Statutory Complaints - Social Services (Children's Services and Adult Services)

It is a statutory requirement under the following items of legislation for Local Authorities to have in place a Representations and Complaints Procedure for Social Services.

- Representation Procedure (Children) (Wales) Regulations 2014
- Social Services Complaint's Procedure (Wales) Regulations 2014

This is in line with the Model Concerns and Complaints Policy and Guidance and the NHS Complaints procedure Putting Things Right.

The following provides information about the operation of the Social Services Representation and Complaints Procedure between 1st April 2015 and 31st March 2016. The report contains information about the number and type of complaints received and also provides details of the activities undertaken by the Complaints Unit during that period.

Background

Complaints are treated as a vitally important part of the business of Social Services in the City of Cardiff Council and integrated into organisational learning in both Children's and Adult Services' functions.

In particular, complaints provide an opportunity to learn lessons where a service has fallen short of an expected standard. In such cases an action plan is developed in partnership with the service area, which is reviewed regularly to ensure improvements to services are made.

The Representation and Complaints Procedure is widely publicised and specifically to people who use our services. This provides people with an opportunity to:

- Voice their concerns when they are dissatisfied in order that the issue can be rectified to their satisfaction wherever possible.
- Make a complaint.
- Suggest improvement.
- Challenge decisions.

Cardiff's Advocacy Service supports all looked after children who make a complaint to ensure they are listened to and play an active role in their planning.

The aim of the City of Cardiff Council Social Services Complaints Procedure is to secure better outcomes for adults, children, young people and families using social care services and is underpinned by the following key principles:

- Commitment to providing quality services.
- Accessible and supportive to those with particular needs.
- Prompt and responsive with resolution at the earliest opportunity.
- Enabling individuals to be independent.
- Operated without prejudice or discrimination.
- Adheres to the principles of equal opportunity.
- Empowering the voice of individuals and augmenting that voice with advocacy wherever individuals want or need it.
- Good corporate parenting for looked after children.

Stage 1 – Informal Resolution 10 Day Timescale

Complainants should be offered a discussion to resolve their complaints within 10 days of receipt of the complaint. The majority of complaints are dealt with at this informal resolution stage and most are concluded without the need for a formal investigation.

Children and young people who make a complaint are all seen on an individual basis, normally with their advocate, within 48 hours of making their complaint. Where the child's personal circumstances allow, the Children's Services Complaints Officer meets them in person to support them through the process.

Stage 2 – Formal Considerations 25 Day Timescale

Where an initial investigation has not achieved a resolution, complainants have the right to make a formal complaint. In these circumstances, Social Services will commission an Independent Investigator and an Independent Person to undertake and oversee the complaint process. These investigations are subject to statutory response from the Council, detailing findings, conclusions, recommendations and actions to resolve the complaint.

City of Cardiff Council Annual Complaints Report 2015-16

Making a complaint

Making a complaint is not difficult and general advice about the procedure can be found in complaints leaflets and on the Council's website. Alternatively, service users can contact the Complaints Unit (or the Council's Connect to Cardiff service) for help and advice. There is a separate leaflet for children's complaints.

Translations of the Representations and Complaints Procedure can be provided on request and the Complaints Unit can also arrange interpretation services when required. Welsh Language complaints can be dealt with immediately.

Children who are looked after by the Local Authority are informed of the services of Tros Gynnal Advocacy Service. These children are therefore able to access this service if they need independent support and wish to make a complaint.

Children's Stage 1 Complaints

Children's Services received **135** complaints during 2015/16, a 44% decrease on the 195 complaints received during 2014/15. 20 complaints were received direct from children and young people (or an advocate) during the year compared with 26 in 2014/15.

The most common aspects of the services complained about were:

- Complaints about quality of care e.g. service delivery / missed calls.
- Case management and review e.g. unhappy with service provided by social worker and / or assessment outcome.
- Financial matters relating to Special Guardianship Orders.
- Issues relating to contact between looked after children and their families.

Children's Stage 2 Complaints

9 complaints proceeded to Stage 2 of the Complaints Procedure compared with 12 in 2014/15.

Children's Stage 3 Complaints

There were 0 Stage 3 Review Panels compared with 1 in 2014/15.

Children's Services Complaints – yearly comparison

Year	Total complaints
2012/13	142
2013/14	150
2014/15	195
2015/16	135

Adult Services Complaints

Adult Services received **75** complaints during 2015/16, a 25% increase on the 60 complaints received during 2014/15.

There were 3 Stage 2 investigations in 2015/16 compared with 5 in 2014/15, and there were 0 Stage 3 Review Panels, compared with 1 in 2014/15. Stage 1 complaints were resolved effectively which means that only a small percentage of complaints (4%) proceeded to Stage 2.

The most common aspects of the services complained about were:

- Complaints about quality of care e.g. service delivery / missed calls.
- Case management and review e.g. unhappy with service provided by social worker and / or assessment outcome.
- Learning Disabilities services where college placements have not been funded.
- Time taken to undertake assessment and decision making process.

Service Area	Total complaints in 2015/16	Total complaints in 2014/15
Adult Services	75	60
Stage 1 complaints	75	60
Stage 2 complaints	3	5
Stage 3 complaints	0	1

City of Cardiff Council Annual Complaints Report 2015-16

Strategic Planning, Highways, Traffic & Transportation

Service Area	Total complaints in 2015/16	Total complaints in 2014/15
Strategic Planning, Highways, Traffic & Transportation	260	370
Highway Maintenance	79	108
Planning (including Building Control)	15	19
Traffic & Transportation	166	243
Number / Percentage of acknowledgments sent within 5 working days	211 (81.2%)	341 (92.2%)
Number / Percentage of responses sent within 20 working days	201 (77.3%)	277 (74.9%)
Complaints about staff	12 (4.6%)	25 (6.8%)
Delay in providing service	30 (11.4%)	34 (9.2%)
Dissatisfaction with policy	49 (18.8%)	103 (27.8%)
Other	42 (16.1%)	47 (12.7%)
Poor quality of service	127 (48.8%)	161 (43.5%)

Highway Maintenance

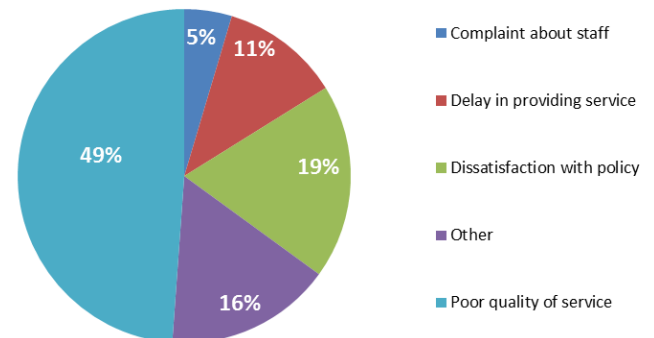
Highway Maintenance received **79** complaints for 2015/16. This is a decrease of 29 on the previous year where 108 complaints were recorded.

The highest number of complaints received was again related to potholes and paving. The number of complaints has stayed relatively consistent, with 21 complaints received compared with 18 for the previous year.

The second highest category related to highway drainage complaints, although only 8 complaints were received compared with 15 complaints the year before. Due to an internal restructuring of the team, this has resulted in improved response times.

The third highest category was carriageway reconstruction. Whereas the past 2 years have seen 12 and 13 complaints respectively, this year has seen a significant drop in complaints with only 7 complaints being received. This can be attributed to the greater communication and publicity that is now undertaken with residents and the general public to inform them of a scheme's implementation.

Categories of Complaints for Strategic Planning, Highways, Traffic & Transportation



Traffic & Transportation

Traffic & Transportation (including what was Network Management) received **166** complaints for 2015/16, which is a decrease of 77 from the total (243) for 2014/15.

The highest number of complaints again related to the Resident Parking Scheme, but it should be noted that the number of complaints had nearly halved from the previous year (complaints dropped from 59 to 32). This can be attributed mainly to the restructuring of the visitor parking permit cost and the introduction of an on-line parking permit application process.

Civil Parking Enforcement saw a slight decrease in complaints, with 20 complaints received compared to 21 the previous year. It should also be noted that the number of complaints against Civil Enforcement Officers has halved from 11 to 5.

Road Safety Scheme complaints fell significantly for 2015/16, with only 8 complaints received compared to 24 for the year before. As with the improvement in carriageway reconstruction complaints, this can be attributed to improved notification for residents and the general public.

Planning (including Building Control)

The **Planning Service** received **15** complaints in total for 2015/16. This is a decrease of 4 on the previous year where 19 complaints were recorded. These complaints covered a range of issues relating to planning applications, the planning consultation process, planning decisions and compliance with Building Regulations. This figure is small considering that Development Management determines approximately 3,000 planning applications per year. Many of these applications will require negotiating with multiple parties to discuss contentious issues and securing decisions using either Delegated Powers or by reporting through the Planning Committee. Planners also investigated approximately 550 Enforcement Cases where planning permission had not been granted, developments had not complied with permissions granted, and unauthorised and alleged unauthorised developments had been undertaken.

For 2015/16, 129 compliments have been received for **Strategic Planning, Highways, Traffic & Transportation** as a whole, which although disappointing compared to the previous year, should not detract from the improvements that have been made with complaint numbers for 2015/16.

Monthly complaints statistics for City Operations are monitored at Departmental Management Team Meetings (DMTs) and this allows managers to identify any trends and take any necessary corrective action.

City of Cardiff Council Annual Complaints Report 2015-16

Resources

There has been a decrease in the total number of complaints received by **Finance** from 164 in 2014/15 to **109** in 2015/16.

Service Area	Total complaints in 2015/16	Total complaints in 2014/15
Finance	109	164
Number / Percentage of acknowledgments sent within 5 working days	90 (82.6%)	129 (78.7%)
Number / Percentage of responses sent within 20 working days	68 (62.4%)	114 (69.5%)
Complaints about staff	18 (16.5%)	7 (4.3%)
Delay in providing service	7 (6.4%)	5 (3.0%)
Dissatisfaction with policy	10 (9.3%)	8 (4.9%)
Other	6 (5.5%)	0 (0%)
Poor quality of service	68 (62.4%)	144 (87.9%)

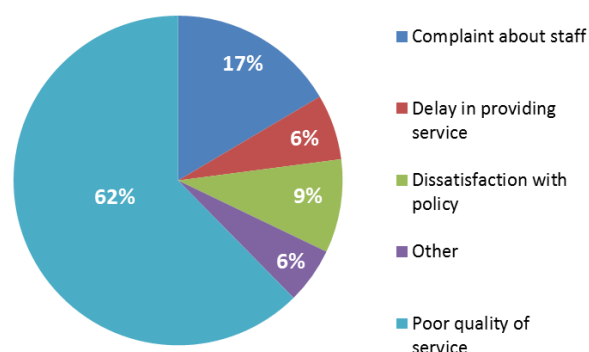
The percentage of complaints considered justified is slightly lower at 15.5% compared to 17% in the previous year. Upheld complaints are further considered by the relevant manager to determine any action that can be taken to minimise similar complaints in future.

As in previous years, the majority of complaints received related to the collection of unpaid Council Tax charges and queries over liability and exemptions.

The Directorate is continuing to take a robust stance in pursuing Council Tax debtors and takes appropriate legal action to obtain Liability Orders and seek prompt payment. As part of this process, the Council continues to use external bailiffs to complement the work of the in-house team. This does lead to some complaints about the recovery action taken. However, in most instances these complaints were considered unjustified when they were investigated, as the complainants were in arrears and were objecting to being pursued over the unpaid bills.

The collection of as much Council Tax income as possible is particularly important in the current economic climate and it should be noted that the approach outlined has resulted in an increase in the percentage of Council Tax collected to 97.28% in 2015/16. This is the highest percentage collected since Council Tax was introduced.

Categories of Complaints for Finance



HR People Services

There were **0** complaints about HR People Services in 2015/16 which is a positive result considering the challenges facing HR and the Council.

HR People Services continues to review its processes on a regular basis, which is based on comments from complaints, customer feedback and our own staff. With reduced resources, HR will develop ways for managers to access HR information via updated Intranet pages and FAQs, together with streamlining processes to enable quicker processing and better accuracy. With the challenges facing HR and the Council we will continually monitor any complaints, feedback and compliments to improve service delivery.

Communications & Media are responsible for Corporate Communication, including the production and distribution of the Capital Times newspaper. There were **0** complaints during 2015/16. Considering the level of coverage, this is a positive result.

There were **0** complaints for **Improvement & Information** in 2015/16. Complaints about the Freedom of Information process and Data Protection issues are not subject to our Complaints procedure or the Ombudsman.

City of Cardiff Council Annual Complaints Report 2015-16

During 2015/16 **Economic Development** received **37** complaints which comprised 3 for City Centre Management, 6 for Strategic Estates and 28 for Venues and Tourism (this includes Cardiff Castle, the Events team, Cardiff Caravan Park and the Norwegian Church). Projects Design and Development received 0 complaints.

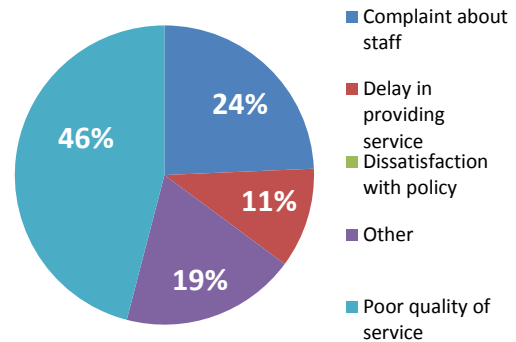
The breakdown for these complaints is as follows:

- Complaint about staff: 9
- Delay in providing service: 4
- Dissatisfaction with policy: 0
- Other – noise pollution/events held in Cardiff Arms Park: 6; anti-abortion protests on St Mary's St: 1
- Poor quality of service: 17

When considering the number of high profile projects and the amount of regeneration activity across the city, this is a very encouraging result.

Service Area	Total complaints in 2015/16	Total complaints in 2014/15
Economic Development	37	11
Number / Percentage of acknowledgments sent within 5 working days	37 (100%)	11 (100%)
Number / Percentage of responses sent within 20 working days	37 (100%)	11 (100%)
Complaints about staff	9 (24.3%)	1 (9.1%)
Delay in service	4 (10.8%)	3 (27.3%)
Dissatisfaction with policy	0 (0%)	1 (9.1%)
Other	7 (18.9%)	5 (45.5%)
Poor quality of service	17 (45.9%)	1 (9.1%)

Categories of Complaints for Economic Development



Economic Development received a total of 37 compliments during 2015/16.

Learning from complaints

- ✓ A complainants' bike was stolen whilst they were staying at Cardiff Caravan Park. The warden of the caravan park subsequently installed new security cameras on site and has been working with Facilities Management to enable better security on site.
- ✓ A complaint was made with regards to the menu changes at the Norwegian Church. The complainant was upset as they are a regular visitor to the church and their favourite dishes had disappeared from the menu. On consideration of the complaint, the Conference & Events Co-ordinator at the church decided to keep the popular staple dishes on the menu and update the menu around these.

There were **3** complaints for **Governance & Legal Services** in 2015/16 compared to 20 the previous year. Two of the complaints related to Electoral Services and 1 related to the Schools Appeal Process. There were no identifiable trends from the complaints.

City of Cardiff Council Annual Complaints Report 2015-16

Welsh Language Complaints

In accordance with Corporate Standards, we monitor the number of complaints in relation to the operation of the Welsh Language Scheme. All public services have a legal obligation to provide their services through the medium of Welsh. In 2015/16, the Council received **28** complaints about Welsh Language issues compared to 24 in 2014/15 and 11 in 2013/14.

This increase may be as a result of a greater public awareness of the importance of Welsh and English being treated on an equal basis. The Welsh Language Commissioner published Welsh Language Standards covering this issue during 2016/17. These are a set of legally binding requirements and Cardiff Council records its compliance with the Standards. Any complaints received regarding Cardiff Council's failure to treat Welsh and English on an equal basis are dealt with in accordance with the corporate complaints procedure and also communicated with Cardiff's dedicated Welsh language team 'Bilingual Cardiff'. The Welsh Language Standards also require the Council to produce an annual report which deals with the way it has complied with the service delivery standards and complaints are featured within this report.

The Corporate Complaints policy has been well publicised and all directorates are required to complete a Welsh Language Scheme Monitoring Form each quarter in order to report complaints relating to the Scheme.

Learning from complaints

Bilingual Cardiff has taken a proactive approach to helping departments comply with the new regulation Welsh Language Standards.

The majority of complaints received were as a result of Council correspondence being issued in English only. Whenever this occurs, the forms in question are immediately sent to Bilingual Cardiff to be reviewed and revised. The department can then be reminded of their responsibilities under the Welsh Language Standard.

A further common concern has been the lack of an equal service in Welsh and English for frontline staff of Council venues. Measures have been put in place to combat this, with an action for all managers to assess their team's capacity to deliver bilingual services incorporated into every Directorate business plan since April 2015. As part of the assessment, all frontline staff are offered corporately funded Welsh language lessons as a matter of course, with managers eager to upskill the current workforce in order to meet these requirements in the first instance.

Bilingual Cardiff has created a series of corporate guidelines in order to assist staff in complying with the new Standards and continue to publish the monthly Welsh language brief for all Council staff (distributed via the Welsh Language Coordinators) to update on developments within the Welsh language agenda or any complaints received against the Welsh Language Scheme/ Standards.

The Council has also advertised more Welsh essential posts than in any previous year – 52, plus a further 136 posts where Welsh was a desirable requirement.



corp.compteam@cardiff.gov.uk



This page is intentionally left blank

**CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL****CABINET MEETING: 13 OCTOBER 2016**

RESPONSE TO THE REPORT OF THE CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE ENTITLED "CHILD SEXUAL EXPLOITATION"**REPORT OF DIRECTOR OF SOCIAL SERVICES****AGENDA ITEM: 4**

PORTFOLIO: EARLY YEARS, CHILDREN (COUNCILLOR SUE LENT)**Reason for this Report**

1. To respond to a report published by the Children & Young People Scrutiny Committee report in to Child Sexual Exploitation.

Background

1. 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.
2. Much of this concern has focused on revelations in Rochdale, Oxford, Greater Manchester, Rotherham and elsewhere. Members in Cardiff have been concerned to understand how agencies and professionals in Cardiff are working together to mitigate the risks for children and young people arising from the threat of CSE.
3. It is important to note that the Scrutiny Committee were undertaking their investigation just as Cabinet approved the CSE strategy in May 2016 and the interim lead manager for CSE Prevention was appointed. In line with the CSE strategy implementation plan, significant progress has already been made in relation to addressing the recommendations of the Committee.
4. The CSE strategy (attached at Appendix B) 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.

Issues

5. I am pleased to report that the CSE Strategy and Implementation Plan not only addresses the 13 recommendations of the scrutiny report, but in fact had already incorporated many them within the implementation plan prior to the report being prepared.
6. The CSE strategy and the supported awareness raising material sends out a very strong message that CSE will not be tolerated:

“Not in our City. Not to our Children”

7. The progress made to date in relation to enhancing our response to CSE and raising awareness of the issues gives a clear indication that the Council is taking a proactive approach to tackling CSE and to support victims.

Reason for Recommendation

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

Financial Implications

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

Legal Implications

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

RECOMMENDATIONS

Cabinet is recommended to agree the response to the Children and Young People’s Scrutiny Committee report entitled “Child Sexual Exploitation” attached at Appendix A.

TONY YOUNG
Director
7 October 2016

The following appendices are attached:

Appendix A – Response to recommendations
Appendix B – Strategy
Appendix C – Awareness Raising

CABINET RESPONSE TO THE RECOMMENDATIONS OF THE CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE REPORT MAY 2016 ENTITLED 'CHILD SEXUAL EXPLOITATION'

R1. A CSE Referral Pathway be developed, which will set out clear and concise route of end-to-end care for those referred into the Council. This Pathway could also be used as a tool across a range of activities to promote a clear, consistent message across all practitioners, partners and the wider community.
(Supported by Key Finding KF3)

Response - This recommendation is accepted.

There is effectively a CSE Referral Pathway in place. A guide has been issued to staff *'Dealing with a CSE concern'* which sets out clearly what action is to be taken on receipt of information that a child may be at risk of sexual exploitation. Teams have received training to understand the important principal that CSE is a hidden form of abuse by its very nature and practitioners will only see it if they look for it. Teams have been trained to know what questions to ask, what indicators to look for and have been provided with a simple tool to assist them in considering the full spectrum of risks in relation to CSE in order to make an accurate assessment. The effectiveness of that can be seen in the dramatic increase in the number of referrals progressing to an assessment due to CSE concerns. The pathway shows what action is to be taken for children according to the assessed level of risk and practitioners have been issued with a directory of services (maintained by the CSE Team) setting out what support is available and how it can be accessed.

Children at the greatest risk are allocated a social worker who is supported by a multi-agency group. The group is chaired by the CSE Lead Manager and meets regularly to implement and review a safety plan to reduce the risks, work directly with the child and take action against perpetrators.

Managers of the organisations providing services to address CSE concerns are invited to meet as a group quarterly. This is fostering a sense of working together as a team; a shared understanding of the prevalence and nature of CSE in Cardiff and a coordinated response. Barriers are being broken down.

R2. An Officer at Operational Manager or above be made responsible for CSE, and their job description to include a range of responsibilities including raising awareness of CSE across the Council, playing a role in making strategic linkages, pooling resources, linking with the LSCB on strategic issues, reporting to Cabinet and Scrutiny Committees and ensuring that systems for referral, support and rehabilitation within the Council are fit for purpose.

(Supported by Key Finding KF2)

Response – This recommendation is accepted

The interim CSE Lead Manager reports directly to the Assistant Director for Children's Services who has strategic lead for CSE prevention. Whilst the interim CSE Lead Manager is a temporary post at present there are plans to make this permanent. The Lead Manager's job description includes responsibilities such as raising awareness of CSE across the Council, linking with partner agencies to build their capacity to deliver services, promote a coordinated City-wide response which includes statutory and third sector agencies.

R3. After 12 months of operation, a survey be carried out amongst all partners and practitioners to gauge the effectiveness of the Multi Agency Safeguarding Hub (MASH) in Cardiff and also improvements in partnership working and information sharing.
(Supported by Key Findings KF8 – KF11)

Response - This recommendation is accepted

A review of MASH will be undertaken after September 2017.

R4. Members would like to commend the work carried out to date by the CSE Lead Manager and CSE Coordinator and extend our thanks to the many witnesses who took part in the Inquiry. It is also recommended that these posts be made permanent.
(Supported by Key Findings KF12, KF13)

Response - This recommendation is accepted.

R5. That Children's Services review the way that it deals with incoming CSE referrals as detailed in KF15. This is to meet the commitment required by the National Action Plan to "*support the identification of CSE and enable a timely range of appropriate responses*".
(Supported by Key Findings KF14, KF15)]

Response - This recommendation is accepted

This recommendation has already been implemented. An audit of cases was undertaken between January 2015 and Dec 2015 where a CSE concern was identified. This has led to targeted training to ensure that referrals are effectively screened and staff are competent and confident in identifying the early signs of risk to sexual exploitation. The service is taking a proactive, preventative approach to abuse through sexual exploitation in recognition of the profound and lasting effect it has on children and their families. The management of all referrals where there is a CSE concern is overseen by the CSE Lead Manager in order to ensure consistency across the service. As has already been detailed there is ongoing work with partner agencies both statutory and third sector to ensure the broadest possible range of services can be offered in a timely way. Gaps in service provision have been identified and work is taking place to address those gaps.

R6. Ongoing training be given to social workers to ensure that consistent, professional, timely advice is given to everyone who makes a referral to Children's Services. Linked to this, wider training outside of the organisation (particularly to schools) should form part of the wider training programme to empower individuals and organisations to intervene at lower levels and therefore assist in reducing the number of referrals being made via the CAP Desk.

(Supported by Key Findings KF16, KF17)

Response - This recommendation is accepted.

The Implementation Plan sets out action to train professionals across the board. There is still work to be done to ensure all statutory agencies are training their staff to intervene as early as possible.

A Professional Interest Group has been established. This is an open access group made up of practitioners and managers working across the City in organisations like Police, Education, Schools, Health, Youth Offending Service, Mental Health, Housing, Probation and Third Sector. This is a very successful group that is serving to spread good practice and share expertise.

R7. A strategic, coordinated awareness raising and training programme be developed with input from all partners. Whilst it is acknowledged that the CSE Lead Manager and CSE Coordinator are currently engaged in CSE training with social workers and practitioners, further work needs to be planned, developed and implemented. This should include the coordination of current materials that could be used as part of the programme. The programme should include mechanisms for delivering a large scale campaign across the City, and also more targeted awareness raising and training to include vulnerable groups, community groups, schools' training, those engaged in the night-time economy, foster carers, staff in children's homes and those engaged in providing council services via the commissioning and procurement process.

(Supported by Key Findings KF17, KF28-30, KF31-34)

Response - This recommendation is accepted.

The roll out of training is continuing. The awareness raising campaign is underway under the banner '*Not in our City, Not to our Children*'. Social Media is playing an important part in spreading the message and the first of the planned materials, general awareness raising posters have been printed and are being distributed widely. Other materials will follow with some aimed at the general public and others designed to assist professionals. They range from: '*CSE – a Guide for Parents*' to '*CSE – a practitioner's toolkit*'. With the support of the Police CSE Team a training programme for businesses has been developed '*CSE- Keeping Children and Business Safe*'.

R8. It is also recommended that a programme of campaigns for children and young people is developed by young people, to included

PSHE teaching materials, social media, development of apps, etc. The wording of all material should be very carefully considered not to stereotype victims, and materials should also pay particular attention to boys and young men who were identified as a particular “hidden” group.
(Supported by Key Findings KF17,KF28-30, KF31-34)

Response - This recommendation is accepted.

A range of materials designed by children and young people already exists for use in PSHE and youth work. The CSE Team is promoting the use of these materials as well as offering support and training in their use. Resources will be better targeted developing resources that are not already in existence

R9. That the LEA (Local Education Authority) conduct a risk assessment of those not in mainstream education, and that the results of this risk assessment be reported to the C&V LSCB and to the Children & Young People Scrutiny Committee. Members were particularly concerned about the potential risks inherent in children undertaking alternative curriculum and home schooling. Whilst it is recognised that the LEA does not have statutory responsibility to account for those children and young people, an idea of the scale of the issue and potential “risks” should be assessed.
(Supported by Key Findings KF18-19)

Response - This Recommendation is accepted.

The CSE Team will readily support the LEA in undertaking this task which will be agreed at the next Professionals Interest Group.

R10. It is also recommended that the Education Department play an active role in the awareness raising and training programme for schools. The proactive and positive work undertaken by Willows High School and St. Teilo’s High School should be included within the programme.
(Supported by Key Findings KF20-22)

Response - This Recommendation is accepted.

Officers from the Education Welfare and the Youth Service are actively working with Children’s Services to raise awareness of CSE. Additionally, the safeguarding in schools training officer who is based within the safeguarding unit works closely with the CSE team in order to deliver training across schools and promote the good practice identified by the Scrutiny Committee wherever possible.

R11. It is recommended that a report on the restructure of the CAMHS service be factored into the work programme of the Children & Young People Scrutiny Committee for consideration at a future date.
(Supported by Key Findings KF24-25)

Response - This recommendation is accepted

However, an agreement will need to be reached with the Health Board because the health board have their own governance arrangements in place to monitor CAMHS which is chaired by the Director of Public Health.

R12. Whilst it is recognised that the LSCB is not accountable to the Council, it is recommended that the Cabinet requests that C&V LSCB make a commitment to report to Cabinet and the Children & Young People Scrutiny Committee on progress towards achieving the All Wales National Action Plan, and commit to submitting, for information annually, progress against the Multi Agency CSE Strategy.
(Supported by Key Findings KF 5 – KF7)

Response - This recommendation is accepted.

The implementation plan sets out action to ensure annual reports are submitted to the LSCB and seeks their commitment to consider them.

R13. It is also recommended that the LSCB should review whether the current governance structure enabled robust scrutiny of the organisation and consider the need for an independent Chair.
(Supported by Key Finding KF7)

Response – This recommendation is not accepted.

The LSCB has a statutory role as defined within the new Code of Practice and the structure across Cardiff and the Vale LSCB is consistent with the national approach set out by the National Independent Safeguarding Board. Therefore, the recommendation for an independent chair is not accepted because this would not be consistent with current national policy.

Subsequent to the security report, multi-agency strategic CSE group supported by the LSCB has been established and is due to meet for the first time in October 2016. This is a meeting of senior officers across partner organisations working together to tackle CSE issues.

Tony Young
Director of Social Services

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.

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 consent¹.

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 exploited². 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 exploitation³. 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 areas⁴ 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 child sexual exploitation (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.

¹ 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

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

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

⁴ 1 and 3 above.

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
- **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 CSE⁵.

A comprehensive Children's Services audit was undertaken 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 was to understand the nature and prevalence of CSE in Cardiff and identify where the response can be improved.

There were 141 assessments identifying CSE concerns in relation to 78 children aged between 10 and 17 years, 13 were boys and 65 were girls.

As a result of the case review we have strengthened our response to CSE. Our systems are more responsive to recognise risk and we are able to respond more effectively than before the audit.

The All Wales CSE Protocol has been robustly applied in all cases where assessment identifies 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.

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

The number of children being identified as at risk of sexual exploitation is increasing. An indicator of this is a significant increase in the number of initial CSE Multi Agency Strategy Meetings being convened.

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
- 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

Implement a model of best practice to support young people who are being sexually exploited. This model will draw on innovative practice from across the UK (both the statutory and third sectors) and will be based on developing a trusting relationship and offering consistent support.

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

Develop a model of best practice to provide a more coordinated, strategic response to CSE which will make every effort to identify, disrupt and prosecute perpetrators. The model will draw on innovative practice from around the country and ensure agencies work with the CPS and courts to learn how prosecution rates can be improved.

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

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).

Develop and implement a disruption strategy to include the 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
1. Understand 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
	Review and adjust the CSE prevention strategy	LSCB	September 2016
2. Raise awareness 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
3. Identify those at risk and provide early support to prevent exploitation and abuse	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 Services, Lead Officers for partner agencies and LSCB Training sub-group	Strategy in place May 2016
	Develop and deliver a multi-agency training plan to all levels of partner agencies	CSE Lead Officer, SW Police BCU and Interim Lead Manager for CSE, Children's Services	Commenced delivery April 2016
	Establish a CSE risk management mechanism	CSE Lead Officer, SW Police BCU and Interim Lead Manager for CSE, Children's Services	June 2016
	Establish a practitioners' forum to enable professionals to share good practice and promote an integrated approach to CSE.	Interim Lead Manager for CSE, Children's Services	COMPLETE
	Liaise closely with all organisations providing support to children and young people vulnerable to or at risk of CSE	Interim Lead Manager for CSE, Children's Services	COMPLETE – SYSTEM IN PLACE WITH ONGOING ACTION

Aim	Action	By Whom	By When
	Develop a CSE information sharing system e.g. CSE WASPI to contribute to effective information sharing in known or suspected CSE case	Interim Lead Manager for CSE, Children's Services and Lead Officers for partner agencies	July 2016
	Develop a properly supported victim participation group to understand better how to prevent children becoming exploited	Interim Lead Manager for CSE, Children's Services	Development to Commence April 2016
	Contribute to revisions to the All Wales CSE protocol and definitions within the All Wales Child Protection Procedures	Interim Lead Manager for CSE, Children's Services and Lead Officers for partner agencies	September 2016
	Implement revisions to the All Wales CSE protocol and definitions within the All Wales Child Protection Procedure	LSCB	December 2016
4. Support victims to break away from sexual exploitation and recover from their experiences	Develop a model of best practice to support young people who are being sexually exploited	Interim Lead Manager for CSE, Children's Services	April 2016 onward
	Promote and audit the application of the All Wales CSE Protocol including use of Multi Agency Child Sexual Exploitation Meetings	Interim Lead Manager for CSE, and Lead Officers in partner agencies	SYSTEM IN PLACE – ONGOING ACTION
	Promote a proactive response to children 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
5. Disrupt and prosecute perpetrators	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

Tel: 02920 642 800

Email: cardiffandvalelscb@cardiff.gov.uk

www.cardiffandvalelscb.co.uk

DDIM YN EIN DINAS NI. DDIM I'N PLANT NI.

Mae Camfanteisio'n Rhywiol ar Blant yn drosedd ac yn gamdriniaeth

Mae'n digwydd mewn mannau
cyhoeddus fel gwestai,
tafarndai, clybiau, siopau
bwyd cyflym, tacsis,
parciau a chartrefi pobl.

Os gwelwch chi
rywbeth amheus...

dywedwch wrth rywun!

#dywedwchcse

Galwch yr Heddlu ar **101** neu Crime Stoppers ar **0800 555 111**

Os yw rhywun mewn perygl gwirioneddol ffoniwch **999**

Pwynt Mynediad Plant: **02920 536490**



NOT IN OUR CITY. NOT TO OUR CHILDREN.

Child Sexual Exploitation is child abuse and a crime

It happens in public places like hotels, pubs, clubs, takeaways and fast food outlets, taxis, parks and people's homes.

If you see something that doesn't seem right...

pass it on!

#passitoncse

Call Police on **101** or Crime Stoppers on **0800 555 111**

If someone is in immediate danger call **999**

Children's Access Point: **02920 536490**



This page is intentionally left blank

**CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL****CABINET MEETING: 13 OCTOBER 2016**

CARDIFF HOUSING STRATEGY 2016-2021**REPORT OF DIRECTOR COMMUNITIES, HOUSING &
CUSTOMER SERVICES****AGENDA ITEM: 5**

**PORTFOLIO: HEALTH, HOUSING AND WELLBEING (COUNCILLOR
SUSAN ELSMORE)****Reason for this Report**

1. To seek approval of the new Cardiff Housing Strategy 2016-21 (Appendix A).

Background

2. Cardiff's existing Housing Strategy covers the period 2012-17. The date for revising the Strategy has been brought forward by 1 year however, to reflect changes in legislation, UK Government policy and strategic direction.
3. As the over-arching housing strategy for Cardiff, this document sets the strategic direction for housing provision and services across all tenures and identifies the key priorities for the Council and partners. The Strategy references the findings of the Local Housing Market Assessment 2015, which was commissioned to provide a robust evidence base for future housing need, to inform the Housing Strategy. The Market Assessment will be updated bi-annually in accordance with Welsh Government requirements.

Issues

4. The Strategy has been developed in a time of increasing housing need and reducing resources. The document therefore focuses on prioritising and meeting the housing needs of the most vulnerable.
5. It also responds to recent Welsh Government legislation including the Housing (Wales) Act 2014, Social Services and Well-being (Wales) Act 2014, Well-being of Future Generations (Wales) Act 2015, and Renting Homes (Wales) Act 2016 and changes in UK Government policy, specifically around welfare reform.

6. The Strategy supports all 4 of the Council's key priorities, with the main emphasis being on supporting the vulnerable. The Strategy reflects the city's aim to be Europe's most liveable city, and seeks to contribute to the Corporate Plan and key themes of the Well-being of Future Generations Act.

Vision and Key Aims

7. A vision for the Strategy has been set out as follows:

We aim to deliver the best housing outcomes for the people of Cardiff, working together with our partners to ensure that all our citizens can access high quality, affordable and sustainable homes

This vision is supported by 4 Key Aims, each aim is represented by a separate chapter within the Strategy. These aims are as follows:

- To develop a full understanding of housing need in the city (Housing Need)
 - To take a coordinated and evidence based approach to developing and improving homes in Cardiff (Homes)
 - To ensure that the housing needs of the most vulnerable are met (People)
 - To improve neighbourhoods and help build stronger communities (Communities)
8. The Strategy focuses on meeting the needs of the most vulnerable in the community and the Equalities Summary (page 42) and Accessible Services Summary (pages 43-44) set out the actions to be taken to support the vulnerable and ensure equal access to housing.
 9. The Strategy sets out a number of ambitious activities to be undertaken by the Council and partners over the next 5 years, listed as 'We Will' commitments. A summary of these actions can be found on pages 45 to 46.
 10. A separate action plan will be developed and a monitoring framework established to track progress against these commitments. It is proposed that this take the form of an annual report card, with activities identified through a RAG system.

Consultation

11. The Strategy has been developed with input from RSL partners and consultation has been undertaken with over 100 stakeholders from the public, private and third sectors.
12. The Strategy was also considered by the Community and Adult Social Services Committee on 6th July 2016, a copy of the Committee's letter and response can be found at Appendix B. Changes made as a result of the scrutiny include:

- reference to the findings of the Local Housing Market Assessment on the housing needs of BME Communities
- reference to the Council's Strategic Equality Plan 2016-2020
- reference to the importance of design in delivering high quality, sustainable, affordable housing.

The Strategy has been amended to reflect these comments and in particular the Equalities section has been considerably strengthened.

13. All Ward Members have been consulted on the Housing Strategy.
14. A number of comments were received during the consultation from a range of partners. These were generally positive, and changes were made as a result to enhance the strategy. A summary of these comments and the changes made can be found at Appendix C.
15. An Equalities Impact Assessment has been carried out and can be found at Appendix D.

Reason for Recommendation

16. The Cardiff Housing Strategy 2016-2021 ensures that the Council has current and relevant strategic plans in place to address housing issues across all tenures.

Financial Implications

17. There are no direct financial implications arising from this report. The report lists a number of aims which will have financial implications. These will need to be delivered within existing financial resources or additional funding be identified before these are implemented. The effectiveness of new and existing policies will need to be continually monitored to feed into future updates of the Strategy and to ensure that the use of resources is effective and sustainable, given current and future restraints on resources.

Legal Implications (including Equality Impact Assessment where appropriate)

18. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. standing orders and financial regulations; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.
19. The Council has an allocation policy in accordance with Part VI of the Housing Act 1996. The scheme has been framed so as to secure that reasonable preference is given to

- i) People who are homeless (within the meaning of Part II of the Housing (Wales) Act 2014
 - ii) People who are owed a duty under sections 66, 73 or 75 of the Housing (Wales) Act 2014
 - iii) People occupying insanitary or overcrowded housing or otherwise living in unsatisfactory housing conditions
 - iv) People who need to move on medical or welfare grounds
 - v) People who need to move to a particular locality where failure to meet that need would cause hardship
20. The Council have a duty to carry out a homeless review and formulate a homeless strategy under Part II of the Housing (Wales) Act 2014.
21. The Council have a duty to carry out an assessment of the accommodation needs of Gypsies and Travellers residing in or resorting to its area under Part III of the Housing (Wales) Act 2014.
22. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are:
- Age
 - Gender reassignment
 - Sex
 - Race – including ethnic or national origin, colour or nationality
 - Disability
 - Pregnancy and maternity
 - Marriage and civil partnership
 - Sexual orientation
 - Religion or belief – including lack of belief
23. As such a decision to implement the proposal has to be made in the context of the Council's equality act public sector duties.

HR Implications

24. There are no HR implications.

RECOMMENDATION

Cabinet is recommended to approve Cardiff's Housing Strategy 2016-2021 for consideration by Council.

SARAH MCGILL
Director
7 October 2016

The following appendices are attached:

Appendix A – Cardiff Housing Strategy 2016-2021

Appendix B – Letter from Community & Adult Services Scrutiny Committee and response.

Appendix C – Consultation Summary Report

Appendix D – Equality Impact Assessment

The following background paper has been taken into consideration

Local Housing Market Assessment 2015 Final Report

Cardiff

Housing Strategy

2016 - 2021

Page 166



Draft



Page 167



Contents

Chapter	Page
Introduction	4
Housing Need	7
Homes	17
People	27
Communities	36
Equalities Summary	42
'We Will' Summary	45

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg.

Introduction

Cardiff's Shared Vision

Cardiff's vision is *'to be Europe's most liveable Capital City'* - a great place to work and do business; which attracts and retains the best talent; a place where people love to live; and a city of opportunity for everyone, regardless of background.

Being a liveable capital city means achieving the 7 shared outcomes outlined in Cardiff's Single Integrated Plan, "What Matters":

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

The Cardiff Liveable City Report (October 2015) highlights Cardiff's performance against these outcomes, showing where the city is doing well and where improvement is needed.

The 7 shared outcomes contribute to the National Well-being Goals set out in the Well-being of Future Generations (Wales) Act 2015, which requires public bodies to adopt sustainable ways of working to improve the economic, environmental, social and cultural well-being of Wales.

City of Cardiff Council Priorities:



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

This Housing Strategy supports each of these priorities across a range of service delivery areas and indicates how Housing can contribute to the Liveable City agenda over the next 5 years, whilst also preparing a longer-term approach to planning.

Strategic Links

The Strategy acknowledges the priorities outlined in the Welsh Government's national planning policy, housing and homelessness strategies.

It also responds to recent Welsh Government legislation including the Housing (Wales) Act 2014, Social Services and Well-being (Wales) Act 2014, and Renting Homes (Wales) Act 2016, together with changes in UK Government policy, specifically around welfare reform.

Introduction

This Housing Strategy for Cardiff 2016-2021 sets out how the City of Cardiff Council and its partners will shape and deliver future housing services and provision across the city.

Vision

We aim to deliver the best housing outcomes for the people of Cardiff, working together with our partners to ensure that all our citizens can access high quality, affordable and sustainable homes.

The Strategy has been developed in a time of challenges: new legislative duties on local authorities, continuing austerity leading to unprecedented budget cuts and an increasing demand for services.

Recognising these challenges, 4 key aims have been identified.

Key Aims

- ⇒ **To develop a full understanding of housing need in the city (*Housing Need*)**
- ⇒ **To take a coordinated and evidence based approach to developing and improving homes in Cardiff (*Homes*)**
- ⇒ **To ensure that the housing needs of the most vulnerable are met (*People*)**
- ⇒ **To improve neighbourhoods and help build stronger communities (*Communities*)**

Each key aim is addressed through a separate chapter under the headings of:

- ⇒ ***Housing Need***
- ⇒ ***Homes***
- ⇒ ***People***
- ⇒ ***Communities***

Partners

Key to the success of any strategy is partnership working. The Council is fortunate to have a wealth of partners who share the same values and priorities, including:

- ⇒ local Housing Associations (known as Registered Social Landlords);
- ⇒ private landlords and letting agents;
- ⇒ third sector support providers;
- ⇒ statutory partners operating in the city including Health, Probation, Police and Fire Service;
- ⇒ Welsh Government.

Monitoring the Strategy

This Strategy sets out a number of ambitious activities to be undertaken over the next 5 years. These are listed as 'We Will' commitments throughout the document and are summarised on pages 45-46. A separate action plan will be developed and continually monitored with partners to inform an annual report of progress published each year.

Whole System Approach

It is recognised that aspects of the housing system overlap and that addressing one aspect can have implications for other factors. This Strategy has been developed using a 'whole system' approach that acknowledges this complexity, as shown in the following diagram:



Housing Need

To develop a full understanding of housing need in the city



Understanding housing need in the city

Local Housing Market Assessment Findings

In 2015, the Council commissioned a Local Housing Market Assessment (LHMA) to understand the nature and level of housing demand and need within Cardiff. Over 13,000 households were surveyed and secondary data, including population forecasts and Census data, was analysed as part of the assessment.

Demographic Change

Welsh Government 2011-based projections identify 142,802 households in Cardiff in 2011, rising to 201,792 by 2036, an increase of 41.3%. Average household size will reduce from 2.33 to 2.21 over the same period.

Tenure Profile

2011 Census data shows that the owner-occupier market has reduced since 2001 from 69.2% to 59.2% of the city. Private renting has almost doubled from 11.1% to 21.9%. The private rented sector is now larger than the social sector, which has remained at around 17%.

Dwelling Type

31% of dwellings are terraced houses, 29% are semi-detached houses, 26% are flats and 14% are detached houses (2011 Census). The majority (72%) of social sector properties have 1 or 2 bedrooms, whilst in the private sector 66% of properties have 3 or more bedrooms.

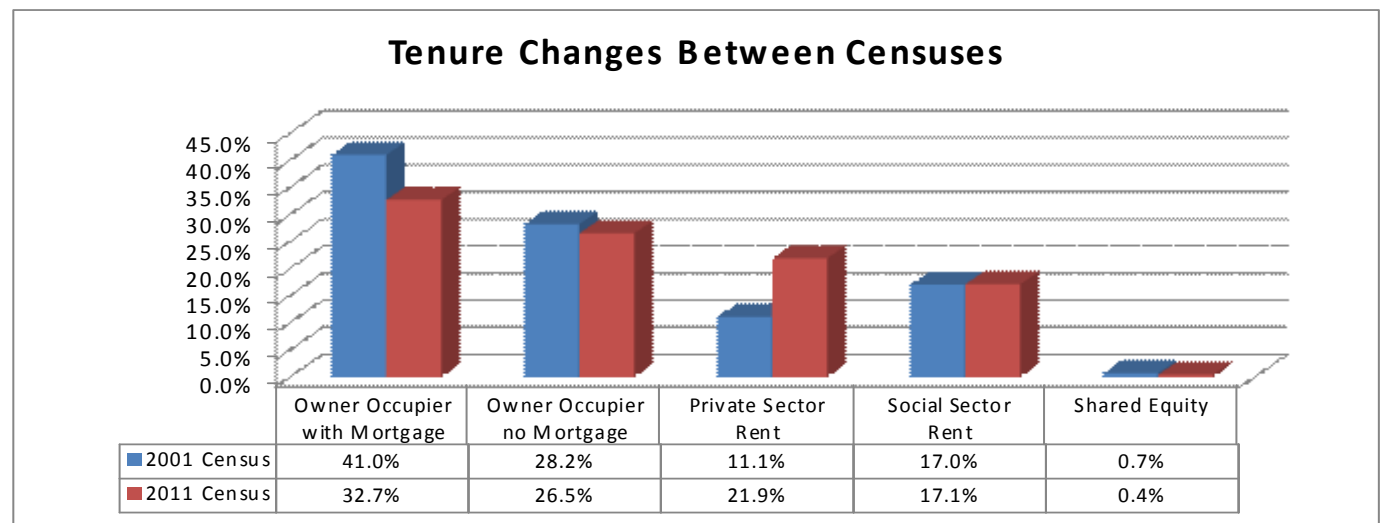
House Prices and Rental Values

The average price paid for a detached property in Cardiff was £341,177; a semi-detached cost £218,066; a terraced property cost £179,879 and a flat cost £142,888 (Land Registry 2014). The average private rent per month was £559

for a 1 bedroom property, £689 for 2 bedrooms and £857 for 3 bedrooms. This compares to Local Housing Allowance rates of £450 (1 bedroom), £550 (2 bedrooms) and £650 (3 bedrooms).

Household Income and Affordability

39% of existing households have annual incomes below £20,000, rising to 50% for concealed households (people living within a household wanting to form a separate household, for example adult children living with parents). 51% of existing households earn below the UK average of £26,135 per annum (63% for concealed households).



Understanding housing need in the city

The following table shows the single income thresholds required to purchase entry level (lowest quartile) properties in Cardiff, based on a 95% mortgage and lending ratio of 3.5 times gross income.

Entry Level Sales – Income Thresholds (£)		
	Sales Level	Income Threshold
1 bed flat	£85,000	£23,100
2 bed flat	£105,000	£28,500
3 bed terrace	£120,000	£32,600

Source: LHMA March 2015

The thresholds for renting entry level properties (based on rent at 25% of gross income) are shown below:

Entry Level Rents – Income Thresholds (£)		
	Rent Level	Income Threshold
1 bed flat	£495	£23,800
2 bed flat	£650	£31,200
2 bed terrace	£650	£31,200

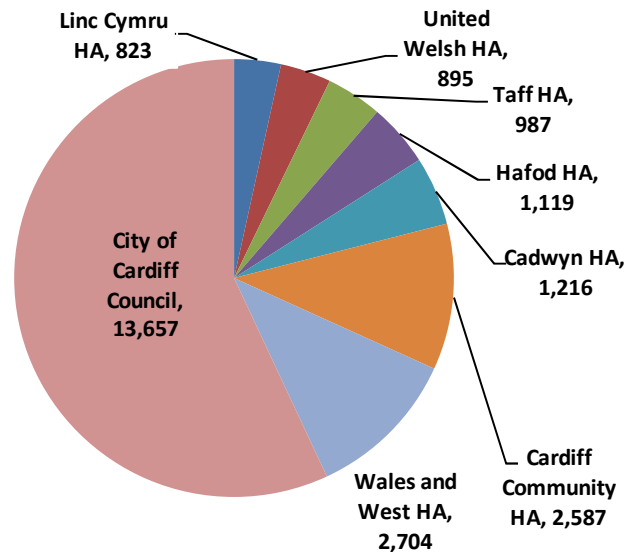
Source: LHMA March 2015

We Will: Update and refresh the Housing Market Assessment data.

Availability of Social Housing

Stock Levels

The Council and 7 partner Housing Associations have in total almost 24,000 units of social rented accommodation.



Social stock is predominantly located in outlying parts of the city. Demand for all wards is high and opportunities to develop affordable housing across Cardiff are always being explored. New units are planned for the more popular wards adjacent to the city centre.

Lets

Between the 8 social landlords, an average of 1,644 lets are made each year. Targets are applied to the 3 sub-lists (Homeless, Beneficial Transfer and General) of the Cardiff Housing Waiting List to reinforce movement and maintain social stability by ensuring that a mix of households in different situations are rehoused.

Cardiff Housing Waiting List

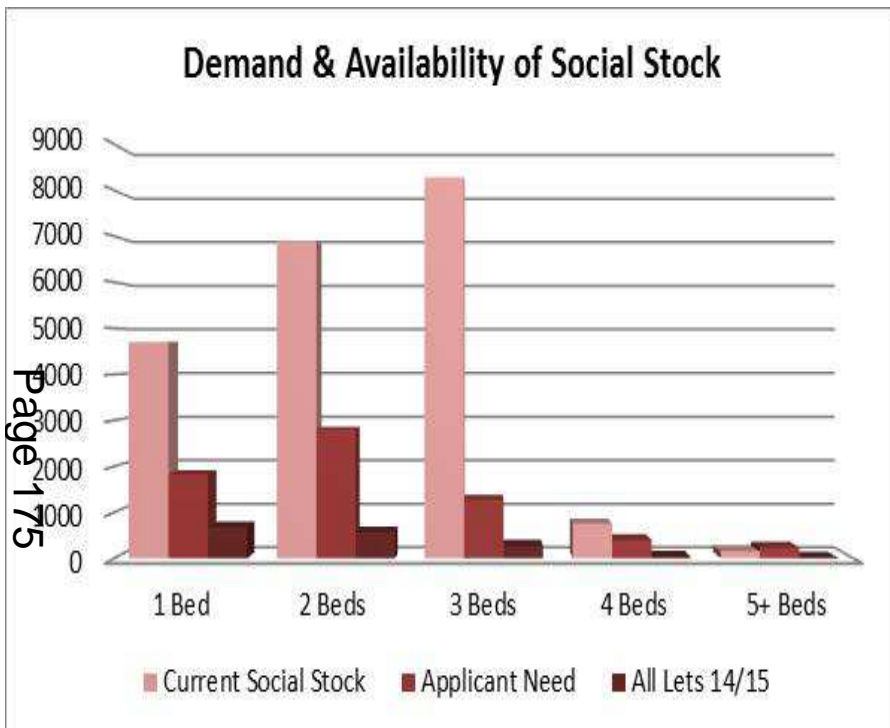
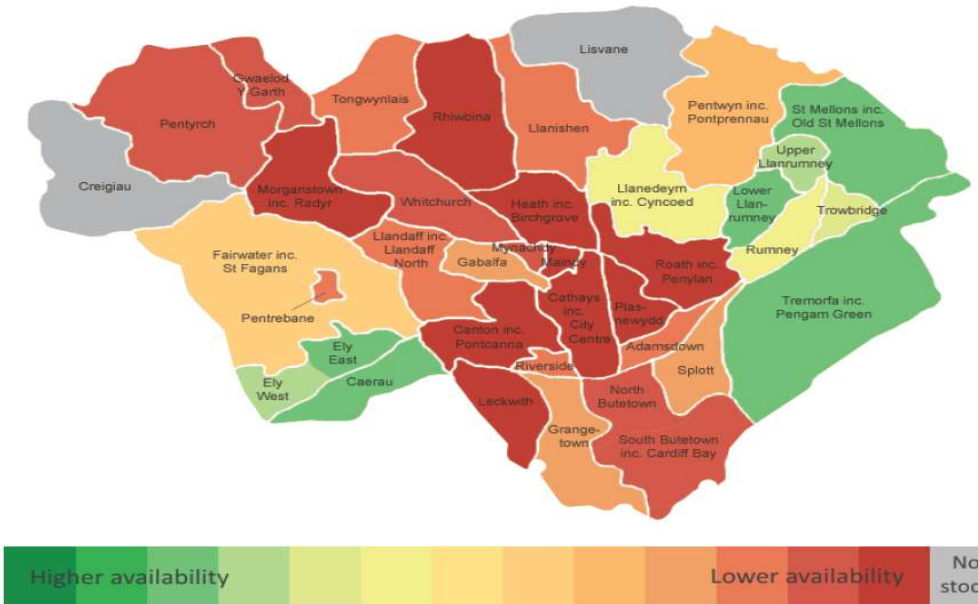
The Council and local RSLs operate a common waiting list for social housing, from which suitable applicants are offered available properties.

For those wanting to join the list, applicants must first attend a Housing Application Interview where all suitable housing options are explained, including joining the waiting list. On average 69 Housing Application Interviews are undertaken each week, with 89% accepted onto the waiting list. A quarter of applications are from existing social tenants wanting to transfer properties.

Understanding housing need in the city

Maps showing the availability of different types and sizes of accommodation are used to give informed advice (see right for an example).

Family Need : 3 bed - household with child under 16



The chart above shows the current stock levels by number of bedrooms, compared to the bedroom need of applicants on the waiting list and turnover in 2014/15.

The joint Cardiff Housing Allocation Scheme prioritises applications based on housing need and a local connection to Cardiff. All applications are placed within a Band in date order as shown in the table on the right:

Band	%	Number
Immediate	0.3%	38
Band A - urgent need with local connection	6.4%	577
Band Bi - high need with local connection	9.4%	991
Band Bii - medium need with local connection	33.6%	3487
Band C - urgent need, no local connection	0.0%	0
Band Di - high need, no local connection	0.4%	54
Band Dii - medium need, no local connection	2.7%	269
Band E - no need with local connection	43.4%	3856
Band F - no need, no local connection	3.8%	300
TOTAL	100%	9572

Understanding housing need in the city

The Housing Waiting List is comprised of households with differing housing needs. These include applicants who:

Are homeless

The Council has accepted a duty to rehouse 221 households.

Are living in unsatisfactory housing conditions

- 2765 households (29% of the waiting list) are overcrowded.
- 489 households (5% of waiting list) need to downsize and are on the Beneficial Transfer sub-list.

Need to move on medical or welfare grounds

- 2477 households (26% of the waiting list) have a medical need.
- 1621 households (17% of the waiting list) need ground floor / lift accessible accommodation.
- 549 households on the Cardiff Accessible Homes list (89% of these also on General List).

Need to move to a particular area to avoid hardship

Including people fleeing domestic abuse or affected by anti-social behaviour.

Those registered in Bands E and F have no identified housing need and account for almost half of the waiting list. 7% of all applicants have no local connection.

The joint Allocation Scheme is amended as necessary informed by new policy and legislation such as ongoing welfare reforms and operational experience.

Older People

Cardiff has an ageing population, with implications for the required amount, type and location of older people's housing. Currently there are almost 2000 applicants on the Housing Waiting List aged over 50 wanting social housing.

The majority need 1 bedroom properties but 5% require 2 bedrooms and 990 require ground floor or lift accessible accommodation. 151 of these applicants will release larger social properties.

A survey of these applicants in 2014 highlighted the following information (see table). Respondents identified that the most common reasons for wanting to

Current Waiting List Applicants Aged 50+	Age 50-59	Age 60-69	Age 70-79	Age 80+
Own their own home	6%	12%	17%	28%
Rent privately	37%	25%	11%	13%
Rent social housing	34%	38%	49%	47%
Have adaptations	13%	23%	36%	40%
Receive support	25%	23%	27%	23%
Interested in	84%	88%	79%	70%
Interested in sheltered	27% (but are not eligible)	40%	48%	68%

move were poor health, difficulty with stairs, to live near friends and family and to be with people their own age thereby avoiding isolation.

All available data on both need and older persons stock is currently being collated to inform discussions with partners on how best to address the housing needs of this client group.

We Will: Develop an Older Persons Accommodation Strategy for Cardiff.

Understanding housing need in the city

Under-Occupation / Over-Crowding

Under-Occupation and Over-Crowding		
Tenure	Under-occupied	Over-crowded
Owner occupied with mortgage	45.3%	3.5%
Owner occupied without mortgage	63.4%	0.7%
Private Rented	9.6%	4.0%
Council Rented	12.5%	8.1%
RSL Rented	3.1%	7.6%
All Stock	35.6%	3.7%

The above table shows the findings of the Local Housing Market Assessment on occupation of accommodation by tenure. Around 2,000 social rented family units with 2 or more spare bedrooms were identified - an under-occupation level of 12.5% or 1,673 properties in Council stock, and 3.1% or 324 properties in Housing Association stock.

The number of over-crowded households in the social rented sector was identified as 1,890. Over-crowding affected 10.9% of Cardiff's BME households, compared to 3.7% of the whole population.

Tackling Under-Occupation

Under the first phase of welfare reforms a total of 4,194 social tenants of working age were identified as being affected by the 'bedroom tax'. 396 of these households are currently on the Housing Waiting List looking to downsize.

The Council and RSLs have used Discretionary Housing Payments (DHPs) to support affected households by contributing towards the shortfall in rent whilst waiting for an offer of housing.

Between January and December 2015,

750 offers of smaller social housing were made. However, many tenants are reluctant to move and have refused suitable offers. This has resulted in the DHP being withdrawn, leaving some households accruing rent arrears.

We Will: Continue to work with RSL partners to develop solutions to address under-occupation.

In addition, 16% of applicants on the Common Waiting List aged over 50 have identified a wish to downsize. Many are not affected by the bedroom tax but could free up larger accommodation for those in housing need or over-crowded.

We Will: Offer incentives and attractive accommodation to older people who can downsize.

Tackling Over-Crowding

Currently 28% of households on the Housing Waiting List are over-crowded; the majority require 1 or 2 extra bedrooms but some are extreme cases requiring an extra 3 or 4 bedrooms.

Understanding housing need in the city

The Allocation Scheme has been revised to prioritise the most severely over-crowded households, however other solutions need to be explored. Potential options could include:

⇒ **Assisting over-crowded households to move to larger accommodation by offering realistic solutions:** help to access the private rented sector by offering bonds; mutual exchanges.

⇒ **Assisting adult children of over-crowded households to move out:** financial and Into Work advice will be offered as well as bonds.

⇒ **Working to mitigate the impact of overcrowding where a move is not possible:** provision of bunk beds and storage facilities to free up space within the home.

We Will: Implement an action plan to assist over-crowded households, having regard to the needs of BME households.

The Scheme will be revised accordingly to ensure that those in greatest housing need are given the necessary priority for re-housing. The impact on available lets will need to be monitored.

Reviewing Social Care Priorities

Learning Disabilities

Over the period 2015 to 2020 approximately 175 additional Learning Disability service users will require accommodation and support.

10 service users per year will require bed spaces in shared housing as part of the 'Closer to Home Project', which aims to return service users from existing out of county residential placements and avoid future placements outside Cardiff.

25 service users per year will require move-on housing (core and cluster model) from supported living, family homes with older carers and the Emergency Accommodation Scheme.

Cardiff Accessible Homes Waiting List

There are currently 510 households waiting for adapted social properties; (many with disabled children). In 2014/15 most lets were 1 bedroom properties:

	Adapted Property Lets 2014/15				
	1 bed	2 bed	3 bed	4 bed	Total
Bungalow	13	7	0	1	21
Flat	70	33	0	0	103
House	3	7	23	4	37
Total Lets	86	47	23	4	161
Need	150	200	130	30	510

A review of the Cardiff Accessible Homes project is underway with partner RSLs. This will evaluate how best to manage households with specific medical needs; there are currently 1621 households on the Common Waiting List with a need for either ground floor or lift accessible accommodation.

We Will: Review the way that accessible housing is allocated to best meet needs.

Understanding housing need in the city

Reviewing Homelessness

Rough Sleeping

Cardiff has a variety of services to assist those who 'sleep rough' in doorways, parks or other vulnerable settings. During 2015/16, the weekly average of rough sleepers was 42. This high figure is due in part to the increase in European Economic Area (EEA) nationals who can claim Job Seekers Allowance but not Housing Benefit to pay for accommodation, due to a change in legislation in January 2014.

Over the year Cardiff has on average 15 long-term rough sleepers who either refuse, or are too chaotic, to access provision. Outreach teams are engaging with these individuals regularly.



Homelessness Legislation

With the changes to homeless legislation brought in by Part 2 of the Housing (Wales) Act 2014, local authorities have a number of new duties to help anyone seeking housing advice and assistance. Since its introduction, Cardiff has met these new duties in the following ways:

Duty to Provide Advice and Assistance:

The Council has a duty to provide advice and assistance to anyone including persons from abroad. Since the inception of the legislation on 28th April 2015, 3,373 clients have approached the Housing Options Centre for advice and assistance.

Duty to Prevent Homelessness:

The Council is required to work with clients to try and prevent homelessness or secure alternative accommodation. There is no time limit on how long prevention work can be carried out for. Personalised action plans detail what each party can do to try and resolve the client's housing situation. To date 528 households have been assisted, with 61% achieving a positive final outcome.

Duty to Help to Secure Accommodation:

Where homelessness cannot be prevented, the Council must assist households in finding suitable alternative accommodation, and where necessary offer interim housing. The duty to help to secure alternative accommodation has been accepted for 1330 clients; 94 of these have been assisted into the private rented sector.

Duty to Secure Accommodation:

This includes discharging duty into either private or social housing for those deemed in priority need. Many remain in interim accommodation whilst housing is being sourced. The duty to secure accommodation has been accepted for 392 clients in 2015/16.

We Will:

- Develop a new Homelessness Strategy for Cardiff following a full needs assessment and review of services.
- Develop an action plan to address rough sleeping in the city.

Understanding housing need in the city

Gypsies and Travellers

Gypsy & Traveller Sites Waiting List

The Council operates two sites: Shirenewton has 59 pitches and Rover Way has 21 pitches. Currently there are 16 households on the waiting list for the Rover Way site and 27 households on the waiting list for Shirenewton. In 2014/15, 2 plots were let on Rover Way (1 to the waiting list and 1 through homelessness) with 2 further lets on Shirenewton (both from the waiting list).

Gypsy & Traveller Needs Assessment

The Council has undertaken an accommodation needs assessment to plan for future site development. This has involved interviewing all current residents of both sites and projecting growth.

Future need has been forecast at 48 additional authorised pitches over the next 5 years, with 72 over the life of the Local Development Plan (LDP) to 2026 (subject to Welsh Government approval). This increases by a further 21 pitches if Rover Way is ultimately replaced. In

addition a need has been identified for a transit site. Discussions are ongoing with other South East Wales Local Authorities to explore a regional solution.

Developing Additional Provision

The Council is undertaking a Gypsy and Traveller site selection process to meet the short and long term need for pitches. This process is referenced in the LDP Monitoring Framework.

We Will: Take forward delivery of additional Gypsy and Traveller sites to meet short and long term need.

Black & Minority Ethnic Households

The Local Housing Market Assessment examined the needs of Cardiff's Black and Minority Ethnic (BME) communities. BME households were found to be more prevalent in the private rented sector and also to experience higher levels of overcrowding than the wider population. No other distinct housing issues were identified by the Assessment.

Assisted Home Ownership

The Council keeps a register of first-time buyers interested in purchasing a part-share (usually 70-80%) of new build properties specifically developed by partner RSLs or private developers.

There are currently 832 households waiting to hear about new schemes or re-sales of existing shared-equity properties, which must be marketed to the register in the first instance. In 2014/15, 6 1-bed new build flats were offered and 12 re-sales were made; 4 1-bed flats, 7 2-bed flats and 1 3-bed house.

We Will: Review additional methods to promote the Assisted Home Ownership Scheme.



Understanding housing need in the city

Assessing Housing Need & Demand

Following official guidance, the Local Housing Market Assessment calculated existing housing need at 10,006 households and annual newly arising need at 2,236 households. This includes those that lack their own accommodation or live in unsuitable housing and who cannot afford to meet their needs in the market.

To meet demand, Cardiff needs to build 2,024 affordable properties per year for the next 5 years.

LHMA March 2015

Demand for Market Housing

The Market Assessment identifies 11,010 existing households planning to move into owner occupied housing and 3,150 planning to move into private rented housing between 2015 and 2018.

2,117 concealed households plan to move into owner-occupation and a further 3,034 into private rented housing.

In-migrant demand over the period is estimated at 10,665, placing total demand for market housing within the City at 29,976 households over the 3 years.

Affordable Housing

The Council regards the following types of housing as affordable:

Social rented housing - provided on the basis of need by the Council or RSLs, with rent levels having regard to Welsh Government guideline and benchmark rents.

Intermediate housing - provided on the basis of need where purchase prices or rents are above those of social housing but below market house prices or rents. In Cardiff this includes:

- ⇒ *Intermediate Rented Housing*, where rent levels are no more than 100% of Local Housing Allowance (inclusive of service charges) in perpetuity.
- ⇒ *Assisted Home Ownership* shared equity model where prices are at least 30 - 40% below market house prices.

Further analysis of local data is needed to determine the type and size of properties required at a ward level. This will ensure the housing needs of the most vulnerable are met, whilst delivering sustainable communities. Housing's role in making Cardiff a liveable city will be explored and a long-term plan established.

We Will:

- Develop a ward by ward assessment of affordable housing need for Cardiff to inform future development.
- Develop a 30 year plan for housing in Cardiff in line with the Liveable Cities agenda.



*To take a coordinated
and evidence based
approach to developing
and improving homes
in Cardiff*



Developing and improving homes in Cardiff

Implementing the Local Development Plan 2016-2026 (LDP)

The LDP sets out a strategy for the delivery of housing growth in the city up to 2026. The key proposals relating to housing are:

- Delivery of 29,201 new dwellings between 2014 and 2026 (6,646 to be affordable)
- 7 housing-led strategic sites by 2026
 - Cardiff Central Enterprise Zone (2,150 dwellings)
 - Gas Works (500 dwellings)
 - North West Cardiff (5,000 dwellings)
 - North of Junction 33 (2,000 dwellings)
 - South of Creigiau (650 dwellings)
 - North East Cardiff (4,500 dwellings)
 - East of Pontprennau Link Road (1,300 dwellings) (See page 21 for map of sites).

In delivering the strategic sites, the LDP aims to respond to evidenced social need through the development of sustainable neighbourhoods, tackling deprivation and improving the quality of life for all.

Measures to achieve this include:

- Providing a range of dwelling sizes, types and affordability
- Providing facilities and infrastructure for existing and new communities
- Supporting regeneration of deprived communities and creating places that encourage social interaction.

The Council uses its Affordable Housing Policy to specify the number of affordable units to be developed on private sites. For the life of the new LDP this will mean that on sites of 5 or more dwellings or 0.1 or more hectares, there will be a requirement for delivery of 30% affordable housing on greenfield sites and 20% on brownfield sites.

“With a series of large scale housing developments at various stages in the planning process, we see Cardiff as the most active development area in Wales. Upgrading local infrastructure to cope is set to be one of the key constraints and challenges.”

Linc-Cymru Housing Association

Delivering Affordable Housing

The Council and partner RSLs are committed to continuing to deliver new affordable housing units to meet need. A 5 year development plan has been prepared to reduce the gap between supply and demand (see next page).

Creative approaches are being taken to facilitate delivery. The Council Land Protocol has been set up to offer sites suitable for affordable housing directly to partner RSLs. Development of these sites may use funding from Welsh Government Housing Finance Grant 2, Social Housing Grant or Planning Gain.

The Land for Housing Scheme is a Welsh Government initiative providing interest-free loan funding to support housing delivery by RSLs through securing a land supply. A total of £12 million Financial Transaction funding was released in 2015/16. The Council has supported RSLs in Cardiff to secure £6,130,000 of this funding, increasing the options available to them to acquire development sites to meet strategic housing need.

Affordable Housing 5 Year Development Plan

Delivery Method	Description	Funding	Anticipated units
Social Housing Grant	This Welsh Government grant is a rolling 3 year programme for local authorities to assist RSLs to develop new social housing. The Council also holds details of further schemes that require identified funding. These 'Reserve Schemes' (totalling £15M) together with further 'Potential Schemes' (totalling £14 M), are used to estimate development opportunities for 2018-2020.	2015/16 - £4.1M 2016/17 - £4.2M 2017/18 - £4.2M 2018/19 - £4.2M 2019/20 - £4.2M	1000 units
Housing Finance Grant 2	A Welsh Government loan facility which can be accessed by RSLs and local authorities for the development of affordable housing in line with Welsh Government development criteria as set for Social Housing Grant. This will not be available until 2017-18, the details of which have not been finalised.	Equivalent capital subsidy of £16.7M	
Page 184 Section 106 planning obligations	Large strategic sites will deliver the agreed mix of affordable and market properties as well as any community infrastructure such as roads, schools etc. Sites will also include the provision of specific accommodation for older persons, Learning Disabilities schemes and adapted housing for physical disabilities. Once negotiated, the delivery of these properties will be at the developer's timescales.	LDP TARGET over plan period 2013-2026. Para 4.153 = 554 affordable housing units pa	2770 units
Planning Gain (off-site contributions)	This will be used to bring forward schemes requiring funding, targeting specialist units or schemes that bring 'additionality'.	£1.7M	c25 units
Housing Partnership Programme	The first 5 years of this 10 year programme will deliver a mix of affordable (40%) and market properties on a package of sites of Council owned land in partnership with Wates.	circa £15M over the 5 year period	250 units
Additional HRA developments and refurbishment schemes	The Council is currently investigating opportunities to finance and undertake a second development programme to deliver new affordable housing. Council funded stock refurbishment schemes will also deliver new affordable housing units. Confirmed schemes include 150 Thornhill Road, Llanishen and Meteor Street, Adamsdown.	Future Planning Gain and potentially HFG2 and HRA Borrowing	c150 units
Re-purchase of flats/properties sold under Right To Buy	A protocol enabling the re-purchase of flats or houses previously sold through Right To Buy, or to purchase properties for specific housing requirements. Properties need to be in areas of demand and suitable for immediate re-let with vacant possession.	HRA Capital funding and Planning Gain	25 units
5 YEAR TOTAL			4220

Health and Social Care 5 Year Development Plan

Scheme type	Description	Proposed Funding	Anticipated units
Learning Disabilities (LD)	Delivery of community living schemes and shared living schemes. This includes properties being delivered for the 'Closer to Home' project and for general LD need, incorporating some new build and some scheme refurbishments.	SHG and HRA Capital	36 flats and 15 bedspaces
	An additional 124 units to be delivered through all available opportunities.	SHG / S106 sites / Planning Gain	124 units
Older Persons	New build scheme as part of the wider Maelfa Regeneration project.	HRA Capital & Planning Gain	30 x 1 bed flats
	General need new build housing schemes developed by RSLs and the Council.	SHG / HFG2 and RSL private finance	c300 flats
Adapted properties	These are required to meet a range of identified needs. There are a number of child priority cases outstanding due to the lack of availability of larger properties that can be adapted.	SHG, HFG2 & HRA Capital/borrowing	Target of 10% of RSL new build per year

Page 18 of 20

Health and Social Care Plan

The Plan outlined above will deliver specialist accommodation to meet identified need. These units will be facilitated through the delivery routes outlined in the 5 year Affordable Housing Development Plan on the previous page.

We Will:

- Deliver the 5 year Housing Development Plan including the Health and Social Care units.
- Investigate other ways of delivering affordable housing using innovative finance models.

Design

All new social housing is required to meet Welsh Government Development Quality Requirements and Welsh Housing Quality Standards, and to be accessible, secure and sustainable. Incorporation of Lifetime Homes and Neighbourhoods for Life principles helps to create inclusive places that people want to live.

The Council is currently developing Supplementary Planning Guidance which will set out the design principles for new residential development in Cardiff.

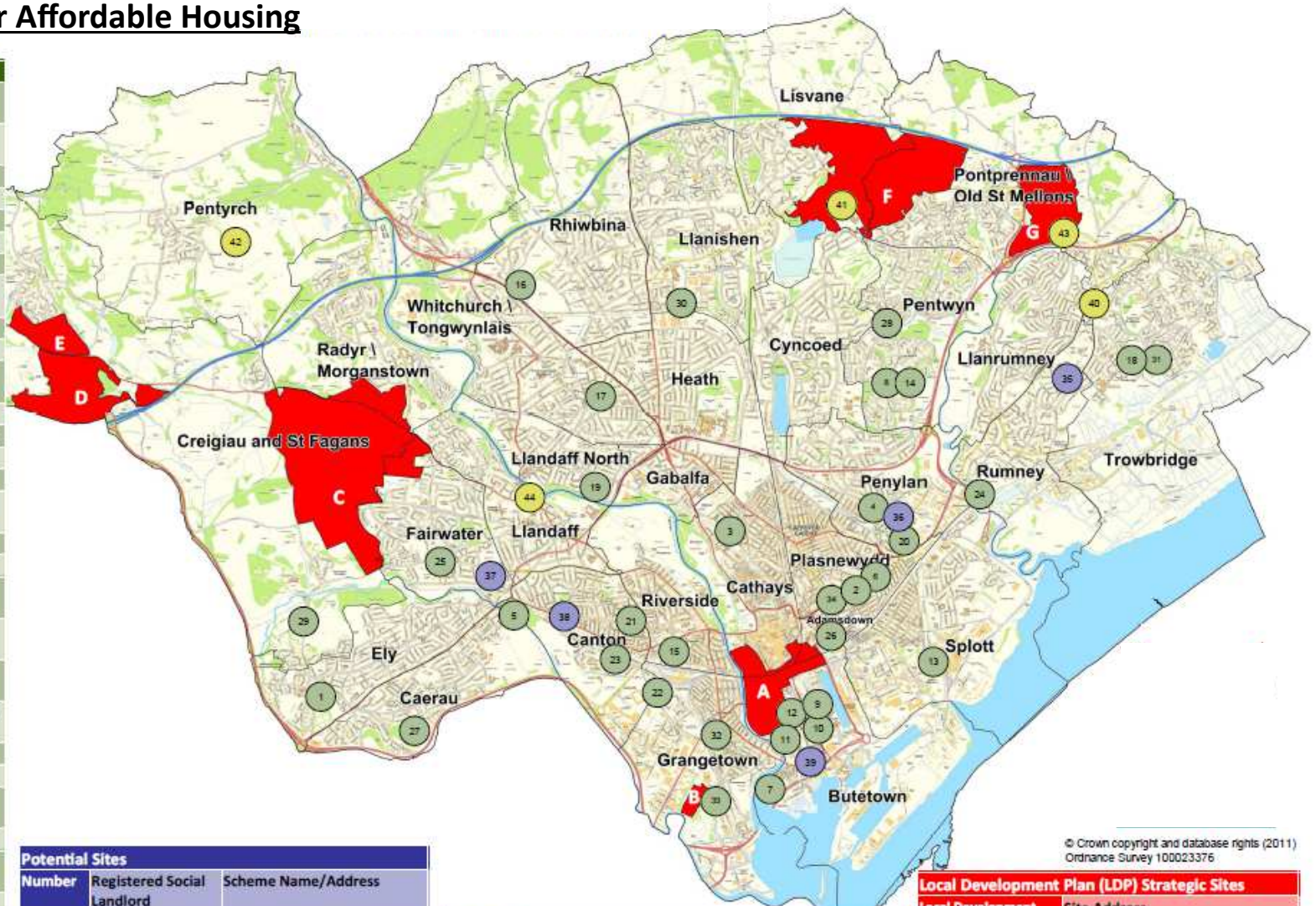
Housing Partnership Programme

The Council is using its Housing Revenue Account to fund development of new Council housing. The Housing Partnership Programme will invest £33million to deliver homes in high demand areas.

Working with Wates Living Space, around 1500 properties will be built on sites totalling 30 hectares, of which 40% will be Council owned. All properties will meet exceptional levels of design, sustainability and energy efficiency. Construction is due to commence in Winter 2016/17.

Anticipated Sites to Deliver Affordable Housing

2015 -2020 Registered Social Landlord Sites		
Number	Registered Social	Scheme Name/Address
1	Cadwyn	Glamorgan Wanderers, Stirling Road
2	Cadwyn	58 Newport Road
3	Cadwyn	Pentyrch Road
4	Cadwyn	122-130 Albany Road
5	Cadwyn	Former Ely Farm, Dyfrig Road
6	Cadwyn	97-103 Newport Road
7	Cardiff Community	Former Hamadryad Hospital Site
8	Cardiff Community	The Maelfa (Phase 1)
9	Cardiff Community	Schooner Way
10	Cardiff Community	Former Brandon Tool Hire, 151 Bute Street
11	Cardiff Community	East Tyndall Street
12	Cardiff Community	Former Hannah Street Church
13	Cardiff Community	Moorland Road
14	Cardiff Community	The Maelfa (Phase 2)
15	Hafod	Former Dorothy Lewis Care Home, Canton Court
16	Hafod	81 Pantmawr Road
17	Hafod	2 Mervyn Road
18	Hafod	Former Trowbridge Health Centre, Hendre Road
19	Hafod	Cathedral View, Gabalfa Avenue
20	Linc Cymru	Former Bronte Hostel, Newport Road
21	Taff	Former Canton Police Station, Cowbridge Road East
22	Taff	Clos Parc Morganwg
23	Taff	Church @ Broad Street
24	United Welsh	Former Cardiff Roofing Supplies, New Road
25	United Welsh	Gorse Place
26	United Welsh	Former Rumpoles Public House, Moira Terrace
27	United Welsh	Cwrt yr Ala
28	United Welsh	Former Dome Community Centre, Brynheulog
29	United Welsh	Clos y Cwarra
30	Wales & West	Chiltern Close
31	Wales & West	Former Hendre Public House, Hendre Road
32	Wales & West	St Paul's Church, Paget Street
33	Wales & West	Land off IKEA/Clive Lane
34	Wales & West	Former Blue Dragon, Newport Road



© Crown copyright and database rights (2011)
Ordnance Survey 100023376

Potential Sites		
Number	Registered Social Landlord	Scheme Name/Address
35	Cardiff Community	St John's College, Greenway Road
36	Cardiff Community	Fford Nowell
37	Hafod	454 Western Avenue
38	Taff	CVC Car Sales, Cowbridge Road East
39	Wales & West	James Street Butetown

s106 Sites		
Number	Registered Social	Site Address
40	Cardiff Community	Tyn Y Gollen
41	Various	Land North & East of Lisvane (Churchlands)
42	Hafod	Heol Goch
43	Wales & West	Land East of Church Road & North & South of Bridge Road (St Ederyns)
44	Taff	BBC Wales, Llantrisant Road

Local Development Plan (LDP) Strategic Sites	
Local Development Plan (LDP) sites	Site Address
Site A	Cardiff Central Enterprise Zone
Site B	Former Gas Works, Ferry Road
Site C	North West Cardiff
Site D	North of Junction 33 on M4
Site E	South of Creigiau
Site F	North East Cardiff (West of Pontprennau)
Site G	East of Pontprennau Link Road

Anticipated Housing Partnership Programme Sites

HPP Portfolio & First Phase Sites

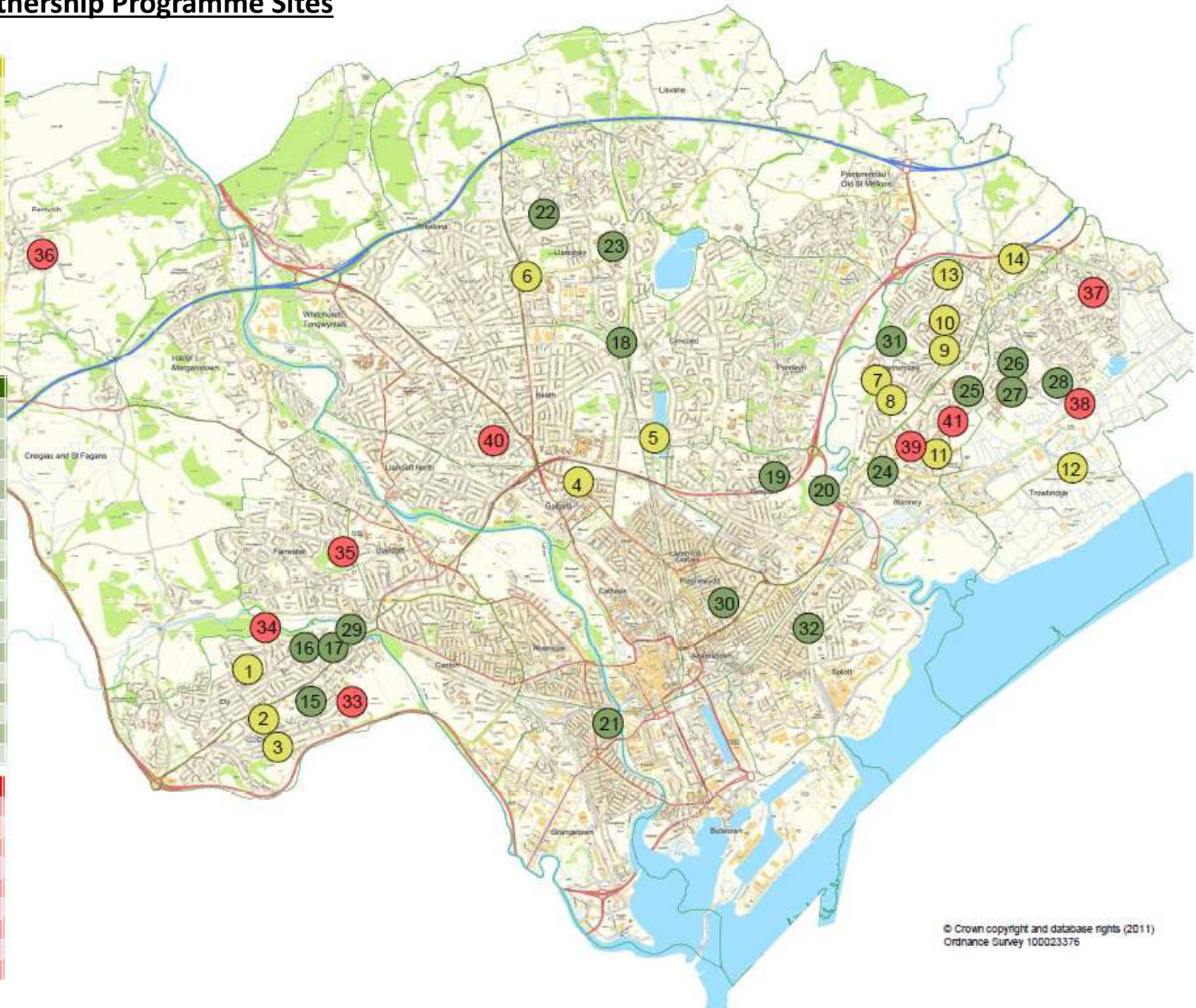
- 1 Snowden Road & Wilson Road, Ely
- 2 Ty Newydd, Caerau
- 3 Heol Trenewydd, Caerau
- 4 Briardene, Gabalfa
- 5 Highfields, Heath
- 6 Walker House, Llanishen
- 7 Braunton Crescent, Llanrumney
- 8 Clevedon Road, Llanrumney
- 9 Llanrumney Depot
- 10 Llanrumney Housing Office
- 11 Llandudno Road & Pwllheli Court, Rumney
- 12 Willowbrook West, St Mellons
- 13 Honiton Road, Llanrumney
- 14 Ty-To Maen, Old St Mellons

Second Phase Sites

- 15 Caldicot Road, Caerau
- 16 Highmead Road, Ely
- 17 Ely Housing Office & Library
- 18 Fishguard Road, Llanishen
- 19 Ty Mawr, Southminster Road, Penylan
- 20 Howardian Centre, Penylan
- 21 Rutland Street, Grangetown
- 22 Templeton Avenue, Llanishen
- 23 65 Ty Glas Avenue, Llanishen
- 24 Cae Glas, Rumney
- 25 Trowbridge Childrens Centre, Rumney
- 26 Brookfield Drive/Tarwick Drive, St Mellons
- 27 Menai Way, Trowbridge
- 28 Trowbridge Green
- 29 Cherrydale Road, Ely
- 30 Croft Street, Roath
- 31 Llanrumney High School
- 32 Star Centre, Splott

Third Phase Sites

- 33 Penally Road, Caerau
- 34 22-36 Frank Road, Ely
- 35 38 Gorse Place, Fairwater
- 36 Heol Danyrodyn, Pentyrch
- 37 Crumlin Drive, St Mellons
- 38 Area 11, St Mellons
- 39 Letterston Road/Caer Castell Place, Rumney
- 40 Mynachdy Centre, Llandaff North
- 41 Rumney High School, Rumney



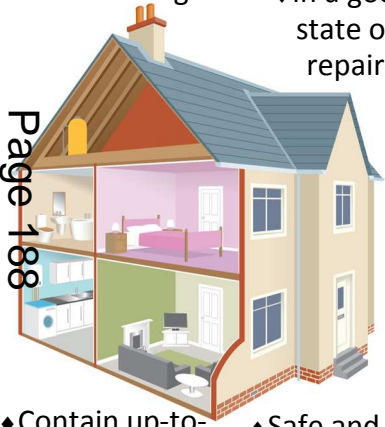
page 187

Developing and improving homes in Cardiff

Improving Social Sector Homes

The Welsh Housing Quality Standard (WHQS) developed by the Welsh Government sets a common target for the condition of housing. The aim is to provide homes that are:

- ◆ Well managed
- ◆ In a good state of repair
- ◆ Located in attractive, safe environments
- ◆ Adequately heated, fuel efficient and well insulated
- ◆ As far as possible suited to specific household requirements (e.g. around disabilities).
- ◆ Contain up-to-date kitchens and bathrooms
- ◆ Safe and secure



All social housing in Cardiff meets the WHQS. The focus now is on maintaining the Standard and addressing the number of 'acceptable fails'. Social landlords are required to have policies in place to verify ongoing compliance.

We Will: Carry out annual review of WHQS compliance.

Energy Efficiency

The Standard Assessment Procedure (SAP) is the methodology used by the Government to assess and compare the energy and environmental performance of dwellings. The average SAP rating for social housing stock in Cardiff is 75 (against a WHQS target of 65 or above).

60% of the Council's stock was built before the mid-1960's. An element of this housing was built using non-traditional methods such as steel frames and 'no-fines' cast concrete shells. Generally partner RSL stock is younger, benefitting from modern design and 'Fabric First' energy performance measures.

Energy efficiency works undertaken by social landlords include replacement windows and doors, heating upgrades and loft insulation. Larger scale schemes include solar panels, external wall insulation and over-cladding.

Initiatives are also in place to maximise the benefits to tenants in terms of

reducing fuel bills, tackling fuel poverty and achieving affordable warmth. The Council is targeting its lowest SAP rated properties, undertaking visits to explain the benefits of, and encourage take-up of, energy efficiency improvements.

Case Study - Whole House Approach

Wales and West Housing Association has specialist staff to advise residents on energy usage and energy-related debt. They have developed a whole house approach involving full property assessments, recommending physical improvements and behavioural changes.

New homes built through the Council's Housing Partnership Programme will be energy efficient, sustainable and affordable to heat. There will also be a trial development of houses built to 'PassivHaus' standards. These innovative properties will use minimal energy for heating and cooling.

We Will: Evaluate the efficacy of the PassivHaus model for future developments.

Developing and improving homes in Cardiff

Improving Homes in the Private Rented Sector

The Council has powers to address standards in the private rented sector which impact on the health and safety of tenants; progressing from informal action to statutory notices and ultimately prosecution. The Housing Health and Safety Rating System is used to assess the degree and likelihood of harm from reported issues such as dampness; excess cold; lack of space and poor hygiene.

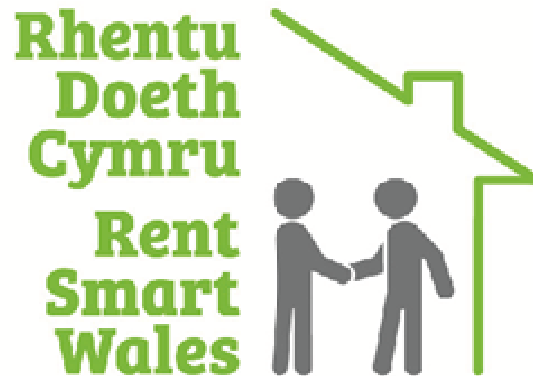
Hazards are scored and classified as being Category 1 (mandatory action required) or Category 2 (discretionary action); Cardiff has decided to always act upon Category 2 hazards of fire, security, structural collapse and falling elements.

Other than the wards where Additional Licensing has been introduced, the overall condition of properties in the sector has not been assessed since 2005.

We Will: Undertake a private sector stock condition survey by 2021.

Rent Smart Wales

Part 1 of the Housing (Wales) Act 2014 places new obligations on private landlords to register themselves and the addresses of their rental properties with Cardiff Council, acting as the designated Licensing Authority for Wales. The Council will administer this work through a new service called Rent Smart Wales.



Rent Smart aims to secure better protection for private tenants through improved property management practices.

All rental properties must have a licensed landlord and/or agent to undertake

letting and management tasks. To obtain a licence, applicants must be deemed 'fit and proper' and undertake approved training. Once licensed, they must comply with a Welsh Government approved letting and management Code of Practice. It is estimated that more than 15% of Welsh private sector landlords operate in Cardiff, which has 17% of the private rented sector stock.

It is recognised that Rent Smart will have important implications for Regulatory Services across Wales. Councils will not only be responsible for promoting and enforcing the scheme's licensing provisions, but will also absorb the anticipated extra demand for action from tenants on poor housing conditions.

We Will: Work in partnership with Rent Smart Wales and other Councils to develop a consistent and effective private sector housing enforcement approach across Wales.

Developing and improving homes in Cardiff

Houses in Multiple Occupation (HMO) Licensing

All private properties with 5 or more occupiers and 3 or more storeys must have a HMO licence. This ensures that landlords are fit and proper persons, properties are well-managed and hazards are addressed. The Council has licensed 900 such properties in Cardiff.

The Housing Act 2004 enables the Council to extend licensing to other HMOs. An Additional Licensing Scheme operated in Cathays between 2010-15, ensuring an additional 1,664 properties were licensed. This Scheme has been extended for another 5 years. A Scheme also operates in Plasnewydd. This will, in conjunction with the Cathays Scheme, bring around 50% of the City's 8,000 HMOs under effective licensing control.

We Will: Evaluate the operation of the HMO Additional Licensing schemes and consider the case for extending city-wide.

Returning Empty Properties to Use

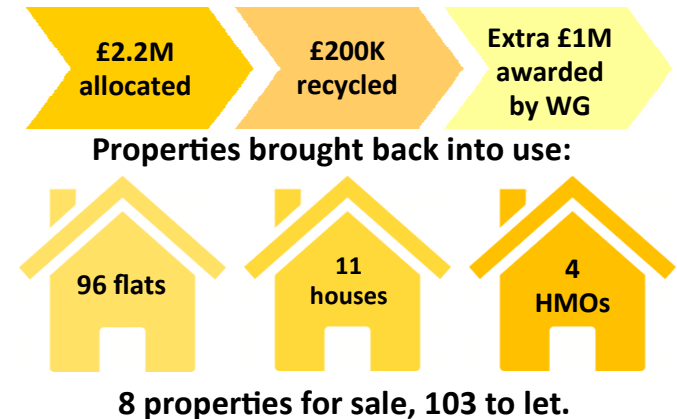
Of the approximate 4,000 privately-owned empty dwellings in Cardiff, 1,300 have been vacant for over 6 months. These properties are a wasted resource and also attract anti-social activity and impact on the appearance of the area.

The Council works with owners to help bring their properties back into use, focussing on those that have been empty the longest. However, when this approach fails, consideration is given to Compulsory Purchase, Enforced Sale or other enforcement measures. In 2014/15, 91 long-term vacant properties were returned to occupation through direct action by the Council.

Empty Property Loans

Often owners are unable to access the finances needed to make empty properties suitable for rent or sale. In 2012, the Welsh Government launched the Houses into Homes Scheme providing funding to Councils to deliver 0% interest loans to owners.

Loan Scheme Outputs for Cardiff:



We Will: Review the approach taken to tackling empty properties.

Case Study - Empty Property

A 2-bedroom house in Rumney had been empty for 6 years and needed complete refurbishment. The owner secured a Houses into Homes loan from the Council and was also referred to United Welsh Housing Association (UWHA) who supplied further funding. UWHA will now lease the property on the owner's behalf, with the rental income received during the term of the lease to cover the cost of the works.

Developing and improving homes in Cardiff

Developing Older Persons Housing

The availability of a range of specialist older persons housing, including sheltered and extra care provision, is recognised as important in maintaining people's independence. A number of older persons schemes are being brought forward by the Council and RSL partners and the need for further provision is being explored. Plans include:

A 22 unit Hafod Housing Association scheme in Gabalfa, due for completion in 2018/19.

A 50 unit scheme on Newport Road, due for completion by Wales and West Housing Association in 2019/20.

Reconfiguring Older Persons Housing

The Council is considering how its older persons schemes are categorised and publicised. The terminology used is often off-putting, therefore re-branding is key. Council sheltered housing schemes are being reviewed to ensure they are fit for purpose and offer sustainable living.

These schemes will:

- be future-proofed for independent living;
- be accessible and culturally inclusive;
- include scooter charging and storage;
- include dementia-friendly features
- provide refurbished communal space.

Work is currently underway at Sandown Court. Refurbishment plans have been drawn up for Clos Y Nant with further programmed upgrades to follow at the remaining schemes.

We Will: Continue the refurbishment of the Council sheltered schemes.



Typical 1-bed accessible flat lounge layout

Student Accommodation

Cardiff's student population is approximately 78,000, around a fifth of the whole population. It is estimated that there are 8,000 University-owned and 3,000 privately-owned student residences in the city. An additional 5,800 private residences are currently planned or under construction. A recent study indicated that even with these new developments, there was still a shortage of provision.

It is important that the Council better understands future plans to increase student places in and around Cardiff, and what accommodation needs this will generate. Whilst new student development could free-up traditional shared housing to the market, it does increase land values, making other types of development unviable, for example affordable housing.

We Will: Continue to work with developers to provide new student residences on appropriate sites within the city.

To ensure that the housing needs of the most vulnerable are met



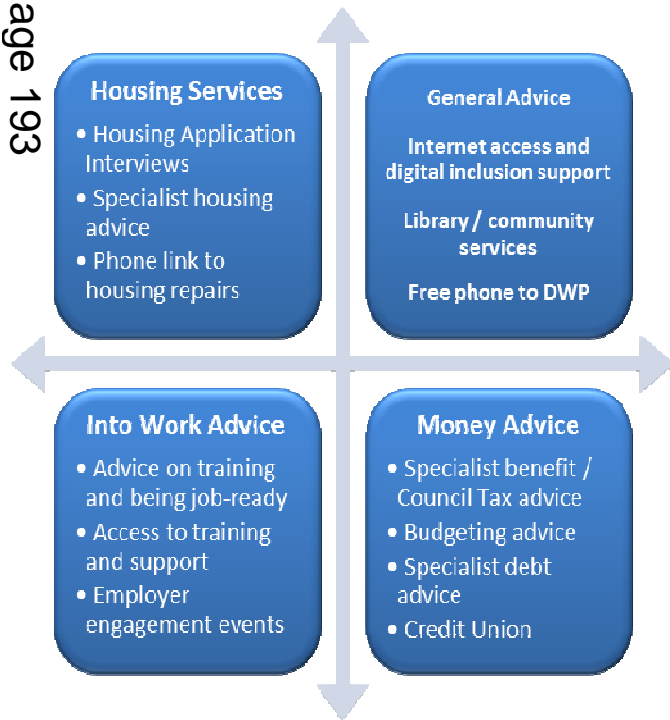
Meeting the housing needs of the most vulnerable

Ensuring Effective Advice is Available

Community Hubs

The City Centre Advice Hub and the roll out of the local community hub programme will mean that residents are able to access the advice and support they require at a time and place that is convenient for them.

The Hubs provide a range of services:



Proposed Powerhouse extension, Llanedeyrn

There are community hubs in St. Mellons, Ely, Llanrumney, Grangetown, Butetown, Fairwater, and a partnership hub in Rumney. Deprivation indicators and needs analysis have been taken into account in determining future hub locations. Planned projects include Llandaff North, Splott, Llanedeyrn, Llanishen, and an extension to St. Mellons Hub.

Services are regularly reviewed to meet identified need.

We Will:

- Deliver 4 new community hubs.
- Extend the role of Housing Solutions Officers in the hubs to assist with homelessness prevention.

Meeting the housing needs of the most vulnerable

Tackling Homelessness

A range of options are used to prevent homelessness, including:

- Mediation between family members or between landlord and tenant
- Target hardening measures for those fleeing domestic abuse
- Provision of housing-related support
- Mortgage and debt advice
- Implementing the national pathway to support ex-offenders
- Offering direct payments of Housing Benefit to landlords
- Referral to independent housing advice
- Referral into other advice and 'into work' services.

In addition, social landlords assist in tackling homelessness by supporting tenants to avoid eviction (for example by addressing rent arrears or anti-social behaviour) and offering 40% of all their available lets to homeless households.

Private landlords play a very important role in meeting housing need. However, in

Case Study - Calon Leasing Scheme

Cadwyn Housing Association runs the Calon Residential Leasing Scheme, which sources and provides temporary accommodation to homeless people referred by the Council. The scheme offers private landlords a full management and maintenance service. Social landlords also work closely with Calon, contributing properties for use as temporary accommodation.



The logo for Calon Residential Leasing features a red house icon inside a circle, followed by the word 'Calon' in large black letters and 'Residential Leasing' in smaller black letters below it. Above 'Calon' is the Welsh text 'Lesio Preswyl'.

a high demand market, people who are homeless or on low incomes can find it hard to access suitable homes.

The Council's homelessness service supports private landlords to let to homeless households by offering:

- A tenant finding and matching service and accompanied viewings
- Property inspection, inventory and Health and Safety Rating System checks

- Dedicated Account Management offering support, mediation and advice for landlord and tenant
- Dedicated fast-tracked Housing Benefit service and direct payments
- Provision of bonds
- Opportunity to advertise properties via www.cardiffhousing.co.uk



In return, landlords are expected to provide quality properties at reasonable rent levels (Local Housing Allowance rates) and offer a minimum 6 month written tenancy agreement.

We Will: Review the support given to private landlords to help them let properties to homeless households.

Meeting the housing needs of the most vulnerable

Mitigating Welfare Reform

A joint approach has been taken by the Council and RSLs to prepare for and implement welfare reform changes. Tenant profiling and effective data sharing protocols have allowed early identification and action to help those affected.

Partners have developed initiatives to manage the impact of reforms including prioritising tenants affected by the 'bedroom tax' for rehousing and supporting those affected by the Benefit Cap with 'into work' services.

"Through close working substantial progress has been made in mitigating the impacts of Welfare Reform, allowing us to assist affected residents, sustain tenancies and prevent homelessness. Continued joint working will enable us to prepare for future changes confident that a consistent approach is being implemented across Cardiff".

Wales and West Housing Association on behalf of all partner RSLs

Universal Credit

Universal Credit began in Cardiff in November 2015, affecting new, single job seekers. Natural migration to Universal Credit will take place after a relevant change of circumstances for anyone currently claiming Housing Benefit. New claims from all types of benefit claimants will commence in 2018, with everyone transferred by 2022.

"Universal Credit is intended to mirror the world of work and so...will be paid monthly in arrears as a single payment for the household and will be paid direct to the claimant, including any assistance towards their rent. The payment must be made into a bank account held by the claimant or the partner".

Department for Work and Pensions

The Council provides face to face services through the Hubs, offering support to get online, budgeting and 'into work' advice and help with opening a bank account.

Future Reforms

The household Benefit Cap will be

lowered to £20,000 for families and £13,400 for single people during 2016/17. This will affect a further 700 households in Cardiff.

Local Housing Allowance rates will be applied to social housing tenancies signed after 1st April 2016, with Housing Benefit entitlement changing from 1st April 2018. This will particularly affect those aged under 35 as their Housing Benefit may be restricted to the Shared Accommodation Rate, which is significantly lower than current rent levels. Supported housing, although initially included, has now been exempted from this reform.

Landlords are assisting claimants to understand and manage the changes being introduced.

We Will:

- Closely monitor new welfare reform changes and develop plans for action to address them.
- Develop 'single person housing' solutions in partnership with RSLs.

Meeting the housing needs of the most vulnerable


Discretionary Housing Payment Fund

This Fund is provided to local authorities by Central Government to assist households with their housing costs. Cardiff uses this funding to help those who are in financial need and have exceptional circumstances.

Cardiff targets its funding towards helping those most in need find a sustainable solution. Each year the Council consults with RSL and other partners on the best allocation of the budget, allowing a proactive and flexible approach as priorities change. Some of the ways the Fund has been used are shown on the right:

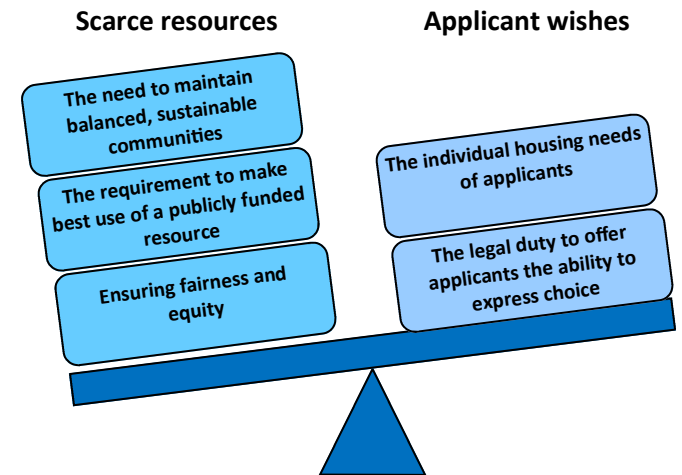
The Council publicises the DHP Fund through leaflets and on its website and through standard letters and forms.

We Will: Continue to take a needs-based and flexible approach to prioritising the Discretionary Housing Payment Fund with our RSL and other partners.

-  Helping "bedroom tax" tenants stay in their property where they are disabled, fostering or close to significant age
-  Help for tenants affected by the "bedroom tax" whilst they wait to downsize
-  Removal cost payments for Council and Housing Association tenants who have downsized
-  Help for people affected by the benefit cap whilst they take steps to return to work
-  Assist veterans to reintegrate into the community following service in the Armed Forces
-  Bonds and/or rent in advance to help people secure accommodation in the Private Rented Sector
-  Additional payments to cover the transition between claiming benefits and starting work

Operating a Needs Based Allocation Scheme for Social Housing

Local authorities are required to have a housing allocation scheme. This should set the criteria for determining priorities in allocating available social housing, and the procedures to be followed. It forms the framework to ensure that a balance is achieved between:



In January 2015 the Council and 7 main RSLs with stock in the city adopted the Cardiff Housing Allocation Scheme. This changed the way that social housing is prioritised by using a needs-led approach, with length of time waiting on the list a secondary consideration.

Meeting the housing needs of the most vulnerable

The Scheme focuses on those with the greatest housing need, predominantly those who are homeless, over-crowded or with a medical need to move. This is reflected in the bands (see right).

We Will:

- Work with partner RSLs to ensure the Allocation Scheme assists those in greatest housing need through regular review and scrutiny.
- Amend lettings policies to support those affected by welfare reform.

Page 197

Adapting Housing for Disabled People

The Council funds adaptations in the private sector and its own properties to ensure that people can remain independent at home. Nearly 3,000 such adaptations were carried out in 2014/15 with demand increasing annually. The Council has committed further resources to address this. RSLs can access Welsh Government funding to adapt their own properties. The Cardiff Accessible

Common Waiting List Banding Criteria	
Immediate Priority:	
Applicants in <u>immediate</u> housing need - exceptional circumstances exist which require an immediate offer of housing.	
Applicants with identified housing need and a Local Connection to Cardiff:	
Band A	
Applicants with an <u>urgent</u> housing need	
Band B	
Band Bi – Applicants with a <u>high</u> housing need	
Band Bii – Applicants with a <u>medium</u> housing need	
Applicants with identified housing need but no Local Connection to Cardiff:	
Band C	
Applicants with an <u>urgent</u> housing need	
Band D	
Band Di – Applicants with a <u>high</u> housing need	
Band Dii – Applicants with a <u>medium</u> housing need	
Applicants with no identified housing need:	
Band E	
Applicants <u>with</u> a local connection to Cardiff but <u>no</u> identified housing need	
Band F	
Applicants with <u>no</u> local connection to Cardiff and <u>no</u> identified housing need	

Homes service ensures that when adapted social properties are re-let, they go to those most in need.

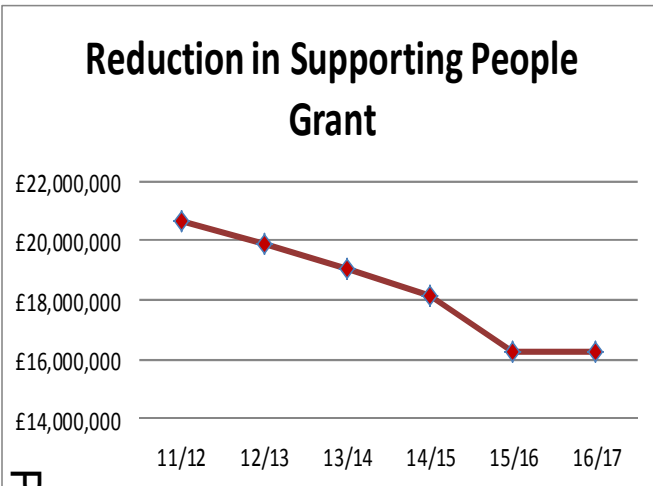
Loans are made available, through a Welsh Government scheme, to ensure that older people can maintain their own homes to be warm, dry, safe and secure.

We Will: Review the way that disabled adaptations are delivered to ensure best value for money.

Delivering Needs-Based Housing-Related Support

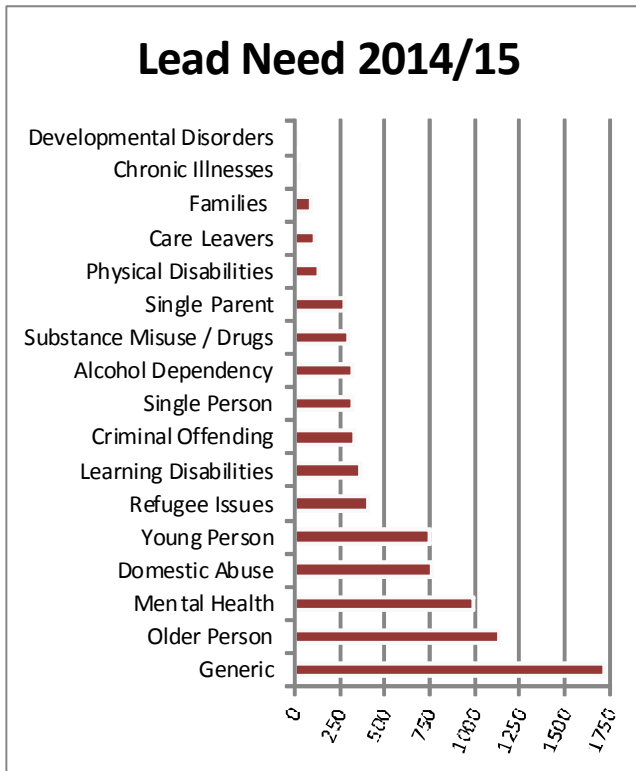
The Welsh Government provides Supporting People grant funding to assist vulnerable people to live independently and prevent homelessness. The Council administers the funds and commissions services such as hostels, refuges, supported housing schemes and tenancy support. In Cardiff, a range of third sector support providers deliver 6,716 funded units of housing-related support. A multi-agency Regional Collaborative Committee for Cardiff and the Vale of Glamorgan Councils oversees these arrangements.

Meeting the housing needs of the most vulnerable



Page 39

a result of the redistribution of Supporting People funding across Wales and reductions in the overall grant available, Cardiff's allocation has reduced significantly over recent years. All housing-related support services are therefore being reviewed to prepare for ongoing budget cuts and make efficiencies in how services are accessed, used and monitored. During 2014/15 a total of 11,541 people were supported with the following lead needs:



As a capital city, Cardiff attracts in many individuals wanting to access its services. For homeless people (included in 'Generic' above), data shows a high proportion of people accessing supported housing schemes from outside Cardiff. This has put additional demand on services and the Council is working with the Salvation Army to reconnect people with their local services.



The way in which services are accessed has also been reviewed and a number of single point of entry 'gateways' developed. This is to ensure that people with particular issues, such as being young and vulnerable, can access the service best suited to their needs. By creating one referral route into services, voids and usage can be better monitored. Ultimately this data will show demand and the best performing projects, so that future provision can be properly procured.



Meeting the housing needs of the most vulnerable

Case Study - Young Person's Gateway

This Gateway brings under one roof the full range of advice, family mediation, support and accommodation services for young people. The facility is delivered in partnership between the Council's Housing and Children's Services along with Llamau Ltd.

Where mediation or other homelessness prevention is not appropriate or is unsuccessful, the young person is assessed by a Social Worker who will determine the most appropriate accommodation for them. Placements into all available support schemes are managed by the Council.

In response to a gap in provision, 15 training tenancies have been established for young people who are ready to take the step towards independence, but who need continued support to ensure they can meet their tenancy conditions. The Council and RSLs have identified specific properties and Llamau deliver the support. Where successful the young person is given the tenancy.

Further pathways into support services for people with specific requirements will be developed as a need is identified. For example, the Council is in discussion with partners in Social Care and Health services to consider how best to support those with mental health issues. This will incorporate projects that can assist those with forensic needs as well as those with specific behaviours such as hoarding.



We Will:

- Establish refined support pathways for specific groups as necessary.
- Develop support service specifications to prepare for re-commissioning, starting with floating support and domestic abuse in 2016/17.
- Develop a dedicated housing-related support service to work with hoarders.

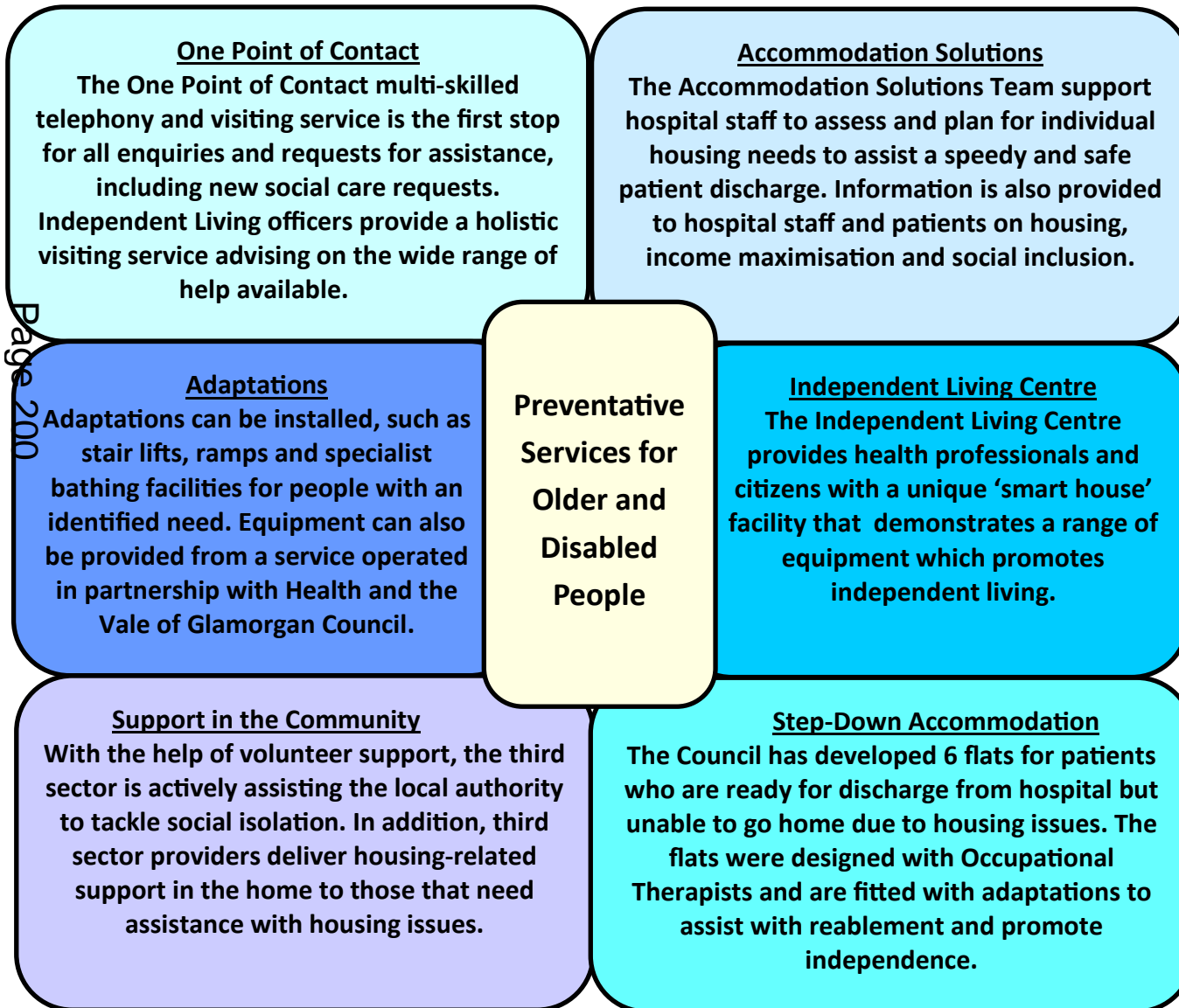
Delivering Independent Living Solutions for Older and Disabled People

Cardiff's Independent Living Service (ILS) helps older and disabled people access a wide range of support to live as independently as possible in their own homes. The focus is on:

- Providing more joined up services.
- Preventing the need for care and hospital admissions.
- Reducing the time spent in hospital.
- Reducing the need for ongoing care.
- Providing flexible services that develop as the needs of the individual change.
- Establishing a coherent, cost effective strategy for the provision of housing.
- Promoting independence and social inclusion.
- Reducing the cultural expectations of social care.

The key elements of this service are described over the page:

Meeting the housing needs of the most vulnerable



Page 200

Case Study - Mr & Mrs M

Having left hospital following a stroke, Mr M was struggling to get around his home and garden. His wife contacted the Independent Living Service (ILS) for help.

A home visit identified the need for rails and external lighting and arrangements were made to have these installed. The Stroke Association was asked to visit Mr M to provide guidance and support. The ILS Visiting Officer also discussed the couple's income and benefit entitlement.

Mr M can now safely access the garden and bathroom. The couple are getting out more through the contact made with the Stroke Association. They are also £4,212 per annum better off as they are now in receipt of Attendance Allowance.

We Will:

- Review older persons floating support services funded through Supporting People.
- Review step-down accommodation and increase in line with need.

*To improve
neighbourhoods and
help build stronger
communities*



Improving neighbourhoods and building stronger communities

Managing Homes Effectively

With over 24,000 households in Cardiff renting their home from a social landlord and a further 31,000 renting from private landlords, there is a strong need for effective housing management practices.

Renting Homes (Wales) Act 2016

This new Act will simplify the legal framework for renting a home, replacing all current tenancy types with just 2 occupation contracts. The changes are intended to offer greater consistency and clarity in the rights and responsibilities of tenants and landlords. The Act also covers housing management issues such as assisting those fleeing domestic abuse, tackling anti-social behaviour, and managing succession, joint tenancies and abandonment. All contracts will change on a given date, requiring a great deal of planning and administration by landlords.

We Will: Ensure tenants are aware of changes in the Renting Homes Act affecting their tenancies.

Maximising Use of Social Housing

All rented properties will have a void period between tenants, whilst necessary redecoration, repairs or refurbishment is undertaken. Social landlords aim to minimise these void periods to reduce loss of rental income, improve tenant satisfaction and maximise the efficient use of a scarce resource.

Similarly, social landlords need to identify and effectively tackle tenancy fraud to safeguard properties for those most in need. Practices such as sub-letting entire properties; selling on keys and door entry fobs; acquiring tenancies by false means and abandonment all impact on the availability of social stock.

Act Now to Stop Tenancy Cheats!

10,000 people in Cardiff are waiting for a council home. We need to make sure they're used by those that need them the most.

You can help!

Tell us if you know anyone who has:

- Sublet the whole property
- Sold the keys to someone else
- Lied to get a council home
- Abandoned the property

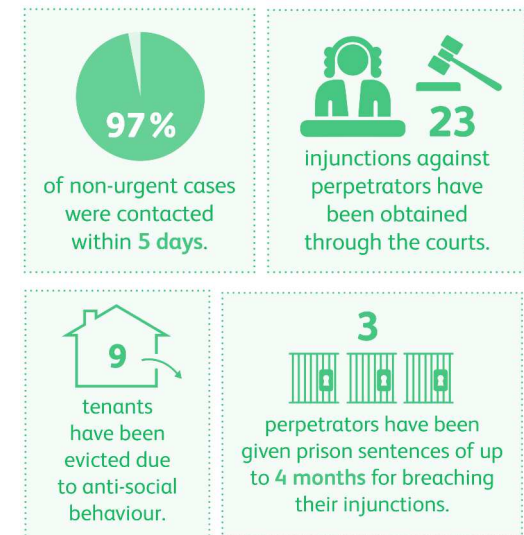
Day or night, call and leave a message
029 2087 3500

Please give as much information as you can. Any information will be treated as confidential. If you would prefer to speak to someone, call our Housing Enquiries Team on 029 2053 7111 or email: stoptenancycheats@cardiff.gov.uk

CARDIFF COUNCIL

Tackling Anti-social Behaviour (ASB)

Anti-social Behaviour such as graffiti, excessive noise and drug-dealing affects tenants, residents and communities. This harmful and unacceptable behaviour is a key priority for action by social landlords. Of the 1200 Council cases dealt with in 2014/15:



The Anti-social Behaviour, Crime and Policing Act 2014 reformed the powers available to landlords, focussing on a victim-led approach, and allowing professionals the flexibility to deal with a range of situations. Landlords have a number of remedies, but use early and

Improving neighbourhoods and building stronger communities

informal approaches to resolve issues before taking more formal, legal action.

Tackling anti-social behaviour effectively requires a partnership approach between landlords, the Police, Health and the wider neighbourhood. The Council and RSLs engage in a number of multi-agency meetings including monthly Quality of Life meetings, Hate Crime Review Group and Forum, chaired by the Police.

The Council acts as the Community Trigger Coordinator, with a senior manager taking on the role to ensure that victims of anti-social behaviour receive a consistent standard of response. Once a trigger has been activated (following 3 complaints in a 6 month period), relevant agencies are brought together to take a joined-up approach to finding a solution.

We Will: Explore the opportunity to develop a joint policy between all social landlords to tackle anti-social behaviour, focussing on estate / community-based responses.

Case Study - Tackling Low Level Youth Annoyance

The majority of Taff Housing Association's ASB work is around resolving low level youth associated ASB, especially in the summer months. In one particular area, a large amount of complaints were received, involving many children and resulting in more serious secondary disputes between residents. Taff's response included:

- A programme of diversionary activities
- Mediation between tenants involved in secondary disputes
- A scheme-wide 'Resident Agreement' following consultation and detailing clear rules for behaviour
- Liaison with the Police to target youths causing the majority of the trouble and not responding to other efforts
- Tenancy enforcement action against persistent offenders, including formal written warnings and one Notice to Secure Possession.

These measures taken together resulted in a significant drop in youth nuisance and associated tenant disputes.

Maximising Community Benefits and Employment Opportunities

Social landlords are keen to maximise the training and employment opportunities offered to citizens as a result of investment in developing new properties and maintaining existing stock. This increases the value of the Welsh £.

The Council's Building Maintenance Service Framework ensures that contractors undertaking domestic works comply with requirements to provide the following opportunities for each £1 million contractual spend:

- £1m = • Minimum 52 weeks employment for those from families living in poverty
- £1m = • Minimum 52 weeks employment for the long term economically inactive
- £1m = • Minimum of 52 weeks employment for New Entrant Trainees

Improving neighbourhoods and building stronger communities

The Housing Partnership Programme will also deliver extensive community benefits by:

- Working with education providers to create work experience placements and initiatives for young people.
- Addressing unemployment or economic inactivity as well as skills development, through creating recruitment and training opportunities.
- Creating supply chain opportunities, working with SMEs and social enterprises.

Page 204

In Phase 1 of the Programme, 4106 training weeks will be delivered and a minimum of 70% of local labour will be recruited.

RSLs similarly have targeted training and recruitment clauses in their development and maintenance contracts. Placements within many of the trades result in real jobs and the ability to choose a more office-based placement is also available.



Case Study - Lift Scheme

Cardiff Community Housing Association hosts this Welsh Government project in the east of the city. This programme focuses on those who have spent more than six months out of work or training and who face the greatest barriers to becoming employable, such as:

- young single parent households
- households in which the adults have few or no formal qualifications
- people with weak employment records
- individuals with disabilities.

The Council and RSLs offer placements and also refer tenants who could benefit into the scheme.

We Will:

- Monitor compliance with the community benefits clauses in the delivery of Phase 1 of the Housing Partnership Programme.
- Increase the visibility of additional benefits gained through social housing.

Improving neighbourhoods and building stronger communities

Case Study - St. Mellons Housing Compact

Linc-Cymru and Hafod Housing Associations jointly deliver the St. Mellons Together Housing Compact. The Council recently joined the group, bringing together around 1,400 managed homes. Members' tenant participation activities are co-ordinated, avoiding duplication of effort and ensuring limited resources are targeted effectively. Local knowledge and good practice are shared to improve service delivery.

"The Housing Compact is a good example of what can be achieved when social landlords work together." (Hafod Housing Association)



Promoting Tenant and Resident Participation and Involvement

Tenants and residents have a key role to play in shaping and improving housing services. Tenant participation and community involvement is actively promoted by social landlords in Cardiff.

Most have dedicated resource centres where tenants can work closely with specialist officers. Engagement methods typically consist of special interest groups; tenant panels; satisfaction surveys; rewards schemes; conferences; training and community events. Housing Associations also welcome tenants to their Management Boards. Examples of initiatives include:

- CCHA's Tenant Service Inspector Team which annually reviews key service areas such as repairs.
- UWHA's Together Community Fund which has supported 20 projects with £27,000 of funding.
- Taff invites all staff members to engage in tenant-based community activities.

- Cadwyn's Tenants Sharing Talents project, which helps tenants to set up and run special interest groups.
- WWHA's 'Have We Listened' approach, delivering tailored services to residents.
- The Council helps its tenants and household members pay for required training to access the job market.

Future priorities include tenants influencing more services and increasing input by under-represented groups.



Almost 100 people attended the Council's first Tenants Conference in 2015 (see above). The event allowed delegates to highlight what mattered to them.

We Will: Explore the feasibility to extend Housing Compacts to other parts of the City through regular joint meetings with RSLs.

Improving neighbourhoods and building stronger communities

Delivering a Programme of Estate and Neighbourhood Regeneration

Estate Regeneration Schemes

These schemes focus on improving the environmental quality of Council housing estates. Investment is targeted at areas with multiple problems of physical decline, community safety and other issues. Efforts are made to engage all residents in the scheme, regardless of tenure, for maximum impact. Works may include defensible space measures; gully closures; lighting, street and parking improvements and courtyard renewal. Current schemes include Hodges Square, Butetown; Trowbridge Mawr, and Trenchard Drive, Llanishen.

We Will: Develop an estate regeneration strategy to identify future priority areas.

Neighbourhood Renewal Schemes

This programme delivers environmental enhancement schemes, improves and upgrades local community facilities and

amenities. Twelve projects comprise the current programme; these vary widely in scale and type, from public realm to community safety improvements.

Alley-gating Programme

Alley-gating of rear lanes is an effective security measure, targeted at areas of high crime and anti-social behaviour. Priorities are identified in consultation with the police and area-based schemes are currently being delivered in parts of Cathays and Gabalfa.

We Will: Target funding at gating lanes experiencing the most serious problems.

Community Shopping Centre Regeneration Schemes

Local shopping centres form the heart of many communities, providing shops and services, employment and a focal point for social interaction. Areas are prioritised for investment based on condition, deprivation and availability of alternative shopping facilities.

Case Study - Beechley Drive Upper Shops

A partnership between the Council and Cadwyn Housing Association has seen a major transformation to Beechley Drive in Pentreban. In 2014-15, a run-down block of maisonettes and shops were demolished and a £2million mixed-use redevelopment scheme delivered.

The land was transferred to Cadwyn at nil value, who developed 4 new shop units and 15 new affordable homes on the site. Funding towards the retail provision was granted under the Council's Community Shopping Centre programme.



Equalities Summary

Equalities Duties

The Equalities Act 2010 places duties on public sector organisations to eliminate unlawful discrimination, advance equality of opportunity and foster good relations on the basis of protected characteristics - disability; age; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation. Welsh language speakers' needs are also promoted.

In order to understand the diverse housing needs of residents and to ensure equality of access, housing and related services should monitor characteristics of people accessing services.

We Will: *Improve equalities monitoring to better understand diverse housing needs and inform future service delivery.*

The Council's Strategic Equality Plan 2016-2020 sets out the Council's commitment to equality, and identifies a number of key equality objectives This Strategy will be

key in addressing these objectives from a housing perspective.

Equality Impact Assessment Findings

The Strategy's Equality Impact Assessment identified potential differential impacts for age, disability and race. The actions taken or planned to address these impacts are summarised below:

Age

- Separate Older Persons Accommodation Strategy to be developed
- New accommodation to be developed in line with identified need
- Existing stock to be refurbished and re-categorised to best meet need
- Independent Living Service created to assist older people to live independently
- Older people's floating support services to be reviewed to improve accessibility
- Young People Accommodation Gateway set up offering advice, support and housing, including training tenancies
- 'Single person housing' solutions to be developed with RSLs, in response to benefit changes for the under 35s.

Disability

- Independent Living Service to assist disabled people to live independently
- Step-down flats developed to enable hospital discharge
- Allocation of accessible housing to be reviewed to best meet need
- Disabled adaptations service to be reviewed to ensure best value and overall funding increased
- Community Living schemes to be developed for learning disability clients
- Pathways into housing-related support to be established for people with mental health issues.

Race

- Action plan on over-crowding to address the specific needs of BME households
- Additional Gypsy and Traveller sites to be delivered to meet identified need.

No differential impact was identified for the remaining protected characteristics.

We Will: *Investigate the slight under-representation of certain ethnic groups on the housing waiting list.*

Accessible Services for All

Cardiff is a multi-cultural and diverse capital city. Therefore, all services need to be truly accessible, broadly promoted and reflect the communities served. Communication with citizens and between services should be clear and simple, equitable and non-discriminatory.

Housing services provided by all partners aim to be fair and transparent with a focus on ensuring that the most vulnerable in society have opportunities to seek help and be prioritised for assistance. Using a client-centred approach means that their views on the services they require are also heard.

This Strategy responds directly to the four Council priorities (see page 4) and acknowledges the areas that are currently the most important to the citizens of Cardiff. The following section summarises how the Council and partners are addressing the diverse needs of those requiring housing services:

Page 208

Delivering Accessible Services

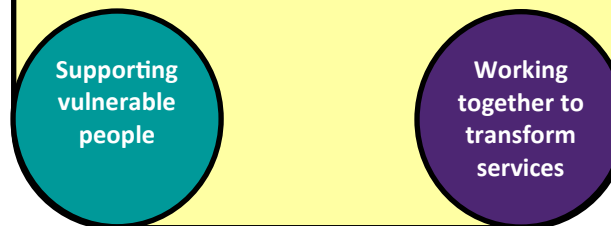
- 7 community hubs established, tailored to each locality's needs
- 5 further hubs in development
- All hubs have level access and have flexible opening hours
- 18 different languages spoken by staff across the hub service
- Holistic home visits offered to those unable to access Hubs



Client-Centred Services

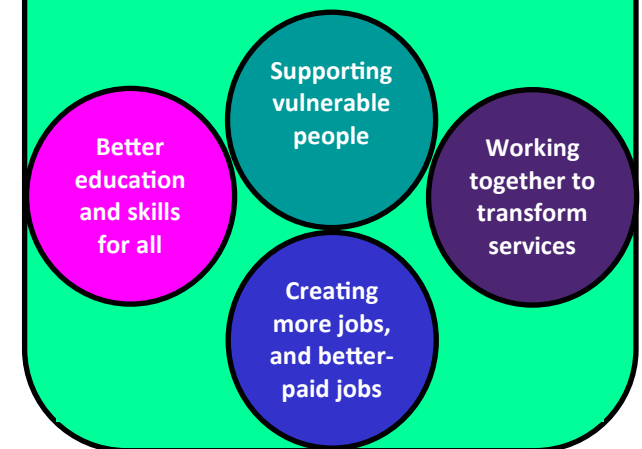
In 15/16:

- 4696 people attended a Housing Application Interview and had their housing options discussed
- 1499 households offered social tenancies through the new needs-based allocation scheme
- 9085 people assisted through housing related support under new needs arrangements



Engaging and Listening

- Dedicated tenant and resident engagement events/activities
- Client choice embedded in the joint allocations scheme
- Suite of independent living options explored with clients



Accessible Services for All

Tackling Poverty

In 15/16:

- £2,037,585 allocated through DHP to support those most affected by welfare reforms
- Face to face into work advice was provided 40,005 times
- 3722 people attend work preparation workshops held in community hubs
- 401 go on to enter employment
- £9m additional benefits gained for clients through the hubs

Better education and skills for all

Supporting vulnerable people

Working together to transform services

Creating more jobs, and better-paid jobs

Addressing Needs of Specific Groups

- Homeless households offered greater support through new legislation
- Development of gateways into support for single homeless people, those fleeing domestic abuse, with mental health issues and those with substance misuse issues
- Needs assessment of Gypsies and Travellers undertaken
- Developing a new G&T allocations policy
- Re-commissioning of domestic abuse services planned

Supporting vulnerable people

Working together to transform services

Facilitating Independent Living

- Proposed development of 34 new units of accommodation for those with learning disabilities
- Development of older persons accommodation strategy
- Proposed review of the Cardiff Accessible Homes Scheme
- Young persons gateway making the best use of supported housing resources
- Delivery of training tenancies young people to support move-on

Better education and skills for all

Supporting vulnerable people

Working together to transform services

'We Will' Summary

We will develop a full understanding of housing need by:

Updating the Housing Market Assessment data (every 2 years)

Developing an Older Persons Accommodation Strategy for Cardiff (September 2017)

Addressing Under-Occupation / Over-Crowding

- *Work with RSL partners to develop solutions to address under-occupation (June 2017)*
- *Offer incentives and attractive accommodation to older people who can downsize (March 2017)*
- *Implement an action plan to assist over-crowded households, having regard to the needs of BME households (June 2017)*

Reviewing the way that accessible housing is allocated to best meet needs (March 2017)

Addressing homelessness

- *Developing a new Homelessness Strategy for Cardiff following a full needs assessment and review of services (June 2018)*
- *Develop an action plan to address rough sleeping in the city (March 2017)*

Taking forward delivery of additional Gypsy and Traveller sites to meet short and long term need (2021)

Reviewing additional methods to promote the Assisted Home Ownership Scheme (September 2017)

Assessing Housing Need and Demand

- *Develop a ward by ward assessment of affordable housing need for Cardiff to inform future development (September 2016)*
- *Develop a 30 year plan for housing in Cardiff in line with the Liveable Cities agenda (January 2018)*

We will develop and improve homes by:

Delivering a 5 Year Affordable Housing Development Plan

- *Deliver the 5 year Housing Development Plan including the Health and Social Care units (March 2021)*
- *Investigate other ways of delivering affordable housing using innovative finance models (June 2017)*

Improving Social Sector Homes

- *Carry out annual review of WHQS compliance (every April)*
- *Evaluate the efficacy of the PassivHaus model for future developments (June 2020)*

Improving Homes in the Private Rented Sector

- *Undertake a private sector stock condition survey (March 2021)*
- *Work in partnership with Rent Smart Wales and other Councils to develop a consistent and effective private sector housing enforcement approach across Wales (November 2017)*
- *Evaluate the operation of the HMO Additional Licensing schemes and consider the case for extending city-wide (September 2018)*
- *Review the approach taken to tackling empty properties (September 2017)*

Continuing with refurbishment of the Council sheltered schemes (March 2018)

Continuing to work with developers to provide new student residences on appropriate sites within the city (March 2018)

We will meet the housing needs of vulnerable people by:

Ensuring Effective Advice is Available

- *Deliver 4 new community hubs (March 2018)*
- *Extend the role of Housing Solutions Officers in the hubs to assist with homelessness prevention (September 2017)*

'We Will' Summary

We will meet the housing needs of vulnerable people by:

Reviewing the support given to private landlords to help them let properties to homeless households (March 2017)

Mitigating Welfare Reform

- *Closely monitor new welfare reform changes and develop plans for action to address them (ongoing)*
- *Develop 'single person housing' solutions in partnership with RSLs (March 2017)*
- *Continue to take a needs-based and flexible approach to prioritising the DHP Fund with our RSL and other partners (every April)*

Operating a Needs-Based Allocation Scheme for Social Housing

- *Work with partner RSLs to ensure the Allocation Scheme assists those in greatest housing need through regular review and scrutiny (quarterly)*
- *Amend lettings policies to support those affected by welfare reform (September 2017)*

Reviewing the way that disabled adaptations are delivered to ensure best value for money (March 2017)

Delivering Needs-Based Housing-Related Support

- *Establish refined support pathways for specific groups as necessary (March 2019)*
- *Develop support service specifications to prepare for re-commissioning, starting with floating support and domestic abuse (March 2017)*
- *Develop a dedicated housing-related support service to work with hoarders (March 2018)*

Delivering Independent Living Solutions for Older and Disabled People

- *Review older persons floating support services funded through Supporting People (March 2017)*
- *Review step-down accommodation and increase in line with need (March 2017)*

We will improve neighbourhoods and communities by:

Managing Homes Effectively

- *Ensure tenants are aware of changes in the Renting Homes Act affecting their tenancies (March 2018)*
- *Explore the opportunity to develop a joint policy between all social landlords to tackle anti-social behaviour, focussing on estate / community-based responses (March 2018)*

Maximising Community Benefits and Employment Opportunities

- *Monitor compliance with the social inclusion clauses in the delivery of Phase 1 of the Housing Partnership Programme (every June)*
- *Increase the visibility of additional benefits gained through social housing (every April)*

Exploring the feasibility to extend Housing Compacts to other parts of the city through regular joint meetings with RSLs (December 2017)

Delivering a Programme of Estate and Neighbourhood Regeneration

- *Develop an estate regeneration strategy to identify future priority areas (January 2018)*
- *Target funding at gating lanes experiencing the most serious problems (April 2017)*

We will address equalities issues by:

- *Improving equalities monitoring to better understand diverse housing needs and inform future service delivery (March 2018)*
- *Investigating the slight under-representation of certain ethnic groups on the housing waiting list (March 2018)*

My Ref: Scrutiny/Correspondence/Cllr McGarry

08 July 2016

Councillor Susan Elsmore
Cabinet Member
c/o Room 520
County Hall
Cardiff
CF10 4UW



Dear Susan

Community & Adult Services Scrutiny Committee – 6 July 2016

On behalf of the Members of the Community & Adult Services Scrutiny Committee, I would like to thank you and officers for attending for Agenda Item 5, the Cardiff Housing Strategy report.

Members have asked that I pass on their congratulations to officers for producing an evidence based, comprehensive, whole system approach strategy. It is obvious that a lot of hard work, thought, planning and organisation have gone into developing the vision, aims and actions contained in the document. This, coupled with the assurances given at Committee by Sarah McGill, Director of Communities, Housing and Customer Services and Jane Thomas, Assistant Director of Communities and Housing, helps to give confidence that officers are able to deliver the many actions in the strategy, with the resources currently available.

It is also heartening to hear that the strategy has been developed in partnership with Registered Social Landlords, Health and Social Care colleagues and private sector landlords, as appropriate. Members recognise that the strategy will require extensive partnership working to deliver the actions and believe that involving partners at the start of the process can only aid this.

With regard to the content of the strategy, Members have the following recommendations, which were discussed at the meeting, aimed at further strengthening the strategy:

- That the strategy more fully references the Black and Minority Ethnic communities in Cardiff and the work that will be undertaken to ensure their specific housing needs are assessed and planned for.
- That reference be made in the Equalities section of the strategy to the Council's Strategic Equality Plan 2016-2020.
- That it be made clear that 4,220 affordable homes will be provided over the 5 years of the strategy, rather than the life of the LDP.
- That reference be made in the strategy to the fact that the design of housing and of estates is critical to ensuring high quality, sustainable affordable

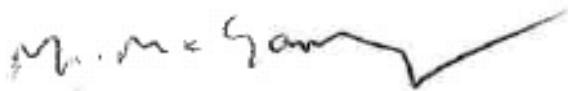
housing that residents wish to live in and that contribute to resilient communities.

Members note that the main risk to the Council, arising from the proposals in the Strategy, is a likely increase in void properties as under-occupation initiatives start to work, as these properties often require considerable work to bring them to a lettable standard. Members also note that the cost of these voids is small when compared with the cost of providing similar houses as new.

Finally, Members are currently finalising the Committee's work programme for the remainder of this municipal year and I am sure that various elements of work mentioned in the Housing Strategy will feature in this, thus enabling Members to carry out more in-depth scrutiny of particular elements of the Strategy.

To summarise, I look forward to hearing back from you on the recommendations contained in this letter, which I hope are of use to you.

Yours sincerely,



COUNTY COUNCILLOR MARY M^CGARRY

Chairperson - Community & Adult Services Scrutiny Committee

Cc:	Sarah McGill	Director of Communities, Housing and Customer Services
	Jane Thomas	Assistant Director, Communities & Housing
	Liz Patterson	Personal Assistant
	Matt Swindell	Cabinet Support Officer

**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**



Fy Nghyf / My Ref: CM35160
Eich Cyf / Your ref: Scrutiny/Correspondence/
Cllr McGarry

Dyddiad / Date: 16 August 2016

Councillor Mary McGarry
Chair, Community & Adult Scrutiny Committee
Scrutiny Services
Room 263
County Hall
Cardiff
CF10 4UW

Annwyl / Dear Mary

**Community & Adult Services Scrutiny Committee 6 July 2016 - Cardiff
Housing Strategy Report**

Thank you for your letter dated 08th July 2016 on behalf of the Community & Adult Services Scrutiny Committee, with regards the Cardiff Housing Strategy Report.

I am delighted that Scrutiny Members valued the effort that has gone into producing the draft Housing Strategy, and I have passed on your congratulations to Officers as requested.

I agree that the strategy can only be delivered with the help of our partners; we are currently consulting with a wide range of partners and will take their views on board before finalising the document.

In response to the Committee's specific recommendations,

- 1) *That the strategy more fully represents Black & Minority Ethnic communities in Cardiff, and the work that will be undertaken to ensure their specific housing needs are assessed and planned for.*

**ATEBWCH I /
PLEASE REPLY TO:**

Swyddfa Cymorth Y Cabinet / Cabinet Support Office,
Ystafell / Room 514, Neuadd y Sir / County Hall,
Glanfa'r Iwerydd / Atlantic Wharf, Caerdydd / Cardiff,
CF10 4UW Ffon / Tel (029) 2087 2479

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg a Saesneg a byddwn yn sicrhau ein bod yn cyfathrebu â chi yn eich dewis iaith boed yn Gymraeg, yn Saesneg neu'n ddwyieithog dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn creu unrhyw oedi.

The Council welcomes correspondence in English and Welsh and we will ensure that we communicate with you in the language of your choice, whether that's English, Welsh or bilingual as long as you let us know which you prefer. Corresponding in Welsh will not lead to any delay.

Reference will be included to the findings contained in the Local Housing Market Assessment on the housing needs of BME Communities and links to actions in the strategy will be made clear.

- 2) *That reference be made in the Equalities section of the strategy to the Council's Strategic Equality Plan 2016-2020.*

This section will be updated to include such reference in the final draft.

- 3) *That it be made clear that 4,220 affordable homes will be provided over the 5 years of the strategy, rather than the life of the LDP.*

This will be clarified in the final draft.

- 4) *That reference be made in the strategy to the fact that the design of housing and of estates is critical to ensuring high quality, sustainable, affordable housing that residents wish to live in, and that contributes to resilient communities.*

I agree that quality of design is very important in new housing developments and the views of the Committee will be passed on to colleagues in Planning and those working on the Housing Partnership Programme sites. Officers will work with Planning colleagues to ensure this concern is reflected in the final draft document.

I trust this information is of assistance.

Yn gwyir,
Yours sincerely,



Y Cynghorydd / Councillor Susan Elsmore
Aelod Cabinet Dros Lechyd, Tai a Lles
Cabinet Member for Health, Housing & Wellbeing

Cc: Members of the Community & Adult Services Scrutiny Committee
Sarah McGill Director of Communities, Housing and Customer Services
Jane Thomas Assistant Director, Communities & Housing

Cardiff Housing Strategy 2016-2021 - Consultation Summary Report

The draft Housing Strategy 2016-2021 was issued for a four week consultation period from 8th July to 5th August 2016. It was sent to over 100 stakeholders including:

- Health and social care, planning and regulatory service colleagues;
- local housing associations;
- private landlord and agent representative bodies;
- equalities organisations;
- third sector support providers;
- statutory partners including Health, Probation and the Police
- all ward members, local MPs and AMs
- Community & Adult Services Scrutiny Committee (CASSC)

Comments were received from a range of partners including housing associations, a neighbouring local authority, equalities organisations, the Police, Planning and Adult Social Services.

Partners were asked to respond to 4 questions. Key responses are summarised below and any changes made to the strategy as a result highlighted.

Q1: Are the Vision and Key Aims set out in the draft strategy appropriate?

There was broad support for the vision and key aims, which were viewed as appropriate and in line with the national housing strategy. The intentions of the Strategy were described as positive and forward thinking. The focus on meeting the needs of the most vulnerable and building stronger communities was welcomed, along with the commitment to partnership working. The addressing of each key aim through a separate chapter within the Strategy and the adoption of a 'whole system' approach were both seen positively.

Amendments Made

The contribution of third sector partners in delivering the aims of the Strategy has been strengthened. Explicit reference has been made to the Well-being of Future Generations (Wales) Act 2015 and the Strategy's role in fulfilling its requirements.

Q2: Has all available data contributing to an understanding of housing need been considered?

Respondents felt that a comprehensive range of data had been considered in order to understand housing need in the city. A number of respondents welcomed the intention to develop ward-level data on housing need.

Amendments Made

Information on rental values has been added to complement the data on house prices and affordability.

The equalities summary has been strengthened and the links to the protected characteristics made clearer. The need to improve equalities data has been added.

Clearer reference has been made to the spectrum of accommodation options required to enable older people to remain in their own homes where possible.

Q3: Does the draft strategy sufficiently cover all prevalent housing challenges?

A number of useful suggestions were made highlighting areas where the Strategy could be added to or strengthened.

Amendments Made

Information has been added on the demand for student housing across the city and on the impacts of this on the general housing stock.

The importance of good quality design has been made explicit, both in terms of housing and wider neighbourhoods, with reference made to lifetime homes principles. Comments on dementia-friendly environments will be picked up through the development of an older persons accommodation strategy.

Q4: Do the 'We Wills' capture the action needed to address these challenges?

The 'We Wills' used throughout the document were felt to usefully link the vision and aims of the Strategy to the key actions of the Council and partners.

A number of additional 'We Wills' were added in response to the consultation comments, including improving equalities monitoring; developing a separate action plan to bring together ongoing work around young people; and addressing rough sleeping .

Moving forward, more detailed action plans and milestones will be developed to help monitor implementation of the Strategy.

List of Consultees

All Ward Members

Health & Social Care

Tony Young
Amanda Phillips
Isabel Bull
Susan Schelewa
Irfan Alam
Angela Bourge

Housing & Neighbourhood
Renewal

Jane Thomas
Sue Bartlett
Carolyne Palmer
Ellen Curtis
Kate Hustler
Phil Evans
Don Davidson
Chris O'Sullivan
Colin Blackmore
Dave Jaques
Bev King
Helen Evans
Emma Dennett
Ian Ephraim
Neil Sutcliffe

Planning

Andrew Gregory
James Clemence
Simon Gilbert
Stuart Williams
Liz Lambert

Shared Regulatory
Service

Dave Holland
Will Lane
Steve Tudball

Rent Smart Wales

Bethan Jones

Cadwyn Housing
Association
Cardiff Community
Housing Association
Hafod Housing Association
Limited
Hafod Care Association
Hendre Limited
Linc-Cymru Housing
Association
Taff Housing Association
United Welsh Housing
Association
Wales and West Housing
Association
Newydd Housing
Association

Cardiff Landlord Forum
ALMA
Home Builders Federation

Tai Pawb
Diverse Cymru
Race Equality First
C3SC
Gypsies and Travellers
Wales
Cardiff Women's Aid
BAWSO
Stonewall Cymru

Cardiff and Vale University
Health Board
Regional Collaborative
Committee
Pam Toms Vale of
Glamorgan Council
Jennifer Ellis Rhondda
Cynon Taff Council
Sally Davies Newport
Council
Mark Jennings Caerphilly
Council

Church Army
The Wallich
Salvation Army
Cardiff YMCA
Huggard
Llamau
Hafan Cymru
Barnardo's
Cardiff Mind
Pen yr Enfys
Gwalia
Pobl Group
Gofal

National Probation Service
Community Rehabilitation
Company
Police
Fire Service

Families First
Communities First
Neighbourhood
Partnership Leads
Tenants Groups

Public Service Board

Cardiff MPs & AMs

CASSC

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**



Policy/Strategy/Project/Procedure/Service/Function Title: Cardiff Housing Strategy 2016-2021
New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Jane Thomas	Job Title: Assistant Director, Housing & Communities
Service Team: Policy and Development	Service Area: Communities - HANR
Assessment Date: August 2016	

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

The Cardiff Housing Strategy 2016-2021 sets the strategic direction for future housing provision and service delivery across all tenures and identifies the key housing priorities for the Council and partners.

The strategy identifies 4 key aims:

- To develop a full understanding of housing need in the city
- To take a coordinated and evidence based approach to developing and improving homes in Cardiff
- To ensure that the housing needs of the most vulnerable are met
- To improve neighbourhoods and help build stronger communities

The Strategy intends to improve housing outcomes for all citizens, recognising and responding to the diversity of housing needs of people in Cardiff, with a particular focus on the most vulnerable. Whilst this is an over-arching strategic document, it does contain a number of commitments / actions to address issues relating to the protected characteristics.

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 Strategy demonstrates Housing's contribution to addressing the priorities identified in the 'What Matters' Integrated Partnership Strategy and achieving Cardiff's vision of becoming Europe's most liveable Capital City. It also responds to recent Welsh Government legislation including the Housing (Wales) Act 2014, Well-being of Future Generations (Wales) Act 2015, Renting Homes (Wales) Act 2016, Social Services & Wellbeing (Wales) Act 2014 and

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

changes in UK Government policy, specifically around welfare reform.

The Strategy sets out a number of ambitious activities to be undertaken by the Council and partners over the next 5 years, listed as 'We Will' commitments. A separate action plan will be developed and a monitoring framework established to track progress against these commitments.

A variety of data has informed the understanding of housing need, as set out in the Strategy. This includes the Local Housing Market Assessment 2015, population projections, Census data and housing waiting list data, homelessness statistics and information from social care colleagues.

These sources confirm that Cardiff has a diverse, growing and ageing population. Welsh Government population projections predict an overall increase in population of 32.7% by 2036, with the most significant growth being in the older age group.

Social Housing accounts for approximately 17% of housing stock in the city (almost 24,000 properties) and there are currently in excess of 8000 applicants on the Housing Waiting List, which operates jointly with Housing Association Partners. Applications to join the List are considered from any person aged 16 years or over. A separate register of applicants needing suitably adapted properties is maintained in partnership with the Cardiff Accessible Homes Project. Applicants are assessed to ensure that when adapted properties become available they are allocated to provide the best 'fit' taking into account housing need and individual circumstances.

'Equal opportunities monitoring information' is requested from all applicants for rehousing with the aim of gathering information regarding the protected characteristics set out in Equality Act 2010. Information relating to age, sex, medical conditions/disability and pregnancy is required from all applicants to inform the assessment of the household makeup and the size and type of housing that the applicant may be offered. Information regarding the remaining characteristics is requested, but is not obligatory, and is not used to directly inform the allocation of accommodation.

Age**Older People**

Population projections for Cardiff show a 67.6% growth in the 65+ age group over the term 2011–2036, compared to 27.4% growth in all age groups up to 64 years. The implications of an ageing population include increased demand for older people's accommodation and services. The Council and partners will need to ensure such provision is fit for purpose and allocated to maximum effect.

Waiting List figures confirm this high demand with almost 1700 applicants aged 50+ on the List (21% of the List). The majority of these applicants have a 1 bedroom need, and almost half require ground floor or lift accessible accommodation. 16% of applicants on the housing waiting list aged over 50 have identified a wish to downsize.

The 51-60 age group is slightly over-represented on the Waiting List when compared with

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

the Cardiff population (based on 2011 Census data) whereas the 60+ age group is under-represented (12.4% of the List compared with 20.7% of the Cardiff population). This may be influenced by the fact that, as evidenced in the Local Housing Market Assessment, the majority of older households in Cardiff (60.9%) are owner occupiers (no mortgage) and that a high proportion of these have capital to support their own housing and care needs.

Interrogation of the Waiting List indicates that applicants in the 50+ age group receive a higher proportion of overall lets than would be anticipated based on numbers alone. This is partly explained by the fact that approximately 13% of current Council and Housing Association stock is categorised as sheltered or designated and is not available to younger age groups

Young People

The housing Waiting List data shows an under-representation of applicants aged 16-20 when compared with Cardiff 'usual resident' population data taken from the 2011 census (3.5% compared with 11%). The fact that students are counted as 'usually resident' at their term-time address in the census, and that many young people in the 16-20 age group could be expected to be living with their parents and therefore will not have applied for social housing, helps to explain the difference in percentages for this age group.

For those on the Waiting List, applicants in the 30 and under age group receive a higher proportion of lets than would be expected based on numbers alone. Again, this may be partly explained by the higher availability of smaller units – bedsits and 1 bedroom accommodation account for approximately 21% of non-retirement Council properties.

Disability

The 2011 Census indicates that 18% of the Cardiff population have a long term limiting illness. This general level of disability is supported by the later Local Housing Market Assessment 2015 Household Survey which indicates that 22% of households in Cardiff contain somebody with a disability / limiting long term illness (approximately 31,976 households affected). The Survey indicates that the highest levels of disability are found in the owner occupied sector, followed by Council rented sector. The majority of all disabled household members were over the age of 50 (70% - including 16% over 80) while 12% were under 25 years old. In terms of housing, 13% of all properties had been adapted, rising to 36% of properties occupied by people using a wheelchair. Examination of households needing adaptations now or in the next 3 years showed the majority (60%) were in the owner occupied sector. 82% of those with a care or support need felt they were getting enough support.

Waiting List information indicates that 2238 applicants have a medical need (28% of the Waiting List). Of these 28 have an urgent need for rehousing as a result of their medical condition, 708 have a high need and 1502 a medium need.

There are also 599 households are on the Cardiff Accessible Homes (CAH) list waiting for a suitably adapted Council / Housing Association property. This includes applicants of all ages

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

and some households with disabled children. During 2014/15 only 161 adapted properties were let.

Please note that applicants may be registered on both the Cardiff Housing Waiting List (for a general needs property that can be suitably adapted to meet their needs) and the CAH list at the same time.

Learning disabilities

Data received from Adult Services indicates that, over the life of the Strategy an additional 175 Learning Disabilities service users will require accommodation and support. 10 service users per year will require bed spaces in shared housing and 25 service users per year will require move-on from supported living.

Gender re-assignment

Housing applicants are asked to provide information regarding their gender, with an option to select male-to-female or female-to-male gender re-assignment. No current applicants have indicated that they have undergone gender re-assignment.

Marriage & Civil Partnership

Single people are the largest group on the Waiting List - 60% of applicants who provided their marital / partnership status are single. Along with people who are separated, they are over-represented on the List when compared with the population of Cardiff as a whole (66% of the Waiting List compared with 47% of the city population).

When comparing the make-up of the Waiting List and the percentage of lets made to each group a slightly higher percentage of lets than would have been expected based on numbers alone are made to single applicants and those who are widowed. This may be partly explained by the fact that the majority of sheltered / designated accommodation for older people is 1 bedroom (and therefore primarily let to single people) and that overall bedsit/1 bedroom accommodation accounts for approximately 30% of Council stock.

Pregnancy & Maternity

Approximately 5% of applicants on the Waiting List indicated that they were pregnant. For the purposes of allocating properties unborn children are taken into account as part of the household and are included in the calculation of the size / type of property that an applicant may be offered.

Race

Census data from 2011 shows that approximately 15% of Cardiff 'usual residents' were from a BME background – this includes students living in Cardiff during the academic year.

The Local Housing Market Assessment Household Survey undertaken in 2015 supports this general level suggesting that 13% of households in Cardiff are of a BME background. 26% of BME respondents indicated that their homes were inadequate, the most commonly stated reasons being the size and state of repair of the property. Over-occupation (according to the Department for Communities & Local Government 'Bedroom Standard') affects 11% of

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

households in the BME community, compared to 4% of households in the whole population.

Interrogation of the Housing Waiting List shows that 'White British' form by far the highest proportion of applicants – 67% of those who provided information about their ethnicity - although this group is slightly under-represented when compared with the Cardiff population of 80%. Other groups that are slightly under-represented (compared with the wider population) include Indian, Pakistani, Chinese, Gypsy & Traveller and White Irish. Over-represented groups include Other White, Black African, Arab, Other Asian, Bangladeshi, Other Black background, Mixed - White & Black Caribbean, Mixed – other, Black Caribbean, Other Mixed - White & Black African.

When comparing the racial make-up of the Waiting List with the percentage of lets made to each racial group, there are some inconsistencies. In 2015/16 76% of lets were made to 'White British' applicants. This is slightly more than would be anticipated based simply on numbers, and a lower percentage than would have been expected were made to other groups, the most marked being: White other; Arab; other Asian; Bangladeshi; other Black Background. Information regarding offers made to the various groups slightly qualifies this information as follows :

Ethnic group	% of Cardiff population	% of Waiting List	% offers	% lets
White British	80.3%	67.2%	73.5%	76%
White other	3.5%	7.1%	5.2%	3.8%
Arab	1.4%	3.0%	1.6%	1.5%
Other Asian	1.3%	2.8%	2.7%	1.8%
Bangladeshi	1.4%	2.5%	0.7%	0.6%
Other black background	0.5%	2.0%	1.3%	1.1%
Black African	1.5%	6.5%	7.3%	7.4%
Mixed White & Black Caribbean	1.1%	1.9%	1.8%	1.5%
Pakistani	1.8%	1.4%	1.2%	1.1%
Mixed other	0.6%	1.0%	0.9%	0.7%
Black Caribbean	0.4%	1.0%	1.1%	0.9%
Other	0.6%	0.8%	0.6%	0.6%
Mixed White & Black African	0.5%	0.8%	0.9%	0.9%
Mixed White & Asian	0.7%	0.7%	0.5%	0.6%
White Irish	0.7%	0.5%	0.3%	0.7%
Indian	2.3%	0.4%	0.3%	0.6%
Chinese	1.2%	0.4%	0.2%	0.3%
Gypsy / Irish Traveller	0.2%	0.1%	0.0%	0.0%

Gypsies and Travellers

The Council operates 2 Gypsy and Traveller sites, comprised of 80 pitches. A separate Waiting List is maintained for the allocation of these pitches with approximately 40 households currently registered. The recent Gypsy and Traveller accommodation needs assessment forecast future need at 64 additional authorised pitches over next 5 years, increasing by 21 pitches if Rover Way site is replaced, along with additional need for a transit site.

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

Work is currently being undertaken to develop a revised Allocation Scheme for Gypsy & Traveller site pitches, bringing this into line with allocation arrangements for mainstream social housing.

Religion, Belief or non-belief

Approximately 49% of Waiting List applicants provided information about their religion / belief. Of these 1.2% indicated that they 'preferred not to say'. The most obvious differences between the Cardiff population and the Waiting List 'population' (based on those who provided information) is the under-representation of people with Christian beliefs and over-representation of the Muslim faith. It should be noted that religion / belief is not used to directly influence the allocation of housing, and that applicants are free to include as many areas of the city as they wish on their application in order to meet their cultural needs and choices.

Sex

Approximately 59% of Waiting List applicants are female and 41% male. This compares with 51% female and 49% male for whole Cardiff population. Female applicants are over-represented.

Of the 1507 lets of Council and RSL stock in 2015/16, 61% were made to female applicants, and 39% to male applicants.

Sexual orientation

Sexual orientation is not recorded as part of the census. However, the Integrated Household Survey (IHS) provides high-level estimates for a number of themes including sexual identity. Percentages reported under this Survey for Cardiff & the Vale of Glamorgan in 2015 are very similar to those indicated by Waiting List applicants who provided a response regarding their sexual orientation.

	Heterosexual / straight %	Gay / Lesbian / Bisexual %	Don't know / refusal %
IHS - Cardiff & Vale of Glamorgan	95%	3%	1%
Housing Waiting List	94%	3%	3%

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		

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

18 - 65 years	x		
Over 65 years	x		

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

The Housing Strategy will have a positive impact for people of all age groups. It contains a number of age-specific commitments to ensure that the future housing needs of Cardiff residents are addressed.

Older People

- Data has been collated on need and older persons housing stock. Discussions are ongoing with partners and will inform the development of an Older Persons Accommodation Strategy for Cardiff.
- Improved understanding of the individual housing needs of older people will be gained via applicant screening. Matching applicants with suitable properties will be enhanced by the introduction of additional property categories with clear access criteria.
- A package of incentives and assistance will be offered to older people who are under-occupying Council accommodation and looking to downsize.
- New older persons accommodation is to be developed in line with identified need – for example as part of the wider Maelfa Regeneration project.
- Council sheltered schemes are to undergo refurbishment to ensure they are fit for purpose and offer sustainable, independent living.
- Cardiff's Independent Living Service helps older and disabled people access a range of support to live as independently as possible, including a holistic visiting service, adaptations and support in the community.
- Older persons floating support services funded through Supporting People will be reviewed and will be more accessible for older people living in their own homes.

Young People

- The impact of applying LHA rates to social housing tenancies on those under 35 years will be addressed through the separate welfare reform action plan. Work is underway with RSL partners to develop 'single person housing' solutions.
- A specific Young Persons Gateway has been developed, bringing together advice, family mediation, support and accommodation to ensure that young vulnerable people can access housing services best suited to their needs.
- In response to a gap in provision, 15 training tenancies have been created for young people ready to take the step towards independence.
- The Strategy commits to reviewing the way that accessible housing is allocated to best meet needs – this includes families with disabled children.

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

- A separate action plan is to be developed to bring together ongoing work around young people.
- Assisted home ownership scheme to be promoted to help first time buyers access the property market (who would otherwise be unable to do so).

Other

- A range of housing types and sizes will be provided through the affordable housing development plan and LDP process suitable for all age groups, including families.

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

No further actions identified.

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		
Other			

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

The Strategy will have a positive impact on disabled people. It contains a number of commitments which will benefit different types of disability.

Physical Disability

- The way that accessible housing is allocated will be reviewed to best meet needs.
- A protocol enabling re-purchase of properties sold through the Right to Buy to address specific housing requirements will prioritise ground floor flats.
- New-build adapted housing is to be provided in response to identified need – for example child priority cases requiring larger adapted properties.
- Funding for adaptations has been increased and the way that disabled adaptations are delivered will be reviewed to ensure best value for money.

Learning Disability

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

- Work is ongoing between Housing and Social Services to deliver community living schemes and shared living schemes, incorporating both new build and scheme refurbishment.

Mental Health

- Pathways into housing-related support to be developed for those with mental health issues, including both forensic needs and specific behaviours such as hoarding.

Long-standing Illness or Health Condition

- 6 step-down flats developed for patients unable to be discharged from hospital due to housing issues. This accommodation is to be reviewed and increased in line with need.

General

- Housing advice and assistance delivered from community Hubs offers level access, and facilities for those with sight or hearing impairments. Home visits offered to those unable to access Hubs in person.
- Cardiff's Independent Living Service helps older and disabled people access a range of support to live as independently as possible, including a holistic visiting service, adaptations and support in the community.
- Refurbishment of older people's sheltered stock to RNIB standards.

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

No further actions identified.

3.3 Gender Reassignment

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

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

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

No current applicants have indicated that they had undergone gender re-assignment, therefore it is difficult to assess any specific housing needs or differential impacts relating to this group. The Strategy commits to improving our equalities monitoring, which should result in a more comprehensive data set on which to base future services / provision.

Consultation on the Strategy highlighted potential issues around accessibility and

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

harassment/bullying for younger LGBT people if housed in shared accommodation following benefit changes for the under 35s. Evidence on this is currently unclear – however, where the Council is made aware of any such a case, this could be dealt with under the Discretionary Housing Payment process.

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

We will continue to monitor applicants for rehousing with regard to gender reassignment and will work with equalities organisations to identify the specific housing needs of this group. Any issues identified will be addressed through the Strategy's associated action plans.

3.4. Marriage and Civil Partnership

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

	Yes	No	N/A
Marriage		X	
Civil Partnership		X	

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

No negative differential impacts identified.

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

The Local Housing Market Assessment considers household formation and size – this information will be taken into consideration in planning new housing provision.

We will continue to monitor applicants for rehousing with regard to marriage and civil partnership. Any issues identified will be addressed through the Strategy's associated action plans.

3.5 Pregnancy and Maternity

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

	Yes	No	N/A
Pregnancy		x	
Maternity		x	

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

No negative differential impacts identified.

Unborn children are recognised as part of the household make-up when assessing size

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

of accommodation needed by waiting list applicants.

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

We will continue to monitor applicants for rehousing with regard to pregnancy and maternity. Any issues identified will be addressed through the Strategy's associated action plans.

3.6 Race

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

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

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

There are some differences in the numbers of applications to the housing waiting list by ethnicity, with some groups over-represented and some under-represented. Further work will be done to better understand the reasons for this. However, a number of positive actions are identified in the Strategy:

- The Strategy commits to implementing an action plan to assist over-crowded households, including those of a BME background.
- Housing-related advice and assistance is available in a range of community languages at Hub offices, with provision tailored to local demand.
- The cultural requirements of potential residents will continue to be considered during the planning and design of new affordable housing developments.
- The Strategy commits to taking forward delivery of additional Gypsy and Traveller sites to meet short and long term need.
- Work is ongoing around allocating to Gypsy sites, to bring this in line with the mainstream social housing allocation scheme.

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

We will investigate the reasons for the under-representation of certain ethnic groups on the housing waiting list.

3.7 Religion, Belief or Non-Belief

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

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

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

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

No negative differential impacts identified.

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

We will continue to monitor applicants for rehousing with regard to religion, belief or non-belief. Any issues identified will be addressed through the Strategy's associated action plans.

3.8 Sex

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

	Yes	No	N/A
Men		X	
Women		X	

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

No negative differential impacts identified.

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

We will continue to monitor applicants for rehousing with regard to sex. Any issues identified will be addressed through the Strategy's associated action plans.

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	

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

Gay Men		X	
Gay Women/Lesbians		X	
Heterosexual/Straight		X	

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

No negative differential impacts identified.

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

We will continue to monitor applicants for rehousing with regard to sexual orientation. Any issues identified will be addressed through the Strategy's associated action plans.

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.

Cardiff Housing Strategy 2016-2021 and associated public documents will comply with new Welsh Language standards under the Welsh Language [Wales] Measure 2011. All documents will be translated into Welsh and any publicity on schemes delivered by the Council will also be available in Welsh. The Council requires organisations that receive Council grant funding to similarly ensure that it provides publicity material in both English and Welsh.

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

4. Consultation and Engagement

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

Consultation on the draft Cardiff Housing Strategy 2016-2021 was undertaken with public, private and third sector partners during July-August 2016. Views were sought from a number of key stakeholders including supported housing providers, health and social care professionals and equalities organisations including Tai Pawb, Diverse Cymru, Race Equality First, Gypsies and Travellers Wales and Stonewall Cymru. Responses were received from Tai Pawb and Diverse Cymru.

The results of the consultation exercise were taken into account in finalising the

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

Strategy document. A schedule of consultation responses has been produced, detailing any changes made in response to the comments received.

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	A number of actions are identified and embedded in the Strategy.
Disability	A number of actions are identified and embedded in the Strategy.
Gender Reassignment	We will continue to monitor applicants for rehousing with regard to gender reassignment and will work with equalities organisations to identify the specific housing needs of this group. This will be included in the Strategy's action plan, which will incorporate a separate strand relating to ongoing monitoring and resolution of equality issues.
Marriage & Civil Partnership	The Local Housing Market Assessment considers household formation and size – this information will be taken into consideration in planning new housing provision. We will continue to monitor applicants for rehousing with regard to marriage and civil partnership. Any issues identified will be addressed through the Strategy's associated action plans.
Pregnancy & Maternity	We will continue to monitor applicants for rehousing with regard to pregnancy and maternity. Any issues identified will be addressed through the Strategy's associated action plans.
Race	We will investigate the reasons for the slight under-representation of certain ethnic groups on the housing waiting list.
Religion/Belief	We will continue to monitor applicants for rehousing with regard to religion, belief or non-belief. Any issues identified will be addressed through the Strategy's associated action

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

	plans.
Sex	We will continue to monitor applicants for rehousing with regard to sex. Any issues identified will be addressed through the Strategy's associated action plans.
Sexual Orientation	We will continue to monitor applicants for rehousing with regard to sexual orientation. Any issues identified will be addressed through the Strategy's associated action plans.
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	

6. Further Action

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

7. Authorisation

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

Completed By :	Date:
Designation:	
Approved By:	
Designation:	
Service Area:	

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

**CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL****CABINET MEETING: 13 OCTOBER 2016**

CITY OF CARDIFF COUNCIL TRANSPORT STRATEGY**REPORT OF DIRECTOR CITY OPERATIONS****AGENDA ITEM: 6**

**PORTFOLIO: TRANSPORT, PLANNING AND SUSTAINABILITY
(COUNCILLOR RAMESH PATEL)****Reason for this Report**

1. This report is to enable Cabinet Members to consider the draft City of Cardiff Council Transport Strategy and seek Cabinet approval to publish the Strategy as a tool for communication and engagement with the public and transport stakeholders.
2. The report explains the reason for producing the strategy document. This is that while the Council's transport strategy is articulated in the recently adopted Local Development Plan and the Council's Local Transport Plan – plans which have already been formally approved – there is currently no single document which clearly explains the Council's approach to transport delivery and its priorities.
3. Therefore, the purpose of the strategy document is to capture the essential transport elements of the approved LDP and LTP and outline the Council's key transport projects and priorities and how these will contribute to achieving the Council's vision for Cardiff to become 'Europe's Most Liveable Capital City'. For example, the document highlights the Council's intentions to produce a new cycling strategy and cycling network plan, which are due to be considered by Cabinet and published for consultation in November 2016.
4. The draft Strategy document is included in Appendix 1 to this report. An Action Plan is included in Appendix 2. A list of 'Frequently Asked Questions' and answers is included in Appendix 3. An online questionnaire seeking public and stakeholder feedback on the clarity of strategy and future communications on transport matters is included in Appendix 4. The letter from the Chair of the Environmental Scrutiny Committee following their discussion of the Transport Strategy and the response from Cabinet Member for Transport, Planning and Sustainability are included as Appendix 5.

Background

5. Cardiff is one of the fastest growing and most highly skilled cities in the UK. It was recently named the 'UK's most liveable city' and the 6th most liveable capital city in Europe. The Council's vision is for Cardiff to become 'Europe's Most Liveable Capital City'.
6. Transport has a major influence upon the factors which make cities liveable. Transport contributes to prosperity by providing access to jobs for people and to customers and markets for businesses. The way people travel – how much they walk, cycle or use public transport and how dependent they are upon the private car – also has a significant impact upon people's health and the cleanliness, safety and sustainability of the local environment.
7. The latest Cardiff Liveable City report (October 2015) highlighted the contribution that sustainable transport can make to creating liveable places. In this context, the aim of this strategy is to align the Council's priorities for improving the city's transport system, in line with European best practice, with its wider efforts to realise its ambition for Cardiff to become Europe's Most Liveable Capital City.
8. Cardiff is set to grow significantly over the next twenty years. Cardiff's Local Development Plan (2006-2026) (LDP) identifies the need for substantial improvements to Cardiff's transport infrastructure in order to accommodate this expansion sustainably. Its policies seek to integrate new development with the provision of on-site and off-site transport infrastructure improvements in order to mitigate transport impacts and, by 2026, to achieve a 50:50 'modal split' between journeys by car and trips made by walking, cycling and public transport.
9. The Cardiff Local Transport Plan (LTP) was approved by Welsh Government in May 2015. The LTP identifies a five-year programme of transport infrastructure improvements between 2015 and 2020 and a programme of aspirational schemes between 2020 and 2030. These schemes will support the delivery of the LDP by complementing the infrastructure secured through the planning process.
10. Transport infrastructure is a central element of the £1.2 billion package of investment outlined in the Cardiff Capital Region City Deal agreement. This acknowledges that improving Cardiff's connectivity with surrounding settlements and other regions is essential to enable Cardiff to develop its function as the principal driver of economic growth across the wider city region which is home to nearly 1.5 million people.
11. The Council's transport strategy is firmly embedded in the LDP and the LTP and the technical evidence supporting these adopted plans. However, there is currently no single document outlining the main elements of the strategy, the challenges that need to be addressed or the rationale for specific interventions.

12. With the LDP now adopted and with transport set to play a central role in its implementation and the future of the wider City Region, it is important that the Council's transport strategy is communicated clearly to the public, businesses and the many organisations and stakeholders who use and rely on the city's transport system and who have a vested interest in its improvement.
13. To this end, the draft City of Cardiff Council Transport Strategy seeks to:
 - i. highlight the Council's ambitions to deliver world class transport infrastructure and placemaking in the city centre, Cardiff Bay and Cardiff's local neighbourhoods;
 - ii. provide an overview of the Council's plans to improve Cardiff's transport system;
 - iii. explain the relationship between the Council's transport and land use strategies;
 - iv. outline the main transport issues and challenges which the Council and its partners are working to address;
 - v. set out the Council's main priorities across the different transport modes.
14. The priorities for individual modes of travel and key proposals for improving the transport system featured in the strategy include:
 - Development of the Active Travel Network including a bold new plan to increase cycling
 - Bus Corridor and wider bus network enhancements
 - Improving the integration of public transport services
 - Development of a new bus and multi modal interchange as part of the Central Square redevelopment
 - Better management of the highway network to improve its operation and support sustainable travel
 - Supporting the development of the Cardiff Capital Region Metro
 - Expanding the application of Digital technology to support sustainable travel choices.
15. The content and presentation of the strategy have been designed to make it accessible to a wide audience: to Cardiff residents, businesses, the Council's partners and potential investors. It is intended that the document will be the principal reference for future communications and public engagement on transport matters.
16. The strategy will be a 'living' document that will be updated periodically to reflect progress on delivery or in response to developments in policy or other matters of strategic significance.

Creating a Liveable City/World Class Placemaking

17. The LDP was adopted in January 2016. Creating sustainable neighbourhoods is a key objective of the plan. Integral walking and cycling networks and high quality public transport connections will be

central features of these neighbourhoods, the city centre and Cardiff Bay areas, and a hallmark of the liveable city which Cardiff aspires to be.

18. The LDP includes a master planning framework and supporting policies which specify the on-site and off-site transport infrastructure which is essential to enable the development of the major LDP strategic sites to proceed. The Council will work closely with developers to embed this infrastructure provision within the detailed master plans for the LDP strategic sites and to secure its implementation through subsequent planning applications for particular phases of development.

Modal Shift

19. The LDP plan provides for 41,000 new homes and up to 40,000 new jobs by 2026. It is estimated that this expansion of the city will generate a 32% (net) increase in road traffic which will intensify pressure on the city's highway network. In order to accommodate growth on this scale, the overall share of daily journeys in Cardiff made by car must decrease and a greater proportion of trips need to be made by walking, cycling and public transport. To this end the LDP sets a target of 50% of all journeys to be made by sustainable transport by 2026, the end of the LDP plan period. This is referred to as the '50:50 modal split'.
20. To enable this 'modal shift' and to achieve a 50:50 modal split by 2026, policies in the LDP seek to secure significant improvements to the public transport and active travel networks in combination with new developments. Through the development management process, the Council will assess the transport impacts of development proposals and secure appropriate on-site and off-site measures to mitigate those impacts and to make developments acceptable in planning terms. Such measures could include the provision of integral walking and cycling networks as part of site layouts, off-site infrastructure such as cycle routes and bus lanes or financial support for additional bus services. These provisions will normally be secured through S106 or S278 agreements as part of planning permissions.

Higher Targets

21. Achieving the 50:50 target by 2026 would be sufficient for the purposes of delivering the LDP. However, in order to emulate other European cities noted for their liveability, the Council would like to set a more ambitious target and achieve a higher share of journeys in Cardiff by sustainable transport.
22. The Council would like to make quicker progress towards the 50:50 modal split and will work to secure the infrastructure improvements needed to achieve this target by 2021. In the following five years to 2026, efforts will focus on delivering further improvements in order to increase the proportion of all journeys in Cardiff by walking, cycling and public transport to 60% and achieve the aspirational target of a 60:40 modal split.

Delivery of Council-led schemes

23. Infrastructure secured through the planning process will be complemented by transport schemes delivered by the Council through its annual capital programme. The Council will focus on the delivery of strategically important transport schemes or elements of such schemes where it isn't possible to secure developer contributions through the planning process. The Council will bid annually to Welsh Government to secure the funding necessary to implement these schemes.
24. Implementation of Cardiff's LDP is not dependent upon the delivery of Cardiff Capital Region Metro (see below) and the potential rail-based rapid transit services which could be developed through the Metro initiative. Whilst such services would support Cardiff's growth in the longer term, within the LDP plan period (up to 2026) the focus will be on securing improvements to bus-based public transport and facilities for active travel. The Council will also ensure that future corridors that may be required for the Metro are safeguarded through the planning process as required by the LDP.

Cardiff Capital Region Metro

25. The Metro is a vision for an integrated public transport network connecting Cardiff and communities across South East Wales and the Cardiff Capital Region. Delivery of the Metro is being led by Welsh Government.
26. The Metro is likely to comprise a combination of rail-based and bus-based rapid transit routes linked via strategic and local interchanges and promoted through a common network brand and integrated ticketing systems.
27. Investment in Metro-related infrastructure has already taken place through a 'Phase 1' programme of rail, bus and active travel schemes led and managed by Welsh Government.
28. 'Phase 2' of the Metro will include the electrification of the Valley Lines network which is now scheduled for completion by 2023. Implementation of Metro 'Phase 2' represents a central component of the Cardiff Capital Region City Deal project. The Valley Lines network could potentially be converted from its existing heavy rail operation to a light rail mode and options for this are currently under investigation. Conversion to light rail would create the potential for future on-street running of light rail/trams services through parts of Cardiff city centre and the Cardiff Bay area. The feasibility of on-street running would be subject to further investigation work and additional funding beyond the delivery of the City Deal package of measures.
29. The Council is firmly committed to the implementation of the Cardiff Capital Region Metro light rail proposals and will continue to work closely with Welsh Government, neighbouring authorities and transport industry partners to progress this vitally important scheme.

Cross-boundary schemes

30. Around 80,000 commuters travel into Cardiff each day from neighbouring areas. Reducing the proportion of these trips that are made by car would greatly assist Cardiff's efforts to reduce the pressures on its road network and improve the efficiency of public transport. To this end the Council will continue to work closely with neighbouring local authorities to secure improvements to cross-boundary strategic bus corridors and to support the development of park and ride facilities on sites outside Cardiff in order to intercept traffic and enable transfer onto bus services beyond the city boundary.
31. The Council will also continue to collaborate with neighbouring authorities on the development of future rail-based Metro routes including the potential future corridor connecting Central Cardiff to Llantrisant / Talbot Green via north-west Cardiff.

Action Plan

32. An Action Plan identifying the actions for delivering the strategy priorities is included in Appendix 2 to this report.

Communications and Engagement

33. The strategy will be published along with a list of 'Frequently Asked Questions' with answers (Appendix 3). The views of the public and stakeholders regarding clarity of the document and future communications on transport matters will be sought following the publication of the strategy through the questionnaire contained in Appendix 4. Feedback will be invited over a four week period commencing at the beginning of November 2016.
34. Reaching the Council's modal split targets will require a change in travel behaviour across Cardiff so that a higher proportion of daily journeys are made by walking, cycling and public transport. Improvements to infrastructure and services to provide attractive alternatives to the private car will be crucial in order to achieve modal shift. However, better infrastructure is only part of the solution; in order to make the switch to sustainable travel modes, people who use and rely upon Cardiff's transport system need to be fully aware of the availability of alternatives to the car and confident of their practicality and reliability. To develop this awareness, the Council will carry out both proactive and reactive communications through various media, in parallel with the implementation of the Strategy. This will include regular updates on transport matters and progress with specific projects. It will also provide more information explaining the purpose and benefits of specific projects and how they contribute to the delivery of the modal split targets and achieving the wider objectives of the strategy.

Local Member engagement

35. Initial member consultation was carried out in August 2015 when a short briefing paper was circulated to all Ward Members prior to the development of strategy.
36. Member briefings on the strategy document were held in September 2016.
37. The Environmental Scrutiny Committee received a presentation and briefing from officers and the Cabinet Member for Transport, Planning and Sustainability on 14th June 2016. The letter from the Chair of the Environmental Scrutiny Committee (dated 21st July 2016) containing the Committee's feedback and the formal response from the Cabinet Member for Transport, Planning and Sustainability (dated 23rd August 2016) are included in Appendix 5 to this report.
38. There will be further opportunities for Ward Member input following the publication of the strategy in November.

Reason for Recommendations

39. Cabinet approval of the draft City of Cardiff Transport Strategy is required prior to its publication.

Financial Implications

40. As this report is recommending moving forward to the next stage there are no direct financial implications arising from this report. The detailed proposals that are included in the final Transport Strategy will however have significant financial implications for the Council. At the appropriate time when decisions to proceed with specific proposals are being considered these will need to be supported by robust financial analysis, including funding arrangements.

Legal Implications (including Equality Impact Assessment where appropriate)

41. This report recommends that the draft Cardiff Transport Strategy be approved for publication. Legal Services are instructed that the purpose of the document is, put simply, to set out in one document information on the essential transport elements of the approved LDP and approved LTP. That is, capture in one document matters relating to transport that have previously been approved. Legal advice was provided on the LDP and LTP at the time those plans were prepared. It is noted in respect of transport matters various pieces of legislation serve to impose duties on the Authority. Of particular relevance are the Active Travel (Wales) Act 2013 (and guidance issued) and The Well-being of Future Generations (Wales) Act 2015. These are referred to in the Strategy.
42. In respect of transport matters regard must be had to the Council's duties under the Equality Act 2010 and appropriate steps taken to ensure

compliance on an ongoing basis. Pursuant to the Council's duties under the Equality Act 2010 the Council must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a) age, (b) gender reassignment (c) sex (d) race – including ethnic or national origin, colour or nationality, (e) disability, (f) pregnancy and maternity, (g) marriage and civil partnership, (h) sexual orientation and (i) religion or belief – including lack of belief. It is noted that as part of the LDP process an EIA was provided.

RECOMMENDATIONS

Cabinet is recommended to:

1. Note that the draft City of Cardiff Council Transport Strategy captures the essential transport elements of the Council's LDP and LTP - which have already been approved - and outlines the Council's key transport vision, projects and priorities and how these will contribute to achieving the Council's aspirations for Cardiff to become 'Europe's Most Liveable Capital City'.
2. Approve the draft City of Cardiff Council Transport Strategy for publication to provide the basis for future communication and engagement with the public and transport stakeholders.
3. Authorise the Director, City Operations, to issue the questionnaire contained in Appendix 4 to this report in order to seek views of the public and stakeholders regarding the clarity of the document and method of future communications on transport matters and, thereafter, to review and update the City of Cardiff Council Transport Strategy as may be required from time to time.

ANDREW GREGORY

Director

7 October 2016

The following appendices are attached:

Appendix 1 - Draft City of Cardiff Transport Strategy

Appendix 2 – Transport Strategy Action Plan

Appendix 3 – Frequently Asked Questions

Appendix 4 – Questionnaire

Appendix 5 – Letter from Chair of Environmental Committee and response from Cabinet Member for Transport, Planning and Sustainability.

DRAFT

CARDIFF TRANSPORT STRATEGY

CITY OF CARDIFF COUNCIL



CONTENTS

1	OUR VISION	4
	INTRODUCTION	5
	TRANSPORT AND LIVEABILITY	6
	TRANSPORT VISION AND PRIORITIES	8
	KEY PLANS AND POLICIES	10
2	CHALLENGES AND OPPORTUNITIES	12
	OUR MAIN CHALLENGES	13
	OUR PROGRESS SO FAR	16
	OPPORTUNITIES	20
3	PRIORITIES	24
	OUR PRIORITIES	25
	PRIORITIES FOR WALKING	27
	PRIORITIES FOR CYCLING	29
	PRIORITIES FOR RAIL NETWORK	31
	PRIORITIES FOR BUS TRANSPORT	33
	PRIORITIES FOR HIGHWAY NETWORK MANAGEMENT	35
	PRIORITIES FOR CONNECTIVITY WITH THE WIDER CITY REGION	37
	PRIORITIES FOR TECHNOLOGY AND INNOVATION	38
	STRATEGY TIMEFRAME	40
	HOW WE WILL DELIVER OUR PRIORITIES	42
	CONSULTATION AND COMMUNICATIONS	43
	GLOSSARY AND ABBREVIATIONS	44

1

THE COUNCIL'S VISION



INTRODUCTION

This is an exciting time of change for Cardiff. We are one of the most highly skilled and fastest growing cities in the UK. An additional 41,000 houses and 40,000 jobs are planned for Cardiff over the next decade. A Capital City, centre of government and major visitor destination, Cardiff hosts numerous national and international sporting and cultural events. We have also recently been named the 'UK's most liveable city'.

Cities are the focus of economic development and the drivers of growth. For Cardiff, this means we are the economic driver of a major city region of nearly 1.5 million people, half the population of Wales. Cardiff provides one third of regional employment. People make approximately 1.5 million trips every day travelling in and to and from Cardiff (over 25% of trips in the South East Wales Region). Large numbers of journeys come from the neighbouring local authorities such as the Vale of Glamorgan, Rhondda Cynon Taff and Caerphilly.¹

To support the city region and allow it to continue to grow, a transport system is needed which can bring people and jobs closer together and improve connectivity between businesses and their customers and suppliers. We've taken some important steps forward in recent years, but a number of challenges remain. We need to transform our transport infrastructure so that we, and the area around us, can grow and realise our ambition to become Europe's most liveable capital city.

The Cardiff Capital Region City Deal and the Welsh Government's Metro together provide a unique opportunity to achieve this transformation through the delivery of a new on-street city tram system that will be fully integrated with the wider city and regional transport networks.

"Successful city regions have high performing integrated transport systems that allow for the seamless and efficient flow of people and goods, feeding key hubs (employment, residential and recreational) effectively and supporting sustained economic growth".

(CARDIFF CAPITAL REGION, 'POWERING THE WELSH ECONOMY', 2015)

Up to now, our transport vision and priorities have not been outlined in an individual strategy document. However, with the Local Development Plan now adopted and transport set to play a central role in its implementation, we think it is essential that our Transport Strategy is presented in a single document which clearly explains:

- How our plans for improving Cardiff's transport system are needed to support the development of new sustainable communities envisaged within the Local Development Plan
- The main transport issues and challenges which we are working to address
- Our transport priorities and key proposals for improving the transport system.

This document will be the principal reference in our future communications and public engagement on transport matters. Our aim in publishing the strategy is to generate a stronger public awareness of the transport challenges we are seeking to address, demonstrating how the projects we are proposing will contribute to Cardiff realising its ambition to become Europe's most liveable capital city.

"Cardiff plays a unique role in Wales. Over the past decade it has been the main source of new jobs in the city-region, and over a third of the city's workforce commute in each day from surrounding areas."

(CARDIFF LIVEABLE CITY REPORT, OCTOBER 2015)

TRANSPORT & LIVEABILITY

As a 'Liveable City', Cardiff is striving to provide not only a thriving economy and excellent job opportunities, but also a high quality of life. Our public spaces, natural environment and culture, as well as education and learning, will all contribute to the vision for Cardiff to become Europe's most liveable capital city.

An excellent transport system is integral to achieving this vision. Transport has a major influence upon the factors which make cities liveable. Transport contributes to prosperity by providing access to jobs for people and to customers and markets for businesses. The way people travel – how much they walk, cycle or use public transport and how dependent they are upon the private car – can have a significant impact upon people's health and the cleanliness, safety and sustainability of the local environment.

On average, people spend around an hour travelling each day, so the ease and comfort of daily trips to work, school and shops can have a significant bearing on an individuals' quality of life.

Many of the world's cities most noted for their liveable qualities have been planned, or re-planned, around sustainable forms of transport. The relationship between transport and liveability is evident in a number of the cities which have featured near the top of liveable city rankings in recent years. For example:

63%

OF COPENHAGEN RESIDENTS CYCLE TO WORK OR EDUCATION EVERY DAY

(COPENHAGEN BICYCLE ACCOUNT 2014)

39%

OF VIENNA RESIDENTS USE PUBLIC TRANSPORT TO GET TO WORK OR EDUCATION EVERY DAY

(VIENNA WALKING, 2015)

2/3

OF ALL TRIPS IN MELBOURNE ARE ON FOOT AND OVER A THIRD ARE WORK RELATED

(VICTORIA STATE GOVERNMENT 2015)

54%

OF TORONTO RESIDENTS CYCLE, 25% FOR RECREATION AND 29% FOR TRANSPORTATION

(TORONTO CYCLING NETWORK PLAN, 2015)

Transport in some of the world's most liveable cities has a number of things in common:

- a wide choice of travel options, allowing most daily journeys to be made easily without a car
- streets and neighbourhoods where it is safe for people to walk and cycle and children to play
- extensive networks of safe and attractive routes for walking and cycling – to work, school, shops, local services and public transport stops
- a high quality public transport network which gets people to any part of the city quickly and without fuss
- a city centre which isn't dominated by cars and other traffic.

"Most of the world's most liveable cities have grown alongside the development of sustainable transport networks which allow people to travel freely by public transport, walking and cycling"

(CARDIFF LIVEABLE CITY REPORT, OCTOBER 2015)





TRANSPORT VISION & PRIORITIES

The link between transport and liveability is recognised in our vision for transport:

“An integrated transport system that offers safe, efficient and sustainable travel for all, where public transport, walking and cycling provide real and desirable alternatives to car travel, which contributes to making Cardiff Europe’s most liveable capital city.”

This vision has shaped the direction of our work on transport for a number of years. During this time our efforts have focussed on three main priorities:

1 WIDENING TRAVEL CHOICES

MAKING IT PRACTICAL FOR MOST DAILY TRIPS TO BE MADE BY ALTERNATIVES TO THE CAR, SUCH AS PUBLIC TRANSPORT, WALKING AND CYCLING

2 DEMAND MANAGEMENT

TAKING STEPS TO REDUCE THE DEMAND FOR TRAVEL OVERALL, AND PARTICULARLY BY CAR

3 NETWORK MANAGEMENT

USING TECHNOLOGY TO MAKE BEST USE OF THE EXISTING HIGHWAY NETWORK, RATHER THAN BUILDING NEW ROADS THAT WOULD GENERATE MORE TRAFFIC





Stop the Pres
Our customers have rated
★★★★★ on google review

We have buyers waiting for Roath, Splat

618



KEY PLANS AND POLICIES

Our transport strategy is underpinned by two main plans – **the Local Development Plan (LDP) and Local Transport Plan (LTP)** – which are also the main tools for securing the transport improvements needed to help Cardiff grow and become a truly liveable city.

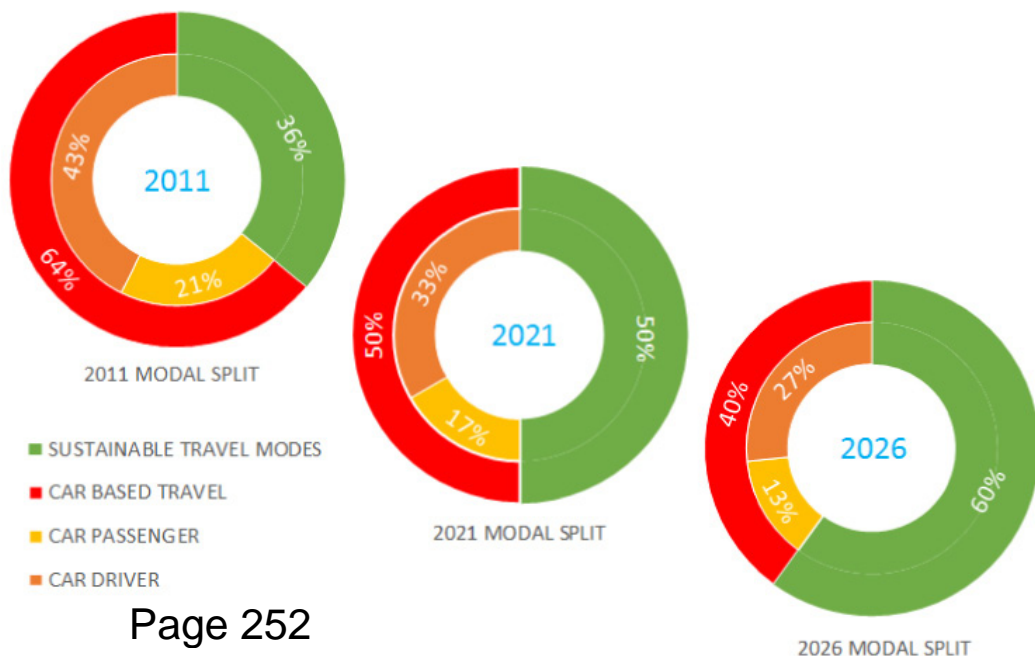
The **Cardiff Local Development Plan** (2006-2026) provides for 41,000 new homes and up to 40,000 new jobs up to 2026. The future development identified in the LDP will generate a 32% (net) increase in road traffic which will intensify pressure on the city's highway network. Modelling work carried out to support the LDP shows that in order to accommodate the future development identified in the LDP, the overall share of daily journeys made by car must decrease and a greater proportion of trips need to be made by walking, cycling and public transport. To enable this 'modal shift', policies in the LDP seek to secure significant improvements to the public transport and active travel networks in combination with new developments. The LDP includes the target of 50% of all journeys to be made by sustainable transport by 2026. This is referred to as the '50:50 modal split'.

Achieving the 50:50 target would be sufficient for the purposes of delivering the LDP. However, in order to emulate other European cities noted for their liveability we need to be more ambitious about the share of journeys in Cardiff that we want to be made by sustainable transport.

We would like to make quicker progress towards the 50:50 modal split and will work to secure the infrastructure improvements needed to achieve this target sooner - by 2021. In the following five years to 2026, efforts will focus on delivering further improvements in order to increase the proportion of all journeys in Cardiff by walking, cycling and public transport to 60% and achieve the aspirational target of a 60:40 modal split.

The **Local Transport Plan** was approved by the Welsh Government (WG) in May 2015 and sets out our main transport infrastructure proposals and aspirations for the period 2015-2030. This includes the period also covered by the LDP (2026). The LTP schemes will complement the transport infrastructure that we will negotiate and secure (with the backing of the LDP policies) from the developers of major sites through the planning process.

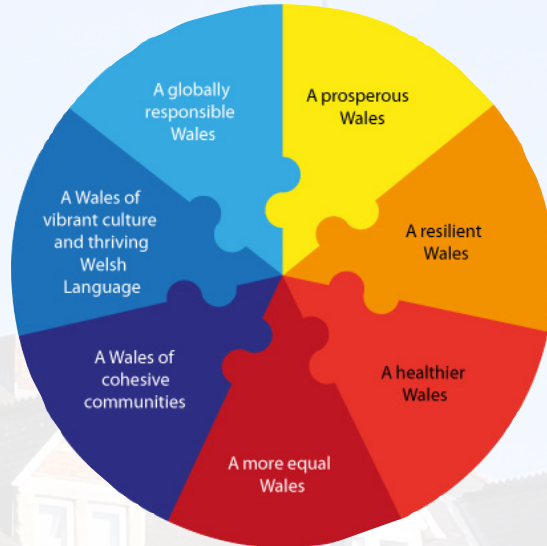
OUR TARGETS



THE WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015

The Act puts in place seven well-being goals that will contribute to sustainable development. It places a duty on Local Authorities and other public bodies to set objectives that are designed to maximise their contribution to achieving each of the well-being goals.

Increasing use of sustainable transport and working towards the 50:50 modal split target can potentially make an important contribution to the delivery of our Wellbeing Duty.



ONE PLANET CARDIFF

If everyone in the world consumed natural resources and generated carbon dioxide at the rate we do in Cardiff, we would need three planets to support us. This is neither sustainable nor equitable to everyone we share our planet with.

Cardiff's aspiration is to be a one planet city by 2050. Shifting more daily journeys to sustainable modes will be essential in order to reduce Cardiff's energy consumption and greenhouse gas emissions.



2

CHALLENGES AND OPPORTUNITIES

OUR MAIN CHALLENGES

To achieve our 50:50 modal split target and realise our Transport Vision, we need to address a number of challenges

FUTURE GROWTH

Cardiff is set to grow over the next decade. The LDP provides for 41,000 (net) new homes and up to 40,000 jobs by 2026 which will significantly increase travel demand and intensify pressures on Cardiff's transport network. Addressing this impact and enabling Cardiff to expand will require a shift from daily car use to sustainable travel. Making this happen and achieving the LDP 50:50 target is the focus of our Transport Strategy.

PRESSURES FROM INBOUND COMMUTING

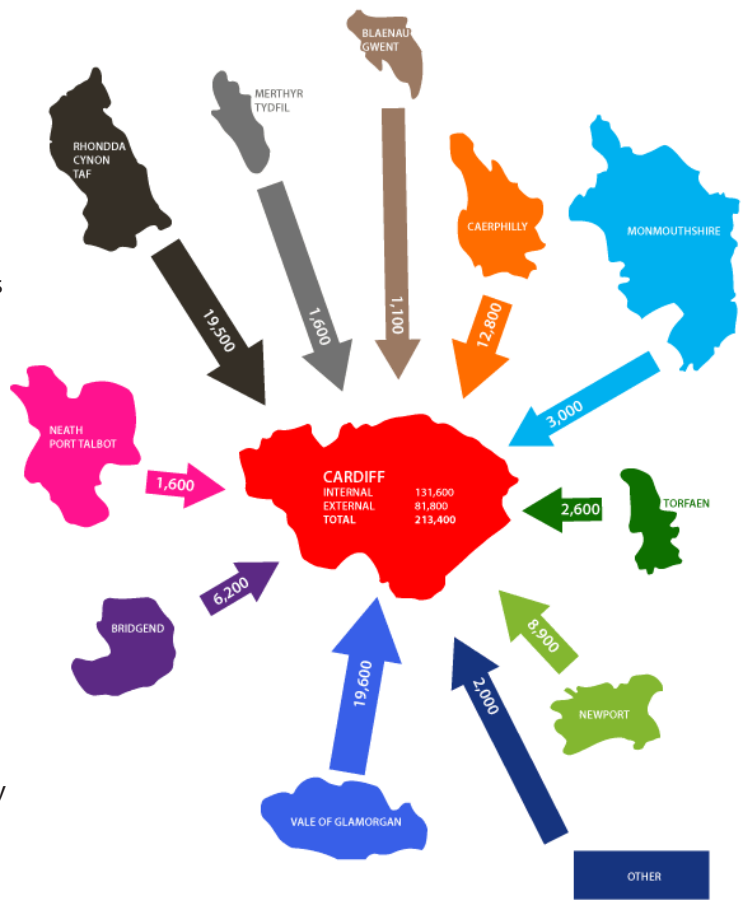
Cardiff is the centre of regional employment and every day, large numbers of commuters travel into the city. Most workers (between 76% and 84%) who make the daily trip into Cardiff from neighbouring local authority areas travel by car (*Census 2011*). Daily commuters from outside the city add pressure to the road network in the morning and evening peak hours. This inflow of traffic causes congestion, delays and results in longer journey times.

LEVELS OF CAR OWNERSHIP

Car ownership has gone down in some parts of Cardiff but it is rising in others. For example, in Butetown, car ownership more than doubled between 2001 and 2011. This is an indicator of continuing demand for car travel. More cars on the highway network add further to congestion problems unless alternative travel choices are attractive and convenient. Higher car ownership also results in greater demand on road space for parking, which can impact negatively on local residents and businesses, as well as reducing the space available for sustainable modes of travel.

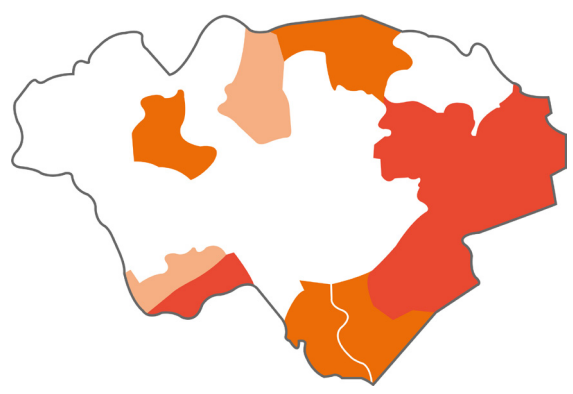
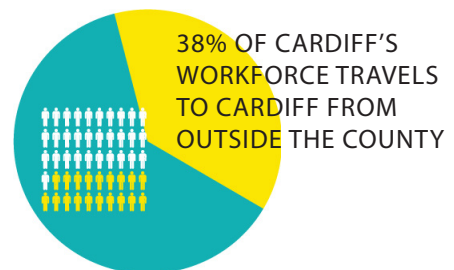
AREAS OF HIGH DEPENDENCY ON CAR TRAVEL

Use of sustainable transport has increased in areas of central Cardiff, but residents of parts of Cardiff's outer suburbs remain heavily reliant on the car for daily travel. Unsurprisingly, the areas where car use is highest include areas which are relatively poorly served by the bus and train networks. Car use for many people is a habit which is difficult to break. In order to make the switch, people require practical alternatives which compete with the perceived convenience of the car. Making these alternatives a reality is a central aim of our Transport Strategy.



10%

INCREASE IN DAILY COMMUTERS TRAVELLING TO CARDIFF FROM OUTSIDE THE AUTHORITY BETWEEN 2004 AND 2014



- INCREASED CAR OWNERSHIP
- NO CHANGE IN USE OF SUSTAINABLE MODES
- DECREASED USE OF SUSTAINABLE MODES

BARRIERS TO WALKING

Many daily trips are short, local and within easy walking distance. However, the quality of pedestrian infrastructure and facilities varies across the city and improvements are needed to make sure that roads and streets are pedestrian-friendly, with the needs of pedestrians considered first. Maintaining footways in good condition will become increasingly challenging with further reductions in Council budgets.

POOR CYCLING INFRASTRUCTURE

Cycling in Cardiff is growing. Over half of residents feel that overall Cardiff is a good place to cycle. However, the city's network of routes is very fragmented and conditions on many roads make them unattractive to ride on. This explains why 8 in 10 Cardiff residents think that safety for cycling needs to be improved (*Bike Life Cardiff Report 2015*).

HEALTH

There is a pressing need to encourage healthy and active lifestyles, as only 25% of Cardiff residents meet physical activity guidelines and 53% are obese or overweight (*Welsh Health Survey 2010 and 2011*). Dependency on the car is widely regarded as a key contributor to declining levels of physical activity across the UK.

The car is the dominant mode of travel for journeys in Cardiff; travel to work represents only 24% of all car trips in Cardiff and Penarth, with most personal travel by car being for leisure (28%), shopping and personal business (26%) or other purposes (22%) (*Sustrans Cymru/Socialdata Research 2011*). Many of these short journeys could be made by walking or cycling with safe and attractive routes in place. Road traffic is also a major source of pollution that harms both air quality and people's health, in addition to being a major contributor to climate change.

All local authorities across the UK have a duty to measure local air quality in order to reduce air pollution to protect people's health and the environment. As a result of this, Cardiff has identified a number of Air Quality Management Areas (AQMAs). Transport is one of a number of sources of local air pollution. In developing transport projects and considering planning applications, we will take opportunities to mitigate air quality impacts and improve air quality where this is feasible.

POOR PUBLIC TRANSPORT

Quality of the public transport network is a major challenge for Cardiff. Significant changes to the city's bus network, supported by substantial investment in bus infrastructure, will be necessary to make buses an attractive and practical alternative to the car for daily travel in Cardiff.

A regional rail-based rapid transit system integrated with local bus networks, as in the proposed Cardiff Capital Region Metro, would help change the negative images of public transport that keep many people locked into daily car use. There is growing recognition of the need to transform public transport in both the city of Cardiff and the wider region. The City Deal between the UK Government, Welsh Government and 10 local authorities in South East Wales provides an opportunity to work towards making this a reality.

4%

DECREASE IN
DAILY BUS USE
BETWEEN 2007
AND 2014

(ASK CARDIFF SURVEYS,
5 YEAR ROLLING
AVERAGES)

35%

OF RESIDENTS
SAY FREQUENCY
AND AVAILABILITY
OF PUBLIC
TRANSPORT IS
"MAIN PROBLEM"
WITH TRAFFIC
AND TRANSPORT
IN CARDIFF

(ASK CARDIFF SURVEYS)

TRAVELLING TO SCHOOL

There is growing evidence that promoting active and sustainable travel to school can have considerable benefits, including promoting physical activity, improved pupil learning, and contributing to a safer local environment by reducing congestion and problem parking around schools. Despite this, the proportion of journeys to school made by car remains high in many schools across the city.

There are several barriers to promoting sustainable travel to schools, such as concerns about safety and poor facilities as well as time pressures for parents and carers who are making other journeys after the school run. Encouraging children and young people to travel actively and sustainably is crucial if we are to achieve longer term modal shift.





OUR PROGRESS SO FAR

There is still a lot of work to do but we've taken some important steps forward in recent years. This will help us achieve the target in the LDP of 50% of all trips to be made by sustainable modes of transport by 2026.

MAKING PLACES MORE WALKABLE

We've introduced a number of improvements for pedestrians. These include measures to tackle speeding vehicles, new crossing facilities, and the re-design of major junctions to give pedestrians greater priority.

We have recently completed a two year pilot 20mph Limit in Roath/Cathays. We are working to introduce further 20mph limits in the Riverside and Canton areas by Spring 2017.

17%

OF PEOPLE IN
CARDIFF WALK
TO WORK

(2014 ASK CARDIFF
SURVEY, 5 YEAR
ROLLING AVERAGES)

PROVIDING BETTER ROUTES FOR CYCLING

We've significantly improved routes for cyclists as part of our delivery of the Enfy's Strategic Cycle Network Plan.

Cycling levels are continuing to increase and there is strong public support for further cycling investment in Cardiff.



56% OF PEOPLE SAY THEY WOULD LIKE TO BE ABLE TO RIDE A BIKE MORE



74% OF PEOPLE THINK THINGS WOULD BE BETTER IF PEOPLE RODE BIKES MORE



67% OF PEOPLE THINK THAT MORE PEOPLE RIDING BIKES WOULD MAKE CARDIFF A BETTER PLACE TO LIVE AND WORK

(BIKE LIFE SURVEY 2015)

49%

APPROXIMATE INCREASE IN DAILY CYCLE FLOWS IN THE CITY CENTRE BETWEEN 2004 AND 2014

(CARDIFF ANNUAL SURVEYS, 5 YEAR ROLLING AVERAGES)

28%

INCREASE IN CYCLING FROM 2013-2014

(BIKE LIFE SURVEY 2015)

4%

SHIFT TOWARDS CYCLING FOR DAILY JOURNEYS TO WORK BETWEEN 2007 & 2014

(ASK CARDIFF SURVEY 2010-2014)

8%

OF JOURNEYS TO WORK ARE MADE BY BICYCLE

(ASK CARDIFF SURVEY 2014)



OUR PROGRESS SO FAR

TACKLING CONGESTION

Although Cardiff's road network remains under pressure at peak travel times, daily traffic passing through the city centre has reduced significantly; between 2004 and 2014 flows decreased by 25% (*Cardiff Annual Surveys – 5 yr Rolling Averages*).

The decrease in through-traffic presents the opportunity to improve access to and through the city centre for sustainable modes of travel.

26%



DECREASE IN
CITY CENTRE
TRAFFIC
BETWEEN 2004
AND 2014

(CARDIFF ANNUAL
SURVEYS, 5 YEAR
ROLLING AVERAGES)

BUS LANES

Bus Lanes have been installed on a number of main roads into the city including the A470, A4119 and A48 – these are helping bus services beat the traffic queues and improve their reliability.

13.94km

TOTAL LENGTH OF BUS LANES IN CARDIFF.
400M OF BUS LANE CAN GIVE EACH BUS A
TIME ADVANTAGE OF 5 MINUTES OR MORE
OVER GENERAL TRAFFIC ON THE APPROACH TO
JUNCTIONS AND IMPROVE THE ABILITY OF BUS
DRIVERS TO MEET TIMETABLES

(CARDIFF 2014 REGIONAL BUS LANE SURVEYS)



100M OF BUS LANE CAN GIVE EACH BUS A 15
SECOND TIME ADVANTAGE

(CARDIFF 2014 REGIONAL BUS LANE SURVEYS)



1.34



PASSENGERS PER CAR PER TRIP AVERAGE

12.2



PASSENGERS PER BUS PER TRIP AVERAGE

NEW BUS INTERCHANGE

Plans are in place for an international quality public transport hub as part of a major redevelopment of land around Cardiff Central rail station.

The development in Central Square also includes plans for a bike hub, providing secure bike parking for commuters and visitors.



ARTIST'S INTERPRETATION OF HOW THE BUS INTERCHANGE MAY LOOK





CREU GWIR IN THESE STONES
FEL GWYDR HORIZONS
OF IWRNAIS AWEN SING



OPPORTUNITIES

This exciting time of change for Cardiff brings opportunities as well as challenges

LIVEABLE CITY

Cardiff is one of the fastest growing and most highly skilled cities in the UK. It was recently named the 'UK's most liveable city' and the 6th most liveable capital city in Europe. Our ambition is to become number one.

The latest Cardiff Liveable City report (October 2015) highlighted the major contribution that sustainable transport can make to creating liveable places. This strategy seeks to align our priorities for improving the city's transport system, in line with European best practice, with our wider efforts to make Cardiff 'Europe's Most Liveable Capital City'.

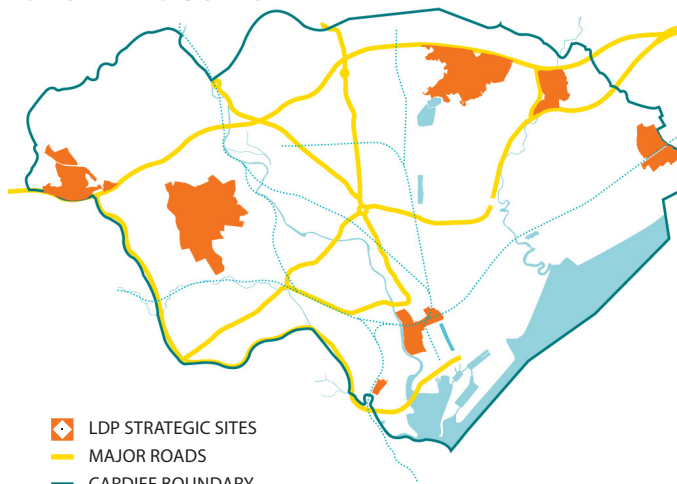
SCALE OF FUTURE GROWTH

The LDP presents Cardiff with its greatest transport challenge. Yet, because the large scale of the developments included in the plan require substantial supporting infrastructure, it also provides a unique opportunity to address Cardiff's transport problems.

Policies in the LDP require that major housing developments include a full range of essential community facilities (schools, shops, healthcare centres etc.) as well as safe walking and cycling routes and good public transport. This combination of infrastructure is essential in order to make sustainable travel a practical option and reduce people's dependency on the private car.

As well as the occupiers of new developments, these improvements will also benefit current residents and businesses in the city. This is important as achieving the LDP target of a 50:50 split will require a shift to sustainable travel to occur across all areas of Cardiff, not just in the new communities being planned.

LDP STRATEGIC SITES



WHAT ARE LDP STRATEGIC SITES?

THEY ARE THE 8 MAJOR DEVELOPMENT SITES THAT WILL ACCOMODATE MOST OF THE NEW HOMES AND JOBS THAT CARDIFF NEEDS UP TO 2026.

"Providing a healthy and convenient environment for all users that supports the principles of community safety, encourages walking and cycling, enables employment, essential services and community facilities to be accessible by sustainable transport and maximises the contribution of networks of multi-functional and connected open spaces to encourage healthier lifestyles."

Local Development Plan

CARDIFF CAPITAL REGION METRO

Without exception, the world's most successful and liveable cities have excellent public transport or 'Metro' systems. The connectivity provided by 'Metro'-style networks can help attract economic investment and better, higher skilled jobs. Typically they feature:

- Fast and frequent services connecting the city centre with its suburbs and surrounding area
- Rail, Light Rail, or Tram-based services integrated with City bus networks
- Integrated timetables for all bus and rail-based services
- Seamless interchange between services
- Integrated ticketing systems and products
- Extensive promotion and marketing of services
- Accessible passenger information
- Distinctive 'Metro'- style branding.

In March 2016, the UK Government, Welsh Government and the 10 South East Wales local authorities agreed a £1.2 billion City Deal for the Cardiff Capital Region. The City Deal Investment Fund will include substantial funding for the development of the Cardiff Capital Region Metro, an integrated public transport network that will connect Cardiff with key settlements across South East Wales.

The City Deal and the Metro together create a once-in-a-lifetime opportunity to realise the city's aspiration for an on-street city tram system that will be fully integrated with the wider city and regional transport networks.

The Metro is likely to comprise a combination of rail-based and bus-based rapid transit routes linked through interchanges and using the same network brand and integrated ticketing system. Investment in Metro-related infrastructure has already taken place through a 'Phase 1' programme of rail, bus and active travel schemes led and managed by Welsh Government.

The City Deal commits further investment to a second phase of the Metro which will focus on electrification of the Valley Lines rail network by 2023. The Valley Lines network could potentially be converted from its current heavy rail operation to a light rail mode and options for this are currently under investigation. Conversion to light rail would create the opportunity for future on-street running of light rail/trams services through parts of Cardiff city centre and the Cardiff Bay area. The feasibility of on-street running will need further investigation work and additional funding beyond the delivery of the main City Deal package.

We will work closely with Welsh Government and other partners to support delivery of the Valley Lines Electrification programme and the design of future extensions to the Metro network through new rail and bus-based routes and improved interchange facilities.

WELSH GOVERNMENT'S POTENTIAL METRO NETWORK



MAKING CARDIFF THE UK'S LEADING CYCLING CITY

More and more people are choosing to travel by bike in Cardiff. Between 2013 and 2014 trips by bike increased by 28%. Cycling now accounts for 8% of journeys to work in the city (*Ask Cardiff Survey, 2014*), and there has been a visible increase of cyclists on the city's main commuter routes during the morning and evening rush hours.

Large areas of central Cardiff are relatively flat and, together with the city's compact geography and wealth of public open space, this provides an excellent basis for developing a city-wide network of cycle routes. We know that 57% of Cardiff residents travel less than 5km to work, which is regarded as a realistic distance to travel by bike. People could switch to cycling for a great number of these trips if safe and attractive routes existed in addition to safe and secure cycle parking at key locations. Because of these factors, with the right infrastructure in place, we believe that Cardiff has the potential to become the UK's leading city for cycling.

Cardiff also has an opportunity to make this change happen; residents – both those who already cycle and those who don't currently cycle – strongly support this ambition. Because of this, along with the recent increases in levels of cycling, we believe there is the potential for a further significant shift to cycling as a mode of transport.

DIGITAL CITY & TECHNOLOGY

Advances in technology are already changing the way we travel and making it easier to manage the transport network more effectively. Developments which are being introduced to promote travel choices include:

- 'Smart Parking' app
- ANPR (Automatic Number Plate Recognition) cameras
- Pre-booking Park & Ride spaces for events
- Real time public transport information apps.

We will continue to support the use and innovation of digital technology for promoting and enabling sustainable travel, as well as investigating the advantages of new technology that will help us achieve our vision of becoming Europe's most liveable Capital city. In particular, the emergence of digital and mobile technology can potentially revolutionise journey planning and access to travel information.

Advances in technology can also bring greener, cleaner transport which will cut our reliance on non-renewable fossil fuels, reduce carbon emissions and bring lower levels of harmful air pollution. Developments in electric, hydrogen and even food and sewage waste powered vehicles are rapidly making alternative fuels more widely available.



76% LIKE TO SEE PEOPLE OUT AND ABOUT ON BIKES



74% THINK THINGS WOULD BE BETTER IF PEOPLE IN GENERAL RODE BIKES MORE



67% THINK MORE PEOPLE RIDING BIKES WOULD MAKE CARDIFF A BETTER PLACE TO LIVE AND WORK



62% THINK THINGS WOULD BE BETTER IF FRIENDS AND FAMILY WERE ABLE TO USE BIKES MORE



56% WOULD LIKE TO BE ABLE TO RIDE A BIKE MORE

(Bike Life Cardiff)

PARTNERSHIPS

Partnership working will be crucial to achieving the Council's transport ambitions. A wide range of organisations and groups are already working hard to improve Cardiff's transport system. The publication of this Strategy provides a great opportunity to strengthen our working relationship with these key bodies and harness their commitment and energy towards getting transport improvements in place. To this end we are committed to:

- Securing vital support from bus and coach companies in improvements such as the Central Interchange
- Working closely with train companies and Network Rail on the development of Cardiff Central Station as well as electrification
- Liaising with groups representing people who walk and cycle as well as charities like Living Streets and Sustrans
- Ensuring the accessibility of services and the transport network through regular liaison with partners representing disability groups
- Cooperation with the UK and Welsh governments, as well as our neighbouring Local Authorities to deliver local, regional and national priorities.



ACTIVE TRAVEL ACT (WALES) 2013

The Active Travel Act places a legal duty on Councils to build and continuously improve route networks for people travelling on foot and by bike. Cardiff has made good progress in advance of the Act through schemes to develop the city's Strategic Cycle Network and numerous pedestrian improvements. Recent increases in cycling trips demonstrate Cardiff's potential to become one of the UK's leading cycling cities.

"The bill aims to make it easier and safer for more people to walk and cycle and to make it possible for more children to cycle to school every day.

We want to make walking and cycling the most natural and normal way of getting about and to ensure that active travel is a viable mode of transport for shorter journeys. This will help make Wales a healthier and greener nation."

Carl Sargeant, AM



CITY CENTRE MOVEMENT STRATEGY

The employment, shopping, tourism and entertainment facilities in Cardiff City Centre attract hundreds of thousands of commuters and visitors each day from across the Cardiff City Region and further afield.

Traffic flows on main routes to and through the City Centre generate peak time congestion which causes delays to bus services and can make the area less attractive for pedestrians and cyclists.

Increasing sustainable travel to and through the city centre will be crucial in achieving the 50:50 modal split target in the Cardiff LDP.

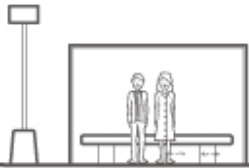
A movement strategy is being developed for the city centre. Building on the regeneration of Central Square and the development of the new bus station, the strategy will identify changes to bus routes which help to improve the efficiency of services and enhance convenience for passengers on arrival and departure. These measures will be combined with restrictions on the through-movement of general traffic which together will present the opportunity to improve access and way-marking for pedestrians and cyclists and to enhance the urban realm.

3

PRIORITIES

OUR PRIORITIES

In the short term we need to focus on the things that can make a difference quickly



BETTER ROUTES, SERVICES AND INTERCHANGES THAT MAKE IT POSSIBLE FOR CARDIFF RESIDENTS TO GET ANYWHERE IN THE CITY BY BUS

THE DEVELOPMENT OF A STRATEGIC CYCLE NETWORK WHICH SERVES ALL PARTS OF THE CITY WITH GOOD QUALITY ROUTES WHICH FEEL SAFE AND ARE EASY TO USE BY PEOPLE OF ALL AGES AND CYCLING ABILITIES



IMPROVEMENTS TO PEDESTRIAN ROUTES TO SCHOOLS, SHOPS, BUS STOPS, COMMUNITY CENTRES AND OTHER ESSENTIAL FACILITIES



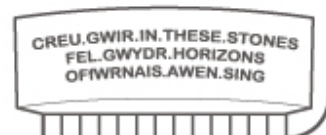
WORKING WITH DEVELOPERS OF MAJOR HOUSING AND EMPLOYMENT SITES TO SECURE THE TRANSPORT INFRASTRUCTURE REQUIRED TO MINIMISE THE IMPACT OF DEVELOPMENTS ON THE HIGHWAY NETWORK AND MAXIMISE PROVISION FOR SUSTAINABLE TRANSPORT



COMPLETE THE DEVELOPMENT OF AN INTERNATIONAL QUALITY PUBLIC TRANSPORT HUB AS PART OF A MAJOR REDEVELOPMENT OF LAND AROUND CARDIFF CENTRAL RAIL STATION



IN THE LONGER TERM, WE WILL CONTINUE TO WORK CLOSELY WITH WELSH GOVERNMENT AND OTHER PARTNERS TO INVESTIGATE OPPORTUNITIES FOR DEVELOPING LIGHT RAIL OR TRAM INFRASTRUCTURE AS PART OF THE CARDIFF CAPITAL REGION METRO.





PRIORITIES FOR

WALKING

REMOVING BARRIERS TO WALKING AND DESIGNING FOR JOURNEYS ON FOOT WILL BE AT THE HEART OF OUR EFFORTS. WE WANT TO MAKE WALKING THE TRANSPORT MODE OF CHOICE FOR ALL SHORT TRIPS. TO MAKE PROGRESS TOWARDS THIS TARGET, OUR PRIORITIES FOR WALKING ARE:

W1. DEVELOP A VISION FOR CARDIFF'S WALKING NETWORK

Publish a future walking network plan identifying key walking routes and high-level improvement proposals as part of the Integrated Network Map in line with Welsh Government's Active Travel Guidance.

W2. MAKE LOCAL STREETS AND NEIGHBOURHOODS MORE PEDESTRIAN FRIENDLY

Create safer and more attractive walking routes, connecting neighbourhoods workplaces, local centres and community facilities through delivering projects to be identified in a prioritised improvement plan.

W3. PLAN AND CREATE LIVEABLE, WALKABLE COMMUNITIES

Work with developers through the planning process to secure new developments which include permeable, legible and safe networks of high quality pedestrian routes and integral public spaces.

W4. MAKE THE CITY CENTRE AND CARDIFF BAY AREAS WALKABLE

Prioritise movements on foot by reducing through-traffic and creating a seamless network of high quality pedestrian thoroughfares and landmark public spaces throughout the City Centre and Cardiff Bay Areas.

W5. REDUCE TRAFFIC SPEEDS WHERE PEOPLE LIVE

Following the Cathays/Roath 20mph Pilot, roll out 20mph limits to other appropriate areas of the city and promote the use of 20mph zones in new residential areas through the implementation of Manual for Streets and Active Travel guidance.



PRIORITIES FOR

CYCLING

CYCLING WILL BE A CENTRAL FEATURE OF DAILY LIFE IN THE LIVEABLE CITY WE WANT CARDIFF TO BE. THE POPULARITY OF CYCLING CONTINUES TO GROW IN CARDIFF. AROUND 8% OF JOURNEYS TO WORK IN THE CITY ARE CURRENTLY MADE BY BICYCLE. BY 2026 WE WANT THIS FIGURE TO RISE TO 20%. TO ACHIEVE THIS ASPIRATION, OUR PRIORITIES ARE:

C1. DEVELOP A NEW VISION AND STRATEGY FOR CYCLING IN CARDIFF

Working closely with the public and cycling stakeholders, set out the City's vision and action plan for creating excellent cycling infrastructure and a thriving cycling culture to put Cardiff on a par with other European capital cities.

C2. DEVELOP A BOLD NEW PLAN FOR A CITY-WIDE CYCLING NETWORK

Following consultation with the public and cycling groups and a review of Cardiff's Cycling Network, publish a 15 year plan for the development of a city-wide network of cycle routes reflecting European best practice.

C3. WORK TO SECURE A STEP-CHANGE IN CYCLING INVESTMENT

Engage with Welsh Government to make the case for a substantial increase in funding for cycling, as will be required to enable Cardiff to become a cycling city on a par with European exemplars.

C4. DELIVERY OF A CENTRAL CYCLE PARKING HUB

Support cycle commuting and multi-modal journeys through integrating a secure cycle parking hub as part of the new bus station development as well as providing more safe, secure and sheltered parking at other locations.

C5. BUILD NEW CYCLE-FRIENDLY COMMUNITIES

Work with developers through the planning process to secure new developments which incorporate extensive networks of high quality cycling routes connecting to key services, local amenities and the wider strategic cycle network.

C6. MAKE CARDIFF'S EXISTING NEIGHBOURHOODS SAFER AND MORE CYCLE FRIENDLY

Produce a costed and prioritised programme of improvements such as cycle lanes, traffic calming, changes to junctions and better road crossings to make cycling safer and more attractive to more people. Review existing neighbourhood centres to identify where cycle parking and any other measures are needed to support access by bikes.

C7. DELIVERY OF A NEW ON-STREET CYCLE HIRE SCHEME

Secure private sponsorship to enable the introduction of a public, on-street cycle hire scheme with hire stations at key locations throughout the city, to promote Cardiff as a cycling city and enable widespread access to bikes.



PRIORITIES FOR

RAIL TRANSPORT

6% OF JOURNEYS TO WORK BY CARDIFF RESIDENTS ARE MADE BY RAIL AND A MUCH HIGHER PROPORTION OF COMMUTERS INTO CARDIFF FROM OUTSIDE THE CITY RELY ON THE RAIL NETWORK EACH DAY. PASSENGER NUMBERS HAVE GROWN CONSIDERABLY OVER THE LAST DECADE.

ELECTRIFICATION OF THE GREAT WESTERN MAIN LINE AND THE VALLEY LINES TOGETHER WITH THE NEW ALL-WALES FRANCHISE (BETWEEN 2019 AND 2024) WILL HELP TO MEET GROWING PASSENGER DEMAND BY PROVIDING ADDITIONAL SERVICES AND TRAINS. IT WILL ALSO PROVIDE THE FOUNDATION FOR THE DEVELOPMENT OF THE CARDIFF CAPITAL REGION METRO THROUGH THE CARDIFF CITY DEAL. WE WILL CONTINUE TO WORK WITH KEY PARTNERS, INCLUDING NETWORK RAIL, OPERATORS AND WELSH GOVERNMENT. OUR PRIORITIES ARE:

RN1. REDEVELOPMENT OF CARDIFF CENTRAL STATION

Collaborate with Network Rail, Welsh Government, Rail Operators and developers to bring forward proposals for the redevelopment and extension of Cardiff Central Station integrated with the new city bus interchange, to provide a multi-modal, regional transport hub.

RN2. DELIVERY OF ELECTRIFICATION

Support the electrification programme by helping with local consultation on electrification-based engineering works and managing closures and temporary diversions of highway routes to facilitate works to bridges where required.

RN3. DEVELOPMENT OF NEW RAIL STATIONS

Work with the rail industry to bring forward proposals for new stations where there is a clear business case and available funding and support the provision of stations in conjunction with new developments such as the LDP strategic site south of St Mellons Business Park.

RN4. IMPROVING WALKING AND CYCLING ACCESS TO LOCAL RAIL STATIONS

Working with Network Rail and Rail operators to identify opportunities to develop safe, waymarked walking and cycling routes to stations and improved on-station passenger facilities including secure cycle parking.

RN5. SUPPORT STATION ACCESS IMPROVEMENTS FOR DISABLED PEOPLE

Work with Network Rail and Rail operators to support the implementation of measures to enable disabled people to easily access rail stations and services.

CREV. GWIR INTHESE
EL. GWYDR. HORIZ
WR NAIS. AWENS



PRIORITIES FOR

BUS TRANSPORT

A LIVEABLE CITY NEEDS A MODERN PUBLIC TRANSPORT SYSTEM. THE CARDIFF CITY REGION METRO OFFERS THE PROSPECT OF AN INTEGRATED RAPID TRANSIT NETWORK IN THE MEDIUM TO LONG TERM. AS WELL AS SUPPORTING WELSH GOVERNMENT TO PROGRESS THE METRO IN THE SHORTER TERM, TRANSFORMING BUS TRAVEL IN THE CITY WILL BE A MAJOR PRIORITY FOR THE COUNCIL. OUR PRIORITIES TO ACHIEVE THIS ARE:

B1. DELIVER A NEW INTERNATIONAL QUALITY PUBLIC TRANSPORT HUB

Develop a new bus interchange as part of the major redevelopment of Central Square.

B2. DEVELOP A NEW CITY BUS NETWORK

Work with bus operators to identify and develop an expanded city bus network, including new cross-city and local routes, higher frequency services and more opportunities for new interchanges at Heath Hospital, Cardiff Bay, Cardiff West and East to make all parts of the city accessible by bus.

B3. DEVELOP NEW BUS PARK AND RIDE FACILITIES

Work with the developers of the strategic site north of M4 Junction 33 to secure a new purpose-built park and ride facility as part of the new housing and commercial development. Support Park and Ride facilities in other appropriate locations in Cardiff and neighbouring areas.

B4: DEVELOP NEW CARDIFF WEST BUS AND RAIL INTERCHANGE AT WAUNGRON PARK

Re-develop the former household waste site to provide a new strategic public transport facility to enable easy interchange between bus services and between bus and rail services.

B5. MAKE BUS SERVICES FASTER AND MORE RELIABLE

Develop bus priority measures on strategic bus corridors to help reduce bus journey times, improve journey time reliability and make bus travel a more attractive alternative to the car for a greater range of journeys.

B6. GREEN BUSES

Investigate opportunities for the development of a green technologies bus fleet.

B7 ENSURE THAT NEW COMMUNITIES ARE WELL-SERVED BY BUS

Secure bus route and service improvements as part of development site master planning and permissions for new developments.

B8 DEVELOP CROSS-BORDER BUS ROUTES

Work with bus operators and neighbouring authorities to develop cross boundary routes and services to encourage bus commuting into Cardiff from areas outside the city boundary.

B9 SUPPORTING THE DEVELOPMENT OF INTEGRATED TICKETING INITIATIVES

Work with Welsh Government and key partners to develop integrated ticketing systems that make a single ticket valid for trips on bus and rail services operated by different companies.



the heart of Cardiff

and fares visit www.valleylines.co.uk Valley Lines



PRIORITIES FOR

HIGHWAY NETWORK MANAGEMENT

TRAFFIC CONGESTION DELAYS JOURNEYS AND CAN DAMAGE THE ENVIRONMENT AND LIVEABILITY OF THE CITY AND ITS NEIGHBOURHOODS. DESPITE A REDUCTION IN CASUALTIES, ROAD TRAFFIC CONTINUES TO POSE A RISK TO THE SAFETY OF PEDESTRIANS AND CYCLISTS WHILST CONGESTION CAN CAUSE DELAYS TO JOURNEYS AND DAMAGE AIR QUALITY. OUR STRATEGY SEEKS TO ADDRESS THE CAUSES OF CONGESTION AND MAKE ITS MANAGEMENT MORE EFFECTIVE. TO ACHIEVE THESE OBJECTIVES, OUR PRIORITIES ARE:

HN1. PROVIDE FOR SUSTAINABLE TRAVEL CHOICES

Reduce car use by providing alternative travel choices through investing in public transport and active travel infrastructure through the implementation of Manual for Streets and Active Travel guidance.

HN2. MAKE THE NETWORK SAFER

Continue to support casualty reduction by ensuring all new highway works undergo a Road Safety Investigation so that road safety improvement opportunities for all road users can be identified. Review the design and operation of key junctions and road crossings and introduce improvements to make them safer and easier to use by pedestrians and cyclists, particularly by identifying and addressing community severance.

HN3. MANAGE CARDIFF'S HIGHWAY NETWORK MORE EFFECTIVELY

Improve the city's traffic network management systems and make best use of highway and junction capacity in a way which enhances access by sustainable modes whilst maintaining the functional operation of the network.

HN4. IMPROVE CITY CENTRE NETWORK

Carry out a major review of movement patterns across the city centre and seek to redirect through traffic in order to improve access by bus, walking and cycling and enhance the quality of streets, public spaces and key destinations.

HN5. INVEST IN BUS CORRIDORS

Introduce bus lanes and other priority measures on strategic corridors and at key junctions on the highway network.

HN6. USE NEW ENFORCEMENT POWERS TO KEEP THE NETWORK MOVING

Continue to use Civil Parking Enforcement powers and to enforce against Moving Traffic Offences to keep the highway network functioning and support sustainable travel by tackling issues such as problem parking, driving in bus lanes and blocking yellow box junctions.

HN7. DEVELOP AND IMPLEMENT AN ASSET MANAGEMENT STRATEGY

Develop a strategy for making best use of limited budgets to effectively maintain the fabric and operation of highway network to the best possible standards.

HN8. MONITOR AND IMPROVE AIR QUALITY

Continue to monitor air quality and work collectively with partners to tackle problem areas through the management of the highway network and increasing use of non-motorised and sustainable forms of transport.



PRIORITIES FOR

CONNECTIVITY WITH THE WIDER CITY REGION

FOR CARDIFF TO REALISE ITS GROWTH ASPIRATIONS, IT REQUIRES FAST, EFFICIENT AND SUSTAINABLE CONNECTIONS WITH ALL PARTS OF THE CARDIFF CITY REGION. THESE LINKS ARE ESSENTIAL FOR MAXIMISING ACCESS TO JOBS AND SERVICES IN THE CITY AND PROVIDING THE CONNECTIVITY THAT LOCAL BUSINESSES NEED WITH THEIR PARTNERS, SUPPLIERS, CUSTOMERS AND WORKFORCE. THE CAPITAL CITY REGION METRO AND CITY DEAL PROVIDE A UNIQUE OPPORTUNITY TO ACHIEVE THIS ENHANCED CONNECTIVITY THROUGH THE DEVELOPMENT OF AN ON-STREET TRAM SYSTEM LINKING CARDIFF CITY CENTRE AND THE BAY TO THE WIDER REGIONAL TRANSPORT NETWORK. TO SECURE THE INFRASTRUCTURE IMPROVEMENTS TO MAKE THIS POSSIBLE, OUR PRIORITIES ARE:

CR.1 DELIVERY OF A NEW TRAM SYSTEM FOR CARDIFF AS PART OF THE CAPITAL CITY REGION METRO

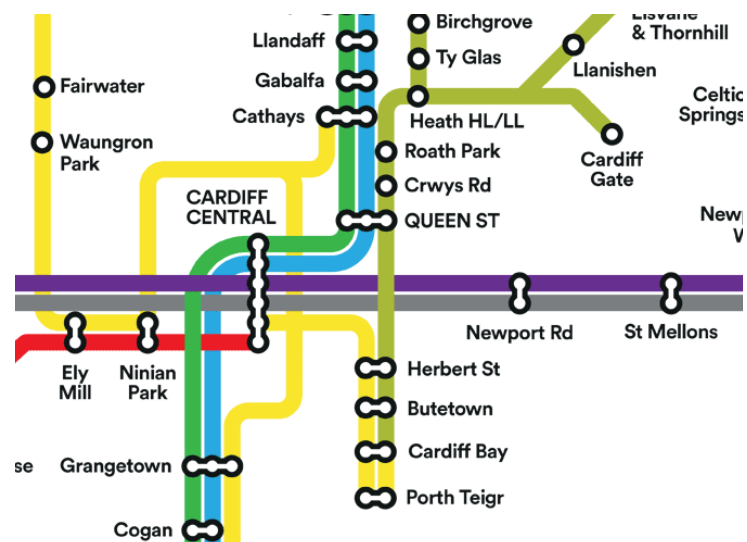
Work closely with Welsh Government and our public and private sector partners to utilise funding secured through the Cardiff City Deal to progress the development of a new tram system for Cardiff with connections to the wider South Wales region.

CR2. PROGRESS THE DEVELOPMENT OF A METRO CORRIDOR THROUGH NORTH WEST CARDIFF

Collaborate with Welsh Government, Rhondda Cynon Taff Council, transport industry partners and developers to establish the feasibility and alignment of a potential rail-based rapid transit route along the North West Cardiff Corridor connecting central Cardiff and Rhondda Cynon Taff.

CR3. DELIVER STRATEGIC BUS CORRIDOR IMPROVEMENTS

Co-ordinate the implementation of strategic bus corridor improvements on key routes across the city through our own transport infrastructure programme, including enhancements secured as part of planning permissions.





PRIORITIES FOR

TECHNOLOGY AND INNOVATION

THE RAPID RATE OF CHANGE IN DIGITAL TECHNOLOGY AND INNOVATION IS CREATING NEW OPPORTUNITIES TO PROMOTE SUSTAINABLE TRAVEL CHOICES AND MAKE JOURNEY PLANNING EASIER. OUR TECHNOLOGY AND INNOVATION PRIORITIES ARE:

TI1. DEVELOP A SMART PARKING PILOT

Implement and review a Smart Parking pilot project and investigate further opportunities to deploy new technology to manage on-street parking.

TI2. PROMOTE CAR CLUBS

Encourage the developments of car clubs, both on-street and in new developments.

TI3. SUPPORT THE DEVELOPMENT OF INTEGRATED TICKETING

Continue to work with Welsh Government, neighbouring local authorities and public transport operators to develop integrated ticketing systems that make a single ticket valid for trips across multiple bus and rail services and public transport operators.

TI4. DEVELOP CASHLESS PAYMENT SYSTEMS

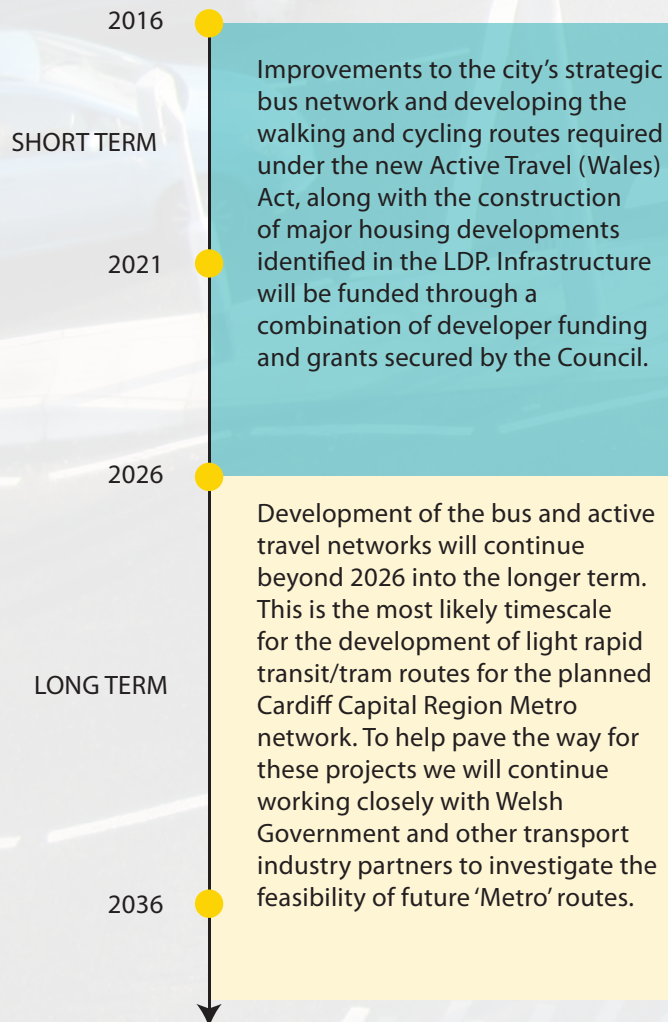
Pursue the development of cashless payments systems for parking such as payment by mobile phone and contactless 'wave and pay' facilities.

TI5. PROMOTE TRAVEL INFORMATION THROUGH SMART TECHNOLOGY

Support use of new technology including Smart phone apps to extend access travel information and promote sustainable travel choices. Continue to support partners such as Traveline Cymru in the development and promotion of their travel information services.

STRATEGY TIMEFRAME

The Strategy covers a 20 year period:





HOW WE WILL DELIVER OUR PRIORITIES

Cardiff's transport network will be improved through a combination of:

- transport infrastructure that will be provided alongside new developments; and,
- transport infrastructure schemes which we will deliver.

TRANSPORT INFRASTRUCTURE FOR NEW DEVELOPMENTS

Much of Cardiff's growth over the next 15 years will result from the development of major greenfield sites in the North West and North East of the city for housing. The communities created through these developments will generate additional demand for travel. To achieve our 50:50 modal split target, it is essential that residents of the new neighbourhoods are not wholly reliant upon their cars and can choose to walk, cycle and use public transport to make their daily journeys. As the local planning authority, the Council has powers to ensure that any development which goes ahead provides the facilities and infrastructure which are required to make a development acceptable in planning terms. Where planning applications are made for large new developments, the planning process provides a means to:

- Negotiate the provision of essential community and social facilities such as schools, shops, and community centres within major housing proposals. This will help to minimise the need for residents to travel away from the site and avoid adding to traffic pressures on the existing highway network.
- Work with developers to ensure that the layout of developments, including the design of streets and the network of off-road pathways and public spaces, make it convenient and attractive for people to safely walk or cycle for short journeys.
- Make sure that development layouts include bus routes and bus passenger facilities with frequent and reliable bus services that have priority over general traffic.
- Secure transport improvements which are not on the new development sites but provide essential supporting infrastructure off-site, such as new bus lanes on existing highway routes serving the developments so bus services can operate efficiently and reliably. These improvements will also contribute to the wider transport network and can bring benefits for existing residents.

The timing of infrastructure provided with new developments will depend partly upon the timetable for the overall construction of the site. Large sites will take a number of years to be fully built out. So, the planning permissions for those sites will need to specify at what stages of the development infrastructure needs to be provided.

COUNCIL-LED TRANSPORT IMPROVEMENTS

Our LTP sets out a 15 year programme of investment in infrastructure schemes which we will deliver. These schemes will be co-ordinated with the work taking place on new developments to deliver improvements across the city. We will continue to bid annually to Welsh Government for Capital Grants and identify funding from other sources to implement transport schemes. Making improvements for individual modes will bring improvements to the transport network as a whole. Some of the improvements which will help to meet the 50:50 target include:

- Bus corridors on key strategic routes in the city which will use bus lanes and other bus priority measures to help make bus journey times shorter and more reliable, to help encourage more people to use buses more often. These will tie in with the sections of bus corridor delivered by new developments to form attractive and reliable routes.
- Changes in the city centre, including the new bus station and making facilities for pedestrians and cyclists safer and more attractive, will help to increase sustainable travel to and through the city centre.
- Expanding and improving Cardiff's cycling network will help to encourage more trips to be made by bicycle.

WORKING WITH PARTNERS

We will co-ordinate the implementation of our schemes and those secured through the planning process with transport projects undertaken by Welsh Government and bodies such as Network Rail, including rail station upgrades, projects to electrify the Great Western main railway line and the Valley Lines rail network and any future projects developed as part of the Cardiff Capital Region Metro.

In delivering the transport priorities highlighted in this strategy will the Council will work closely with a range of partner organisations including developers, public transport operators, Cardiff's business community, neighbouring local authorities, Welsh Government, the health sector and other key public bodies. In line with our obligations under the Wellbeing of Future Generations Act, Cardiff's statutory Public Services Board will also provide an invaluable forum for partnership working.



CONSULTATION AND COMMUNICATIONS

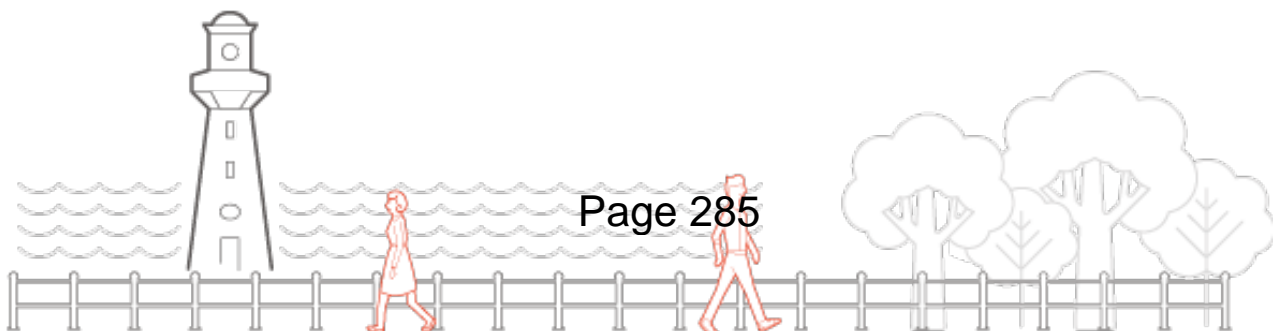
CONSULTATION

Delivering the priorities featured in the Transport Strategy will involve the development of numerous individual projects. All such projects will be subject to full public consultation which will help to inform the design of schemes and how they are delivered. The Strategy will also provide the basis for the development of other individual strategies, such as the Cycling Strategy which will outline the Council's specific priorities and proposals for developing the future cycle network and promoting bicycle travel. Cardiff residents, transport stakeholders and the Council's other partners will be fully engaged in the production of the Cycling Strategy and other supporting strategies which emerge.

COMMUNICATIONS AND REPORTING ON PROGRESS

The strategy will be a 'living' document that will be updated to reflect progress on delivery or in response to developments in policy or other matters of strategic significance.

We will develop a programme of communication and engagement which will run alongside the implementation of the strategy. This programme will include regular updates on transport matters and progress with specific projects. It will also provide more information explaining the purpose and benefits of specific projects and how they contribute to the delivery of our targets and achieving the wider objectives of the strategy.



GLOSSARY AND ABBREVIATIONS

LDP – Local Development Plan

LTP – Local Transport Plan

WG – Welsh Government

20mph limits

Areas where the speed limit has been reduced to 20mph without any physical changes to roads to reduce vehicle speeds. 20mph speed limit repeater signs are used to highlight the limit.

50:50 modal split

The target set in Cardiff's LDP. It refers to 50% of journeys being made by sustainable modes (e.g. walking, cycling, public transport) and 50% by car. This is the modal split which needs to be achieved in order to accommodate the growth set out in the LDP.

Active Travel (Wales) Act (2013)

An Act which legislates for the provision of routes designed for cycling and walking. It "places a requirement on local authorities to continuously improve facilities and routes for walkers and cyclists and to prepare maps identifying current and potential future routes for their use [and] require new road schemes to consider the needs of pedestrians and cyclists at design stage" (National Assembly for Wales).

Ask Cardiff Survey

'Ask Cardiff' is an annual survey offering the public the opportunity to share their views on a wide range of Council delivered services including transport; for example, how people travel to work and what improvements they would like to see to transport in Cardiff.

Asset Management Strategy

A strategy which will set out how the highway network can be most effectively maintained to the best possible standards using the limited resources available.

Bus lanes

Lanes which only buses and other permitted vehicles (for example, taxis, emergency vehicles on a call) are allowed to drive in.

Bus priority measures

Facilities (for example, bus lanes, bus gates, priority at traffic signals) which help give bus services lower journey times and improved reliability by allowing them to bypass queuing traffic and congestion.

Car clubs

Car clubs provide members with short term, on-street car hire and can offer a flexible alternative to car ownership.

Cardiff Annual Surveys, 5 year rolling averages

Cardiff Council have traditionally undertaken annual surveys of road traffic, car occupancy, bus patronage, rail patronage and park & ride usage at key strategic sites within Cardiff. These are usually carried out on one day only around the same time each year. Travel patterns can vary significantly from day-to-day, so a 5 year rolling average is used when reporting long-term trends. This is calculated by averaging the current and preceding 4 years' worth of data, to provide a more statistically reliable measure of how trends may be shifting with time.

Cardiff Capital Region Metro

Proposals for a public transport system which will connect key towns and cities in South East Wales to support the development of the city region.

Capital Grants

Grants from Capital budgets awarded to the Council by WG and other funding bodies for the physical development or improvement of capital assets such as roads, cycle routes, busways. Capital grants cannot be used for the ongoing maintenance of existing capital assets. In public sector organisations, maintenance is normally funded from 'Revenue' budgets.

City Region

A city region is defined by WG as "A core city, or network of urban communities, linked by functional economic and social ties to a hinterland", but it also highlights that the definition is continuing to evolve (City Regions Task & Finish Group, 2012). The Cardiff City Region area includes the economy of the Cardiff and neighbouring local authorities.

Civil Parking Enforcement

The City of Cardiff Council has the responsibility to enforce certain parking restrictions using Civil Parking Enforcement powers.

Enfys Strategic Cycle Network Plan

The plan which identifies a main network of routes for Cardiff and the work needed to create them. The network is called 'Enfys', the Welsh word for rainbow.

Existing Routes Map

To meet their duty under the Active Travel Act, local authorities must publish an Existing Routes Map showing routes which are suitable for walking or cycling and which meet the standards set out in the Welsh Government's Active Travel Design Guidance. The Existing Routes Map will be of use for people who wish to plan their walking and cycling journeys.

Integrated Network Map

To meet their duty under the Active Travel Act, local authorities must publish an Integrated Network Map which will set out their plans for walking and cycling over a 15 year period.

Integrated ticketing systems

Tickets which can be used on the services of more than one transport operator (for example, different bus companies such as Cardiff Bus and Stagecoach) and/or between different modes of travel (for example, on buses and trains).

(Deposit) Local Development Plan (2006 – 2026)

The legal framework for the development and use of land within Cardiff for the period up to 2026, used as the context for determining local planning applications.

LDP strategic sites

The 8 major development sites that will accommodate most of the new homes and jobs that Cardiff needs up to 2026.

Liveability

An assessment of what a place is like to live in, considering factors like safety, healthcare, educational resources, infrastructure and environment.

Local Transport Plan (2015 – 2020)

The Council has a Local Transport Plan (LTP) which has been approved by the Welsh Government. The LTP identifies the key transport issues relevant to Cardiff, the improvements which are required to address these issues and a prioritised five-year programme of schemes which outlines the infrastructure schemes to be delivered within each financial year. The proposed programme outlined in the LTP includes walking and cycling infrastructure, bus network and junction improvements, 20mph limits and road safety schemes.

Modal split

The proportion of journeys made by different types (modes) of transport including walking, cycling, bus, train, car passenger and car driver.

Moving Traffic Offences

The City of Cardiff Council has powers to issue fines to drivers who commit moving traffic offences, including driving in bus lanes, blocking yellow box junctions and parking on zig zag lines outside schools.

National Transport Finance Plan

Plan setting out the Welsh Government's investment for transport infrastructure and services.

SCOOT

SCOOT (Split Cycle Offset Optimisation Technique) is a tool for managing traffic signals by responding automatically to traffic flows using on-street detectors.

Strategic Bus Corridor

Bus Routes along major highways including 'A' roads that connect Cardiff City Centre with the city's outer suburbs and neighbouring settlements beyond the county boundary. Corridors are defined in revised Policy T2 of the LDP as:

- i. City Centre Bus Routes;
- ii. Eastern Bus Corridor (A48, A4232 from the A48 to Junction 30 of the M4 Motorway, A48M Trunk Road, Southern Way and A4161 Newport Road);
- iii. Northern Bus Corridor (A470 North Road/ Manor Way and A469 Caerphilly Road/A470 Trunk Road to the County Boundary); and
- iv. Western Bus Corridor (Cowbridge Road, A48, A4055 Cardiff Road; A4119 Llantrisant Road from the County Boundary to Cowbridge Road and A4232 Trunk Road from Culverhouse Cross to Junction 33 of the M4 Motorway)
- v. Southern Bus Corridor (Lloyd George Avenue, Lloyd George Avenue to the County Boundary via A4232 and Cogan Spur and via the Cardiff Barrage).

Traffic network management systems

The network of traffic signals, CCTV and other information technology equipment which is used to manage and monitor traffic flows across the city network at different times of the day and to respond to changing conditions.

Transport interchanges

Site with one of more different public transport where passengers can change from one service or mode to another.

Variable message signs

Variable message signs (VMS) are signs which provide information which can be altered, for example, to show up to date information about traffic conditions or big events which may affect traffic conditions.



APPENDIX 2

WALKING PRIORITIES

W1. DEVELOP A VISION FOR CARDIFF'S WALKING NETWORK

Publish a future walking network plan identifying key walking routes and high-level improvement proposals as part of the Integrated Network Map in line with Welsh Government's Active Travel Guidance.

W2. MAKE LOCAL STREETS AND NEIGHBOURHOODS MORE PEDESTRIAN FRIENDLY

Create safer and more attractive walking routes, connecting neighbourhoods workplaces, local centres and community facilities through delivering projects to be identified in a prioritised improvement plan.

W3. PLAN AND CREATE LIVEABLE, WALKABLE COMMUNITIES

Work with developers through the planning process to secure new developments which include permeable, legible and safe networks of high quality pedestrian routes and integral public spaces.

W4. MAKE THE CITY CENTRE AND CARDIFF BAY AREAS WALKABLE Prioritise movements on foot by reducing through-traffic and creating a seamless network of high quality pedestrian thoroughfares and landmark public spaces throughout the City Centre and Cardiff Bay Areas.

W5. REDUCE TRAFFIC SPEEDS WHERE PEOPLE LIVE Following the Cathays/Roath 20mph Pilot, roll out 20mph limits to other appropriate areas of the city and promote the use of 20mph zones in new residential areas through the implementation of Manual for Streets and Active Travel guidance.

WALKING ACTIONS

Walking Actions	Responsibility	Indicative Timescale	Walking Priorities Delivered
Publish and consult on future walking network proposals as part of Active Travel	Transport Team	<ul style="list-style-type: none"> Draft walking network plan published as part of Active Travel Integrated Network Map for consultation in autumn 2016 Final Integrated Network Map to be submitted to Welsh Government by September 2017 	W1, W2
Evaluate the Roath/Cathays 20 mph Limit	Transport Team	<ul style="list-style-type: none"> Publish evaluation report in autumn 2016 	W5
Implement further 20mph limits in conjunction with extended residents' parking areas in Riverside and Canton	Transport Team	<ul style="list-style-type: none"> New 20mph limits/extended residents' parking areas in place by spring 2017 	W5
Continue efforts to secure high quality pedestrian routes and facilities in new developments through site master planning and assessment of planning applications	Development Management Team Transport Team	<ul style="list-style-type: none"> Ongoing 	W3
Deliver pedestrian improvements as part of annual programme of infrastructure schemes	Transport Projects/Design Teams	<ul style="list-style-type: none"> Ongoing: Rolling programme of schemes delivered each financial year 	W2

CYCLING PRIORITIES

C1. DEVELOP A NEW VISION AND STRATEGY FOR CYCLING IN CARDIFF

Working closely with the public and cycling stakeholders, set out the City's vision and action plan for creating excellent cycling infrastructure and a thriving cycling culture to put Cardiff on a par with other European capital cities.

C2. DEVELOP A BOLD NEW PLAN FOR A CITY-WIDE CYCLING NETWORK

Following consultation with the public and cycling groups and a review of Cardiff's Cycling Network, publish a 15 year plan for the development of a city-wide network of cycle routes reflecting European best practice.

C3. WORK TO SECURE A STEP-CHANGE IN CYCLING INVESTMENT

Engage with Welsh Government to make the case for a substantial increase in funding for cycling, as will be required to enable Cardiff to become a cycling city on a par with European exemplars.

C4. DELIVERY OF A CENTRAL CYCLE PARKING HUB

Support cycle commuting and multi-modal journeys through integrating a secure cycle parking hub as part of the new bus station development as well as providing more safe, secure and sheltered parking at other locations.

C5. BUILD NEW CYCLE-FRIENDLY COMMUNITIES

Work with developers through the planning process to secure new developments which incorporate extensive networks of high quality cycling routes connecting to key services, local amenities and the wider strategic cycle network.

C6. MAKE CARDIFF'S EXISTING NEIGHBOURHOODS SAFER AND MORE CYCLE FRIENDLY

Produce a costed and prioritised programme of improvements such as cycle lanes, traffic calming, changes to junctions and better road crossings to make cycling safer and more attractive to more people. Review existing neighbourhood centres to identify where cycling parking and any other measures are needed to support access by bikes.

C7. DELIVERY OF A NEW ON-STREET CYCLE HIRE SCHEME

Secure private sponsorship to enable the introduction of a public, on-street cycle hire scheme with hire stations at key locations throughout the city, to promote Cardiff as a cycling city and enable widespread access to bikes.

CYCLING ACTIONS

Cycling Actions	Responsibility	Indicative Timescale	Cycling Priorities Delivered
Publish and consult on a new Cycling Strategy for Cardiff	Transport Team	<ul style="list-style-type: none"> Draft Cycling Strategy considered by Cabinet in autumn 2016 6 week public consultation and engagement Final Cycling Strategy considered by Cabinet in spring 2017 	C1
Publish and consult on future cycling network proposals as part of the Active Travel Integrated Network Plan	Transport Team	<ul style="list-style-type: none"> Draft cycling network plan published as part of Active Travel Integrated Network Map for consultation in autumn 2016 Final Integrated Network Map to be submitted to Welsh Government by September 2017 	C2
Meet with Welsh Ministers to outline the case for increasing Welsh Government investment in the delivery of Cardiff's Cycling Strategy and Strategic Cycle Network	Cabinet Member for Transport, Planning & Sustainability	<ul style="list-style-type: none"> Autumn/winter 2016 	C3
Continue to engage with developers of bus interchange to secure the provision of the cycle parking hub within the proposals for the new interchange	Development Management Team Transport Team	<ul style="list-style-type: none"> Ongoing – planning application for new interchange scheduled for submission in autumn 2016 	C4
Continue engagement with developers of LDP strategic sites on the development of master plans and continue to secure cycling infrastructure through the planning process	Transport Team Placemaking/Development Management Teams	<ul style="list-style-type: none"> Ongoing 	C5
Continue the implementation of annual programme of cycling infrastructure	Transport Team; Transport Projects/Design Teams	<ul style="list-style-type: none"> Ongoing 	C6

Cycling Actions	Responsibility	Indicative Timescale	Cycling Priorities Delivered
improvements			
Complete tendering for cycle hire scheme operators and potential sponsors and decide way forward following the assessment of tender submissions	Transport & Procurement Teams	<ul style="list-style-type: none"> • Tendering assessment completed by early August 2016 • Subject to sponsorship being in place, scheme implemented by summer 2017 	C7

RAIL NETWORK PRIORITIES

RN1. REDEVELOPMENT OF CARDIFF CENTRAL STATION

Collaborate with Network Rail, Welsh Government, Rail Operators and developers to bring forward proposals for the redevelopment and extension of Cardiff Central Station integrated with the new city bus interchange, to provide a multi-modal, regional transport hub.

RN2. DELIVERY OF ELECTRIFICATION

Support the electrification programme by helping with local consultation on electrification-based engineering works and managing closures and temporary diversions of highway routes to facilitate works to bridges where required.

RN3. DEVELOPMENT OF NEW RAIL STATIONS

Work with the rail industry to bring forward proposals for new stations where there is a clear business case and available funding and support the provision of stations in conjunction with new developments such as the LDP strategic site south of St Mellons Business Park.

RN4. IMPROVING WALKING AND CYCLING ACCESS TO LOCAL RAIL STATIONS

Working with Network Rail and Rail operators to identify opportunities to develop safe, waymarked walking and cycling routes to stations and improved on-station passenger facilities including secure cycle parking.

RN5. SUPPORT STATION ACCESS IMPROVEMENTS FOR DISABLED PEOPLE

Work with Network Rail and Rail operators to support the implementation of measures to enable disabled people to easily access rail stations and services.

RAIL NETWORK ACTIONS

Rail Network Actions	Responsibility	Indicative Timescale	Rail Priorities Delivered
Continue discussions with Network Rail, land owners and developers on emerging plans and proposals for the redevelopment/extension of Cardiff Central Interchange	Economic Development, Transport, Development Management and Legal Teams	<ul style="list-style-type: none"> Ongoing 	RN1
Continue engagement with Network Rail to support delivery of rail electrification works	Transport, Development Management and Legal Teams	<ul style="list-style-type: none"> Ongoing 	RN2
Work with rail industry partners and developers to support proposals for new stations, where opportunities arise	Transport and Development Management Teams	<ul style="list-style-type: none"> Ongoing 	RN3
Work with rail industry partners to identify opportunities for/deliver station access improvements, where opportunities arise	Transport and Development Management Teams	<ul style="list-style-type: none"> Ongoing 	RN4
Work with rail industry partners to identify opportunities for/deliver station access improvements for disabled people, where opportunities arise	Transport and Development Management Teams	<ul style="list-style-type: none"> Ongoing 	RN5

BUS NETWORK PRIORITIES

B1. DELIVER A NEW INTERNATIONAL QUALITY PUBLIC TRANSPORT HUB

Develop a new bus interchange as part of the major redevelopment of Central Square.

B2. DEVELOP A NEW CITY BUS NETWORK

Work with bus operators to identify and develop an expanded city bus network, including new cross-city and local routes, higher frequency services and more opportunities for new interchanges at Heath Hospital, Cardiff Bay, Cardiff West and East to make all parts of the city accessible by bus.

B3. DEVELOP NEW BUS PARK AND RIDE FACILITIES

Work with the developers of the strategic site north of M4 Junction 33 to secure a new purpose-built park and ride facility as part of the new housing and commercial development. Support Park and Ride facilities in other appropriate locations in Cardiff and neighbouring areas.

B4: DEVELOP NEW BUS AND RAIL CARDIFF WEST INTERCHANGE AT WAUNGRON PARK

Re-develop the former household waste site to provide a new strategic public transport facility to enable easy interchange between bus services and between bus and rail services.

B5. MAKE BUS SERVICES FASTER AND MORE RELIABLE

Develop bus priority measures on strategic bus corridors to help reduce bus journey times, improve journey time reliability and make bus travel a more attractive alternative to the car for a greater range of journeys.

B6. GREEN BUSES

Investigate opportunities for the development of a green technologies bus fleet.

B7 ENSURE THAT NEW COMMUNITIES ARE WELL-SERVED BY BUS

Secure bus route and service improvements as part of development site master planning and permissions for new developments.

B8 DEVELOP CROSS-BORDER BUS ROUTES

Work with bus operators and neighbouring authorities to develop cross boundary routes and services to encourage bus commuting into Cardiff from areas outside the city boundary.

B9 SUPPORTING THE DEVELOPMENT OF INTEGRATED TICKETING INITIATIVES

Work with Welsh Government and key partners to develop integrated ticketing systems that make a single ticket valid for trips on bus and rail services operated by different companies.

BUS NETWORK ACTIONS

Bus Network Actions	Responsibility	Indicative Timescale	Bus Priorities Delivered
Continue to work with developers to deliver the new bus interchange	Economic Development, Transport, Development Management and Legal Teams	<ul style="list-style-type: none"> Ongoing – planning application for new interchange scheduled for submission in autumn 2016 	B1
Continue dialogue with bus operators and work jointly to identify opportunities for and support the delivery of new routes	Transport Team	<ul style="list-style-type: none"> Ongoing 	B2
Work in partnership with local bus operators to secure funding to progress the implementation of the new Cardiff West bus interchange	Transport and Development Management Teams	<ul style="list-style-type: none"> Cardiff West Interchange to be delivered by Summer 2017 	B2, B4
Secure new park and ride facility through the planning application for the LDP strategic site north of M4 Junction 33	Transport and Development Management Teams	<ul style="list-style-type: none"> Revised planning application to be considered in autumn 2016 Implementation of park and ride to be agreed through planning process 	B3
Continue to deliver bus priority measures on key corridors through Council led-schemes and measures secured through the planning process	Transport and Development Management Teams	<ul style="list-style-type: none"> Ongoing 	B5, B7
Continue to engage with neighbouring local authorities to develop cross boundary routes and services	Transport Team	<ul style="list-style-type: none"> Ongoing 	B8
Continue to engage with Welsh Government and key partners to develop integrated ticketing systems	Transport Team	<ul style="list-style-type: none"> Ongoing 	B9
Continue to investigate opportunities for the development of a green technologies	Transport Team	<ul style="list-style-type: none"> Ongoing 	B6

Bus Network Actions	Responsibility	Indicative Timescale	Bus Priorities Delivered
bus fleet			

HIGHWAY NETWORK MANAGEMENT PRIORITIES

HN1. PROVIDE FOR SUSTAINABLE TRAVEL CHOICES

Reduce car use by providing alternative travel choices through investing in public transport and active travel infrastructure through the implementation of Manual for Streets and Active Travel guidance.

HN2. MAKE THE NETWORK SAFER

Continue to support casualty reduction by ensuring all new highway works undergo a Road Safety Investigation so that road safety improvement opportunities for all road users can be identified. Review the design and operation of key junctions and road crossings and introduce improvements to make them safer and easier to use by pedestrians and cyclists, particularly by identifying and addressing community severance.

HN3. MANAGE CARDIFF'S HIGHWAY NETWORK MORE EFFECTIVELY

Improve the city's traffic network management systems and make best use of highway and junction capacity in a way which enhances access by sustainable modes whilst maintaining the functional operation of the network.

HN4. IMPROVE CITY CENTRE NETWORK

Carry out a major review of movement patterns across the city centre and seek to redirect through traffic in order to improve access by bus, walking and cycling and enhance the quality of streets, public spaces and key destinations.

HN5. INVEST IN BUS CORRIDORS

Introduce bus lanes and other priority measures on strategic corridors and at key junctions on the highway network.

HN6. USE NEW ENFORCEMENT POWERS TO KEEP THE NETWORK MOVING

Continue to use Civil Parking Enforcement powers and to enforce against Moving Traffic Offences to keep the highway network functioning and support sustainable travel by tackling issues such as problem parking, driving in bus lanes and blocking yellow box junctions.

HN7. IMPLEMENT THE HIGHWAY ASSET INVESTMENT STRATEGY

Implement the Highway Asset Investment strategy for making best use of limited budgets to effectively maintain the fabric and operation of highway network to the best possible standards.

HN8 Monitor and Improve Air Quality

Continue to monitor air quality and work collectively with partners to tackle problem areas through the management of the highway network and increasing use of non-motorised and sustainable forms of transport.

HIGHWAY NETWORK MANAGEMENT ACTIONS

Highway Network Management Actions	Responsibility	Indicative Timescale	Highway Network Management Priorities Delivered
Continue to undertake infrastructure improvements to improve road safety and support sustainable transport modes	Transport and Highways Teams	<ul style="list-style-type: none"> Ongoing 	HN2
Develop specification for upgrading highway network management systems and seek funding for system renewal	Transport and Highways Teams	<ul style="list-style-type: none"> Ongoing 	HN3
Develop and seek funding for proposals to support sustainable transport movements to and through the city centre in conjunction with the implementation of the new bus interchange development	Transport Team	<ul style="list-style-type: none"> Ongoing work to develop programme of costed proposals for changes to routes and corridors Ongoing feasibility and design work 	HN4
Implement the Highway Asset Investment Strategy	Highways Team	<ul style="list-style-type: none"> Commence implementation in spring 2017 – dependent on funding availability 	HN7
Support modal shift through continued investment in bus corridor measures and other sustainable transport infrastructure and using Civil Parking and Moving Traffic Offences enforcement powers	Transport Team	<ul style="list-style-type: none"> Ongoing 	HN5, HN6, HN7
Continue to monitor air quality and act collectively with partners to tackle problem areas		<ul style="list-style-type: none"> Ongoing 	HN8

CITY REGION CONNECTIVITY PRIORITIES

CR.1 DELIVERY OF A NEW TRAM SYSTEM FOR CARDIFF AS PART OF THE CAPITAL CITY REGION METRO

Work closely with Welsh Government and our public and private sector partners to utilise funding secured through the Cardiff City Deal to progress the development of a new tram system for Cardiff with connections to the wider South Wales region.

CR2. PROGRESS THE DEVELOPMENT OF A METRO CORRIDOR THROUGH NORTH WEST CARDIFF

Collaborate with Welsh Government, Rhondda Cynon Taff Council, transport industry partners and developers to establish the feasibility and alignment of a potential rail-based rapid transit route along the North West Cardiff Corridor connecting central Cardiff and Rhondda Cynon Taff.

CR3. DELIVER STRATEGIC BUS CORRIDOR IMPROVEMENTS

Co-ordinate the implementation of strategic bus corridor improvements across the city through our own transport infrastructure programme, including enhancements secured as part of planning permissions.

CITY REGION CONNECTIVITY ACTIONS

City Region Connectivity Actions	Responsibility	Indicative Timescale	City Region Connectivity Priorities Delivered
Continue to work with City Region Partners and Welsh Government to support planning, design and development of Metro infrastructure through the City Deal	Economic Development Transport, Development Management and Legal Teams	<ul style="list-style-type: none"> Welsh Government Invitation to tendering for new Wales Borders and Metro franchise – anticipated October 2016 	CR1
Continue to collaborate with Welsh Government, Rhondda Cynon Taff Council, transport industry partners and developers to establish the feasibility and alignment of a potential rail-based rapid transit route along the North West Cardiff Corridor connecting central Cardiff and Rhondda Cynon Taff	Transport and Development Management Teams	<ul style="list-style-type: none"> Ongoing 	CR2
Continue to implement strategic bus corridor improvements across the city through the Council’s transport infrastructure programme and measures secured through planning permissions	Transport and Development Management Teams	<ul style="list-style-type: none"> Ongoing 	CR3

TECHNOLOGY AND INNOVATION PRIORITIES

TI1. DEVELOP A SMART PARKING PILOT

Implement and review Smart Parking pilot project and investigate further opportunities to deploy new technology to manage on-street parking.

TI2. PROMOTE CAR CLUBS

Encourage the developments of car clubs, both on-street and in new developments.

TI3. SUPPORT THE DEVELOPMENT OF INTEGRATED TICKETING

Continue to work with Welsh Government, neighbouring local authorities and public transport operators to develop integrated ticketing systems that make a single ticket valid for trips across multiple bus and rail services and public transport operators.

TI4. DEVELOP CASHLESS PAYMENT SYSTEMS

Pursue the development of cashless payments systems for parking such as payment by mobile phone and contactless 'wave and pay' facilities.

TI5. PROMOTE TRAVEL INFORMATION THROUGH SMART TECHNOLOGY

Support use of new technology including Smart phone apps to extend access travel information and promote sustainable travel choices. Continue to support partners such as Traveline Cymru in the development and promotion of their travel information services.

TECHNOLOGY AND INNOVATION ACTIONS

Technology and Innovation Actions	Responsibility	Indicative Timescale	Technology and Innovation Priorities Delivered
Review the outcomes of the Smart Parking pilot project	Economic Development, Transport, Development Management and Legal Teams	<ul style="list-style-type: none"> • Summer 2016 	T11
Support the development of Car Clubs both on-street and in new developments	Transport and Development Management Teams	<ul style="list-style-type: none"> • Ongoing 	T12
Continue to engage with Welsh Government and key partners to develop integrated ticketing systems	Transport Team	<ul style="list-style-type: none"> • Ongoing 	T13
Investigate potential for the development of cashless payments systems for parking	Transport Team	<ul style="list-style-type: none"> • Ongoing 	T14
Continue to support use of new technology including Smart phone apps to extend access travel information and support partners such as Traveline Cymru in the development and promotion of their travel information services	Transport Team	<ul style="list-style-type: none"> • Ongoing 	T15

Cardiff's Transport Strategy – Your questions answered

Question 1: Why is Cardiff Council publishing a Transport Strategy?

Answer: Cardiff's adopted Local Development Plan (LDP) provides for significant urban growth over the next decade. To accommodate this expansion, major improvements to Cardiff's transport system are required.

The transport strategy to secure these improvements is written into the LDP and its policy framework. However, there is currently no single document outlining the main elements of the strategy, the challenges that need to be addressed or the rationale for specific interventions.

With the LDP now adopted and with transport set to play a central role in its implementation and the future of the wider City Region, it is important that the Council's transport strategy is communicated clearly to the public, businesses and the many organisations and stakeholders who use and rely on the city's transport system – everyone who has a vested interest in its improvement.

This is the purpose of this new publication which also explains how the Council's priorities for transport will contribute to fulfilling the Council's ambition for Cardiff to become 'Europe's most liveable capital city'.

Question 2: Is it a new Transport Strategy?

Answer: No. The Council's transport strategy has actually been developed over a number of years when we have focussed on measures to increase travel by walking, cycling and public transport.

The strategy is written into the LDP and its policy framework. It has been subject to extensive public consultation and technical scrutiny through the different stages of the LDP process, including the public examination in 2015. However, the strategy has yet to be set out in a single document which clearly explains the Council's transport proposals and why they are necessary. This is the purpose of this new publication - it is a new document, but it is not a new strategy.

Question 3: What is the '50:50 Modal Split'?

Answer: 'Modal Split' is the technical term which refers to the percentage share of journeys made for different purposes (e.g. trips to work, school shops) by different modes of transport – walking, cycling, bus, train, car etc.

The LDP sets a target for 2026 (the end of the LDP plan period) for 50% of all journeys to be made by car and 50% of journeys to be made by sustainable modes of travel – walking, cycling, bus, rail. This is the '50:50 modal split'.

The target is based on the results of modelling and assessment work carried out by the Council in the course of preparing the LDP. This showed that in order for the transport network to accommodate the additional journeys that would be generated by new development, and to avoid unsustainable expansion of the road network, it

would be necessary for 50% of daily journeys to be made by sustainable modes of transport.

In 2011, 64% of work and non-work journeys were made by car, whilst 36% were made by other modes.

Question 4: What is 'Modal Shift'?

Answer: 'Modal Shift' is the technical term which refers to any change in the share of journeys made by car and non-car modes of travel. So, a 'modal shift' would occur when the overall percentage share of daily journeys made by car decreased while the overall share of trips made by other, sustainable, modes of travel increased.

Question 5: Why does the Council want to increase travel by public transport, walking and cycling?

Answer: Cardiff's population is projected to grow by over 40% over the next 15 years. To facilitate and manage this growth, the LDP makes provision for 41,415 new homes and 40,000 new jobs between 2006 and 2026. Analysis carried out during the preparation of the LDP shows that in order to accommodate the development proposed in the LDP, the proportion of daily travel in the city by non-car modes of transport must increase, whilst the percentage share of travel by car needs to decrease. This 'modal shift' will be necessary to manage congestion and avoid the need to expand road capacity, which would be costly, unsustainable and contrary to Welsh Government policy.

Increasing use of sustainable transport can also have many wider benefits – to people's health by promoting physical activity and better air quality; to the local environment; and by improving access to employment and essential services.

Question 6: The sustainable alternatives to car use in Cardiff aren't very good. How realistic is it to achieve the 50:50 target?

Answer: The Transport Strategy recognises the limitations of Cardiff's existing transport infrastructure and that improvements to Cardiff's sustainable transport infrastructure will be required in order to enable more people to travel by sustainable modes, more regularly. To this end it seeks to prioritise investment in a range of transport improvements including:

- Measures to make the city centre and local neighbourhoods more walkable;
- A city-wide network of high quality cycling routes;
- A more extensive bus network with faster and more reliable services connecting all parts of the city;
- A multi-modal transport interchange in conjunction with the redevelopment of land around Cardiff Central rail station;
- Improved access to the rail network;
- Better management of highway network;
- Use of Smart Technology to support sustainable travel and make best use of existing road capacity;
- Supporting the future development of the Metro.

Evidence indicates that people are already changing their travel behaviour. For example, the Cardiff *Bike Life* survey reported a 28% increase in cycling journeys between 2013 and 2014.

As infrastructure improves, then the numbers of people switching from their cars is likely to increase.

Achieving the 50:50 target would be sufficient for the purposes of delivering the Local Development Plan. However, in order to emulate other European cities noted for their liveability, the Council would like to set a more ambitious target and achieve a higher share of journeys in Cardiff by sustainable transport.

The Council would like to make quicker progress towards the 50:50 modal split and will work to secure the infrastructure improvements needed to achieve this target by 2021. In the following five years to 2026, efforts will focus on delivering further improvements in order to increase the proportion of all journeys in Cardiff by walking, cycling and public transport to 60% and achieve the aspirational target of 60:40 modal split.

Question 7: What will the benefits of the strategy be for Cardiff residents?

Improvements to infrastructure for walking, cycling and public transport will make travel by those modes more attractive and more practical for a wider range of journeys.

By having a greater choice of alternatives, people will become far less dependent on their cars for daily travel.

More people travelling by sustainable modes will help to ease congestion, reduce delays, make journeys quicker and increase journey time reliability. Fewer delays is good for commuters and businesses.

The provision of safe and attractive walking and cycling routes will make it easier for people to make shorter, local trips by bicycle and on foot. Increasing active travel will have significant health benefits.

Question 8: What is The Metro?

Answer: The Welsh Government, which is leading the development of the Cardiff Capital Region Metro has provided the following description of the project:

“Metro is a new transport system that will transform the way we travel around the Cardiff Capital Region. It will provide faster, more frequent and joined-up services using trains, buses and light rail.

Metro will run at least four services an hour across the whole network when needed and even more on busy sections. This gives a 'turn up and go' experience for passengers using vehicles designed for speed and capacity.

Metro combines heavy rail, light rail and buses to deliver a seamless network. With just one ticket, people will be able to move quickly and easily across the region. It also links with active travel – cycling and walking – to create a completely integrated network.

Metro is designed so it can grow to make it even more accessible. New stations, new routes, increased frequencies – in future, the network can bring better public transport to more communities and economic centres.

Metro will deliver better passenger facilities and community focal points around key stations, and stimulate opportunities for more strategic development and regeneration across the region”.

Question 9: Does Cardiff need the Metro in order to achieve the 50:50 Modal Split target?

Answer: No. Reaching the 50:50 modal split target by 2026 is not dependent upon the Metro being developed. It can be achieved through a combination of investment in the bus and active travel networks and ensuring that major new development sites incorporate appropriate community infrastructure such as schools and shops.

The Metro is a longer term project which is likely to be delivered beyond 2016. Nevertheless, its completion will complement the shorter term investment featured in the Transport Strategy by further extending the range of sustainable travel choices available.

Question 10: What are the main infrastructure schemes that will be undertaken to deliver the Transport Strategy priorities?

Answer: The main projects are listed in the Infrastructure Plan that has been developed to support the Local Development Plan. The Infrastructure Plan is a ‘living’ document which will be reviewed and updated periodically as transport schemes are progressed and implemented.

The Council’s five-year programme of infrastructure schemes and its longer term proposals are featured in the Cardiff Local Transport Plan 2015-2020 (LTP). The LTP includes a prioritised list of infrastructure schemes and an indicative timetable for delivery of the schemes which is kept under review, as the actual timing of schemes often depends on funding being available.

YOUR VIEWS ON THE STRATEGY

Before reading the Draft Transport Strategy, how clear was your understanding of the Council's priorities for transport?

- Very clear
- Clear
- Not at all clear

How clearly does the Draft Transport Strategy explain the main transport issues in Cardiff?

- Very clearly
- Clearly
- Further information required - Please describe what information would help in explaining the transport issues

How clearly does the Draft Transport Strategy explain the main transport priorities in Cardiff?

- Very clearly
- Clearly
- Further information needed - Please describe what information would help in explaining the transport priorities

Would you like to be kept up to date on transport issues in Cardiff, including progress with particular projects?

Yes/No

If yes, how would you like to be kept updated?

- Annual progress report published on the Council's website
- Regular articles/features and bulletins via email/social media
- Other - please describe

How would you like to be engaged on particular projects before they are undertaken?

- Reading scheme details and plans on the Council's website
- Other – please describe

Ref: RDB/PM/RP/14.06.16

21 July 2016

Councillor Ramesh Patel
 Cabinet Member for Transport, Planning & Sustainability
 County Hall
 Atlantic Wharf
 Cardiff CF10 4UW



Dear Councillor Patel

Environmental Scrutiny Committee – 14 June 2016

On behalf of the Environmental Scrutiny Committee I would like to thank you and the officers for attending the Committee meeting on Tuesday 14 June 2016. As you are aware the meeting considered items titled 'Cardiff's Transport Strategy' and 'Street Lighting – Member Briefing'. The comments and observations made by Members following these items are set out in this letter.

Cardiff's Transport Strategy

- During the way forward Members discussed a range of potential stakeholder groups which they felt should be involved in the consultation exercise for Cardiff's Transport Strategy. In particular they felt that the Wales Tourist Board and other tourism bodies should be involved in the exercise as transport is a critical factor in bringing a substantial number of tourists and other visitors into the city each year. In addition to this the Committee would like to see clear linkages between Cardiff's Transport Strategy and Cardiff's Student Strategy as student numbers have increased substantially in recent years.
- The Committee would like to see a commitment to establishing a 'circle line' around Cardiff as a part of the South Wales Metro proposals. In particular they feel that developing a link between Coryton and Radyr would be a logical step which would help complete a natural circle route

for the city. Members, therefore, feel that when the Council is asked to submit its proposals and priorities for the South Wales Metro to the Welsh Government then this particular option should feature.

- At the meeting I stressed the importance of securing any pieces of land which are vital for protecting any heavy and / or light alignment points; this approach should make the longer term development of the South Wales Metro much easier and cheaper. In addition to this I would again stress the importance of establishing a suitable land purchase compensation scheme at the first possible opportunity; this would provide much needed assurance for people living on the potential routes and avoid unnecessary worry and property devaluation.
- The Committee as a whole has yet take a view on the preferred transport options for the South Wales Metro – this is something that I would like to consider further during 2016/17. On a personal note, and given my transport background, I would prefer to see a light rail option being applied across the South Wales Metro; it is far more cost effective and flexible than options like heavy rail.
- During the meeting a Member stressed the importance of properly maintaining highway routes leading to key transport sites, for example, railway stations and park & ride facilities. Having well maintained highways in these areas would provide cyclists looking to access rail travel with confidence which in turn would encourage modal transfer. I would be grateful if you could look into the feasibility of prioritising highway maintenance work in these areas and provide the Committee with feedback on your findings.
- Members agree with the idea of implementing 20 mph zones, however, are concerned that in some areas there appears to be a lack of enforcement and signage to support the new schemes. They feel that without any clear enforcement initiatives and appropriate signage motorists will simply ignore the lower speed limits. The Committee, therefore, asks that you liaise with key agencies like South Wales Police to

ensure that proper measures are put in place for existing and new schemes.

- The presentation included a graph titled 'Our Target – 50:50 Modal Split'; this covered the period 2011 to 2026. Discussion on the graph caused some confusion as it was not clear if it illustrated journeys to work in Cardiff or all journeys in Cardiff. I would be grateful if you could confirm if the graph represented journeys to work or all journeys in Cardiff.
- During the meeting a Member explained that residents in two new housing developments in Pontprennau and Pentrebanne had received bus travel subsidies on the day that they moved into their new property. The Committee felt that this was a good idea as it helped promote good travel habits from residents of the new housing developments. I would ask you to look into the practicality of extending this approach to all new housing developments in future, particularly for those on the new strategic sites which will need to be developed around the 50:50 modal split principle.

Street Lighting – Member Briefing

- Overall Members were supportive of the work being undertaken by the Council to procure 13,608 LED lanterns for Cardiff's strategic routes. They felt that the anticipated energy, carbon and financial reductions were a positive thing, however, they were concerned that only the highways lighting stock were within the scope of the tender exercise while the street lighting controlled by housing and parks was excluded. The Committee feel that this is a negative example of 'silo' working and that if the benefits of the LED lanterns are clear for the highways lighting stock then naturally these same benefits would apply to all other parts of the Council. As a consequence I would ask that you revisit the proposal to review if it is possible for housing and parks street lighting to be included in the LED scheme; either now or in the near future.
- During the meeting Members asked for confirmation of the anticipated financial savings to be delivered through the LED street lighting scheme.

There was some confusion around the actual value; therefore, I would be grateful if you could provide the Committee with a detailed breakdown of all savings and costs associated with the new scheme.

- Members are aware that the implementation of LED street lighting can potentially result in a reduction in light pollution. I would, therefore, be grateful if you could provide the Committee with any information that you currently hold on how LED lighting reduces such light pollution and ultimately results in night sky improvements.

I would be grateful if you would consider the above comments and provide a response to the requests made in this letter.

Regards,

A handwritten signature in black ink that reads "P. D. Mitchell". The signature is written in a cursive, slightly slanted style.

Councillor Paul Mitchell
Chairperson Environmental Scrutiny Committee

Cc:

Andrew Gregory, Director for City Operations
Tara King, Assistant Director for City Operations
Matthew Wakelam – Operational Manager, Infrastructure & Operations
Gary Brown – Operational Manager, Assets, Engineering & Operations
Matthew Price – Section Leader – Transport Vision, Policy & Strategy
Paul Carter – Head of Transport
Paul Keeping – Operational Manager, Scrutiny Services
David Marr – Interim Monitoring Officer
Members of the Environmental Scrutiny Committee



Fy Nghyf / My Ref: CM35315

Dyddiad / Date: 23rd August 2016

Councillor Paul Mitchell
Cardiff Council
County Hall
Atlantic Wharf
Butetown
Cardiff
CF10 4UW

Annwyl/Dear Councillor Mitchell

Environmental Scrutiny Committee - 14th June 2016

Thank you for your letter dated 21st July 2016. I am able to advise as follows.

Cardiff's Transport Strategy

Comment

During the way forward, Members discussed a range of potential stakeholder groups which they felt should be involved in the consultation exercise for Cardiff's Transport Strategy. In particular they felt that the Wales Tourist Board and other tourism bodies should be involved in the exercise as transport is a critical factor in bringing a substantial number of tourists and other visitors into the city each year. In addition to this the Committee would like to see clear linkages between Cardiff's Transport Strategy and Cardiff's Student Strategy as student numbers have increased substantially in recent years.

Response

I welcome the suggestion of potential stakeholder groups which should be included in the Transport Strategy consultation. Transport Officers will liaise with Economic Development regarding corporate links with Visit Wales and we will

ATEBWCH I / PLEASE REPLY TO :

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall
Glanfa'r Iwerydd / Atlantic Wharf , Caerdydd/Cardiff, CF10 4UW
Ffon / Tel: (029) 2087 2598

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg a Saesneg a byddwn yn sicrhau ein bod yn cyfathrebu â chi yn eich dewis iaith boed yn Gymraeg, yn Saesneg neu'n ddwyieithog dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn creu unrhyw oedi.

The Council welcomes correspondence in English and Welsh and we will ensure that we communicate with you in the language of your choice, whether that's English, Welsh or bilingual as long as you let us know which you prefer. Corresponding in Welsh will not lead to any delay.



ensure that there is ongoing engagement with them on transport issues. There is also an opportunity for engagement with Visit Wales on the forthcoming Cycling Strategy development consultation.

Cardiff's Universities are key partners and major trip attractors. As such, regular liaison takes place between Officers and University stakeholders and we will ensure that consultation takes place with university staff and students. We will also work closely with the Student Liaison Officers to ensure that a clear link is established and maintained between the Student Strategy and Transport Strategy.

Comment

The Committee would like to see a commitment to establishing a 'circle line' around Cardiff as a part of the South Wales Metro proposals. In particular they feel that developing a link between Coryton and Radyr would be a logical step which would help complete a natural circle route for the city. Members, therefore, feel that when the Council is asked to submit its proposals and priorities for the South Wales Metro to the Welsh Government then this particular option should feature.

Response

The Cardiff Capital Region Metro project is being led by Welsh Government. Extensive investigation and feasibility work will be required to determine the exact configuration of the Metro network, the priorities for investment and develop detailed proposals. The following website link provides further information on the Metro:

<http://gov.wales/topics/transport/public/metro/>

Figure 7 of the information brochure on the website shows possible future Metro extensions. It shows a possible future extension between Coryton and Taffs Well. Page 12 of the Metro Intervention Appraisal Report suggests that a City Circle Loop Scheme "...has some benefits and is to be included into the relevant package as a long term intervention." Therefore, it is expected that the feasibility and benefits of a potential loop would be considered as part of the ongoing work.

Comment

At the meeting I stressed the importance of securing any pieces of land which are vital for protecting any heavy and / or light alignment points; this approach should make the longer term development of the South Wales Metro much easier and cheaper. In addition to this I would again stress the importance of establishing a suitable land purchase compensation scheme at the first possible opportunity; this would provide much needed assurance for people living on the potential routes and avoid unnecessary worry and property devaluation.

Response

All matters relating to land purchase and compensation would be a matter for Welsh Government to address in the course of developing Metro proposals.

Comment

The Committee as a whole has yet take a view on the preferred transport options for the South Wales Metro – this is something that I would like to consider further during 2016/17. On a personal note, and given my transport background, I would prefer to see a light rail option being applied across the South Wales Metro; it is far more cost effective and flexible than options like heavy rail.

Response

The mode of operation for the Metro has yet to be determined. Welsh Government will shortly commence the bidding process for the renewal of the Wales and Borders rail franchise which will include the South Wales Valleys network. The Welsh Government's requirements regarding the mode of operation on the South Wales Valleys network will become apparent when bids are invited.

Comment

During the meeting a Member stressed the importance of properly maintaining highway routes leading to key transport sites, for example, railway stations and park & ride facilities. Having well maintained highways in these areas would provide cyclists looking to access rail travel with confidence which in turn would encourage modal transfer. I would be grateful if you could look into the feasibility of prioritising highway maintenance work in these areas and provide the Committee with feedback on your findings.

Response

The selection process for the highway improvement programme takes into account a number of elements of information. The key consideration is asset condition data which is gathered via a number sources. Requests highlighted by the public, Councillors, highway safety inspectors are all factored into the decision making process and assist in determining the most suitable roads for inclusion in the relevant programme. The prioritisation process also considers cycle and bus routes, schools, shopping zones and areas that have a high amenity value.

Despite the good work that is done to prioritise the limited maintenance funding available, there is a clear need for an additional ring-fenced maintenance funding for cycle routes. The most important cycle routes are not necessarily on the highway or may not have high volumes of motor traffic. I will pursue this additional funding through the Council's annual budget approval process.

Comment

Members agree with the idea of implementing 20 mph zones, however, are concerned that in some areas there appears to be a lack of enforcement and signage to support the new schemes. They feel that without any clear enforcement initiatives and appropriate signage motorists will simply ignore the lower speed limits. The Committee, therefore, asks that you liaise with key

agencies like South Wales Police to ensure that proper measures are put in place for existing and new schemes.

Response

It is intended to set out a clear policy on 20mph areas in the light of recent pilot. This policy will guide future decisions on selecting 20mph areas, designing measures and monitoring and enforcement. Liaison with the South Wales Police and other stakeholders will be a key element in the development of this policy.

Comment

The presentation included a graph titled 'Our Target – 50:50 Modal Split'; this covered the period 2011 to 2026. Discussion on the graph caused some confusion as it was not clear if it illustrated journeys to work in Cardiff or all journeys in Cardiff. I would be grateful if you could confirm if the graph represented journeys to work or all journeys in Cardiff.

Response

The existing 2011 figure presented was for all journeys by sustainable transport, and came from the 'Personalised Travel Planning' project which was conducted in Cardiff during 2011 – 2013.

The target set out in the LDP was for 50% of all journeys (work included) to be made by sustainable modes by 2026.

Comment

During the meeting a member explained that residents in two new housing developments in Pontprennau and Pentrebanne had received bus travel subsidies on the day that they moved into their new property. The Committee felt that this was a good idea as it helped promote good travel habits from residents of the new housing developments. I would ask you to look into the practicality of extending this approach to all new housing developments in future, particularly for those on the new strategic sites which will need to be developed around the 50:50 modal split principle.

Response

I can confirm that this approach will be taken and that contributions will be sought where they can be justified by the assessment of transport impacts of development proposals.

Street Lighting – Member Briefing

Comment

Overall Members were supportive of the work being undertaken by the Council to procure 13,608 LED lanterns for Cardiff's strategic routes. They felt that the anticipated energy, carbon and financial reductions were a positive thing, however, they were concerned that only the highways lighting stock were within the scope of the tender exercise while the street lighting controlled by housing and parks was excluded. The Committee feel that this is a negative example of

'silo' working and that if the benefits of the LED lanterns are clear for the highways lighting stock then naturally these same benefits would apply to all other parts of the Council. As a consequence I would ask that you revisit the proposal to review if it is possible for housing and parks street lighting to be included in the LED scheme; either now or in the near future.

During the meeting Members asked for confirmation of the anticipated financial savings to be delivered through the LED street lighting scheme.

There was some confusion around the actual value; therefore, I would be grateful if you could provide the Committee with a detailed breakdown of all savings and costs associated with the new scheme.

Members are aware that the implementation of LED street lighting can potentially result in a reduction in light pollution. I would, therefore, be grateful if you could provide the Committee with any information that you currently hold on how LED lighting reduces such light pollution and ultimately results in night sky improvements.

Response

I am disappointed with the comments with regards 'silo' working as my Officers in Assets & Engineering are promoting a 'One Council' approach for asset management. Discussions have taken place with Parks and Housing with regards their assets. It should be recognised that both Parks and Housing have limited or no asset information with regards their assets and therefore the process to review all of the lighting would have delayed the LED contract significantly. As the energy savings from the project will be £791,416 per annum this equates to £65,951 savings that would be delayed each month from not delivering the project.

My Officers are working with Parks and Housing to promote the 'One Council' approach but there is a need for these asset owners to support the process as work would be required to reassign assets and budgets to maintain each asset group. The collection of data on each asset is the first step that needs to be addressed and Matthew Wakelam, Head of Infrastructure and Operations, will be having further discussions with Sarah McGill and Jon Maidment to please some impetus on doing this. Any information captured would be added to the Asset Management system, AMX, which it is intended will hold information on all our infrastructure assets (not buildings).

The savings can be split into two areas; those that we be realised immediately and those that will require further work to realise the savings. Energy savings from the installation of new LED street lighting is the only immediate saving. This is a significant saving of £791,416 per annum. The contract is estimated to be £4.858M and as no capital funding has been provided to implement the scheme some of the £791,416 savings will need to be utilised to payback the capital cost over the next 12 years. This means that the savings shown in the Medium Term Financial Plan are £150k in 16/17, £100k in 17/18 and £50k in 18/19. A final saving of £491,416 will be realised at the end of the 12 year payback period but this would not be shown on any Medium Term Financial Plan due to it being so far in the future.

Other savings identified but not included in payback are Carbon reduction commitment £63,100, reduction in maintenance costs £35,000, faults and failure prediction £20,000, option of trimming £26,600, option of dimming £47,900. This totals a potential further £192,600 savings per annum. All of these aspects are not immediate and will need some work to ensure they are realised. The Carbon Reduction commitment is included in this area as this is centrally controlled and may not represent a saving to City Operations, albeit the work undertaken by City Operations has achieved the saving. Maintenance cost and fault failure prediction would only be realised if other income generating work was undertaken in its place or resource was reallocated. Trimming and Dimming would require further internal discussions in terms of our policy on lighting and how lighting is managed at night on our main roads.

There are differing views on as to whether the introduction of LED lighting results in night sky improvements. As long as LEDs are shielded, light spill and glare are relatively well-controlled, but light reflected from the ground also goes up into space to light the sky. The Officers have spent a significant amount of time reviewing the specification and engaging with stakeholders relating to night sky concerns to ensure that what is implemented balances the energy improvements and meeting the required lumen levels for our roads with the type of lighting implemented. The City of Cardiff Council is the first Local Authority to utilise 3000 Kelvin lighting in comparison to 5000 Kelvin lighting and although this has reduced energy savings the decision has been based on what is best for the City and the citizens of Cardiff. There are a significant number of interested stakeholders interested in how the City of Cardiff Council has managed the delivery of this project as there is recognition that Officers have truly understood issues associated with street lighting.

I trust the above is of assistance.

Yn gywir
Yours sincerely



Y Cyngorydd/Councillor Ramesh Patel
Aelod Cabinet dros Drafnidiaeth, Cynllunio a Chynladwyedd
Cabinet Member for Transport, Planning & Sustainability