

**CABINET: THURSDAY, 6 JULY 2017 at 2.00 PM**

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A Cabinet Meeting will be held in Committee Room 4 at County Hall on Thursday 6 July at 2.00 pm

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**A G E N D A**

**Apologies & Declaration of Interest**

- 1 Minutes of the meeting held on 16 March 2017 (*Pages 1 - 6*)

**Leader**

- 2 Capital Ambition - Statement of the Administration's Priorities
- 3 Appointment of Assistants to Cabinet Members and Cabinet Member Champions

**Scrutiny Matters**

- 4 To receive the report of the Children and Young People Scrutiny Committee entitled 'Female Genital Mutilation'
- 5 To receive the report of the Children and Young People Scrutiny Committee entitled 'School Term Times'

**Clean Streets, Recycling & Environment**

- 6 Shared Regulatory Services - Review of Joint Working Agreement

**Education, Employment & Skills**

- 7 School Organisation Planning: The provision of additional English-medium primary school places at Radyr Primary School.

**Finance, Modernisation & Performance**

- 8 Outturn 2016/17
- 9 Quarter 4 Performance Report

**PAUL ORDERS**

Chief Executive

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



**MINUTES**

**CABINET MEETING: 16 MARCH 2017**

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

Observers: Councillor David Walker  
 Councillor Elizabeth Clarke  
 Councillor Tariq Awan

Officers: Paul Orders, Chief Executive  
 Christine Salter, Section 151 Officer  
 Davina Fiore, Monitoring Officer  
 Claire Deguara, Cabinet Office

**84 MINUTES OF THE CABINET MEETING HELD ON 16 FEBRUARY 2017**

RESOLVED: that the minutes of the Cabinet meeting held on 16 February be approved.

**85 "REFORMING LOCAL GOVERNMENT: RESILIENT AND RENEWED" WHITE PAPER**

The Cabinet considered the City of Cardiff Council's response to the Welsh Government consultation on the White Paper entitled "Reforming Local Government: Resilient and Renewed".

**RESOLVED:** that

1. the draft submission in response to the Welsh Government consultation on the White Paper entitled 'Reforming Local Government: Resilient and Renewed', as set out in Appendix A to this report be approved; and

2. authority be delegated to the Chief Executive, in consultation with the Leader of the Council, to make any further amendments to the Council's consultation response in advance of formal submission to the Welsh Government by 11 April 2017.

## **86 BILINGUAL CARDIFF: 5 YEAR STRATEGY AND WELSH IN EDUCATION STRATEGIC PLAN 2017-2020**

The Council has a statutory requirement under the Welsh Language (Wales) Measure 2011 to produce a 5-year strategy which sets out the City of Cardiff Council's plans to promote the Welsh language and facilitate the use of the Welsh language more widely in the area. The Cabinet therefore considered the Bilingual Cardiff Strategy 2017-20 prior to its consideration by Council.

**RESOLVED:** that

1. the Bilingual Cardiff: 5-Year Welsh Language Strategy 2017 – 2022 be approved and recommend to full Council for adoption.
2. an independent external review of the strategy and action plan take place.
3. Council agree that scrutiny of the Bilingual Cardiff Strategy be specifically included in the terms of reference for the Scrutiny Committee dealing with policy and partnerships.

## **87 DISPOSAL OF LAND AT CENTRAL SQUARE**

Cabinet considered a report outlining the progress to date on the Central Square regeneration scheme. It was noted that the project has been delivered at an unprecedented rate and is on track to deliver 1 million sq ft of high quality office-led mixed use development and has the potential to accommodate up to 10,000 jobs. The report also seeks authority to lease land in order to deliver the HMRC headquarters building.

***Appendices 2, 3, 4 and 5 of this report are exempt from publication because they contain information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972.***

**RESOLVED:** that

- (1) progress of the Central Square regeneration scheme be noted;
- (2) the lease of land to deliver the HMRC headquarters be agreed building in accordance with the Heads of Terms attached at Appendix 2 of this report; and delegate authority to the Director of Economic Development, in consultation with the Leader of the Council, the Cabinet Member for Corporate Services and Performance, the Section 151 Officer and the Director of Governance and Legal Services to finalise any detailed arrangements and to conclude the lease in accordance with external valuation advice so as to ensure value for money.

## **88 PROCUREMENT STRATEGY 2017-2020 (DELIVERING COMMERCIAL AND SOCIAL VALUE) AND CODE OF PRACTICE - ETHICAL EMPLOYMENT IN SUPPLY CHAINS**

Cabinet received the Procurement Strategy for 2017-2020. The strategy sets out the key procurement priorities and the key changes that will need to be made to improve the management of the authority's external spend on goods, services and works.

**APPROVED:** that

1. the Procurement Strategy 2017-2020 (attached at Appendix 1) be approved.
2. the signing of the Welsh Government's Code of Practice – Ethical Employment in Supply Chains be approved.
3. the Cabinet Member for Corporate Services and Performance be appointed as the Council's Anti-Slavery and Ethical Employment Champion

## **89 ANNUAL PAY POLICY STATEMENT 2017/18**

The Council has a statutory requirement under the Localism Act 2011 to prepare a pay policy statement annual. Cabinet therefore considered the Pay Policy for 2017/18 prior to consideration at Council. The policy statement provides a framework to ensure that employees are rewarded fairly and objectively without discrimination.

**APPROVED:** that the attached Pay Policy Statement 2017/18 (Appendix 1) be approved for consideration by Council on 23 March 2017.

## **90 CARDIFF AND VALE OF GLAMORGAN POPULATION NEEDS ASSESSMENT**

The Social Services and Well-being (Wales) Act 2014 requires local authorities and the Local Health Board within each region to jointly prepare and publish an assessment of the care and support needs of the population, including carers who need support. Therefore, Cabinet considered the population needs assessment for Cardiff and the Vale of Glamorgan prior to its consideration by Council.

**RESOLVED:** that

1. the content and findings of the population needs assessment noted.
2. the population needs assessment be approved for consideration by Council.

## **91 CHILD RIGHTS PARTNERS PROGRAMME**

Cabinet received a report outlining a three year partnership be entered into with Unicef UK to deliver a Child Rights Partners Programme in Cardiff. The Child Rights Partners Programme launched by Unicef UK to embed children's human rights in UK public services. The approach for Cardiff embraces the Council's clear commitment to the Well-being of Future Generations Act, and seeks to enable a cultural shift to ensure children's rights are considered in all Council policy and decisions, and includes a number of focused initiatives which seeks to ensure engagement of children and young people.

**RESOLVED:** that

1. the invitation from Unicef UK to enter into a three-year partnership to deliver the Child Rights Partners Programme in Cardiff from April 2017 be accepted.
2. Responsibility be delegated to the Director of Education and Lifelong Learning, in conjunction with Cabinet members for Early Years, Children & Families and Skills, Safety & Engagement, to lead the partnership arrangements to deliver the Child Rights Partners Programme.

## **92 WELSH IN EDUCATION STRATEGIC PLAN 2017-2020**

The Council has a statutory duty to prepare a Welsh in Education Strategy Plan (WESP). The WESP sets out the strategic direction for the planning and delivery of Welsh-medium and Welsh-language education. The aspirations within Cardiff's WESP are in line with the Bilingual Cardiff five year strategy.

**RESOLVED:** that the Cardiff Council WESP 2017-202 be approved for implementation from 1<sup>st</sup> April 2017.

## **93 SCHOOL ADMISSION ARRANGEMENTS 2018/19 AND CO-ORDINATED SECONDARY SCHOOL ADMISSION ARRANGEMENTS 2018-2020**

In accordance with Section 89 of the School Standards and Framework Act 1998 and the Education (Determination of Admission Arrangements) (Wales) Regulations 2006 the Council is required to review the School Admission Policy annually. Cabinet therefore considered the School Admissions Arrangements Policy for 2018/19 and Co-ordinated Secondary School Admission Arrangements for 2018-20.

**RESOLVED:** that

1. the attached Council's draft School Admission Arrangements 2018/19 and to agree the Admission Policy 2018/19 be determined.
2. officers be authorised to consider further the Council's school admission arrangements including wider research into alternative options and the impact

of each, in advance of consultation on the Council's School Admissions Policy 2019/20.

3. the implementation of Co-ordinated Secondary School Admission Arrangements for the Year 7 age group intakes in September 2018, September 2019 and September 2020 be agreed.

#### **94 BROADENING ENFORCEMENT POWERS TO IMPROVE THE PUBLIC REALM - UPDATE**

Cabinet received a report providing an update on the work undertaken on widening enforcement powers to improve the public realm. The report details local member consultation on fixed penalty notices and details the development of a policy statement regarding Community Protection Notices. This supports the Council's commitment to ensure a high quality city environment, clean and well managed streets and challenge poor social responsibility.

**RESOLVED:** that

1. a Policy Statement be developed and submitted to Cabinet for approval with regards to both Community Protection Notices and Public Space Protection Orders.
2. a pilot concerning a discrete number of Public Space Protection Orders following the development of a Policy Statement be agreed.
3. quarterly updates and performance reports be provided to Cabinet Members informally with regards enforcement in Neighbourhood Services.

#### **95 CARDIFF ROUGH SLEEPERS STRATEGY**

Cabinet received the Cardiff Rough Sleeper Strategy 2017-2020. The strategy outlines Cardiff's vision to end rough sleeping in Cardiff and sets out 4 aims – to work to understand the cause of rough sleeping, to work with partners to ensure support is directed towards ending and not reinforcing rough sleeping, to ensure early intervention to prevent rough sleeping becoming entrenched, and to develop a range of accommodation and support solutions tailed to individual needs.

**RESOLVED:** that

1. the Cardiff Rough Sleeper Strategy 2017-2020 as set out at Appendix 1 be agreed.
2. Authority be delegated to the Director of Communities, Housing and Customer Service to enter into a joint protocol with Immigration Services and South Wales Police to address the issue of EEA Nationals sleeping rough in the city.

3. the Supporting People Programme Grant Spend Plan be amended to include further information regarding the units of support to be delivered by the new and innovative schemes to address homelessness.



**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 6 JULY 2017**

**'CAPITAL AMBITION'**

**REPORT OF THE CHIEF EXECUTIVE**

**AGENDA ITEM: 2**

**PORTFOLIO: LEADER (COUNCILLOR HUW THOMAS)**

**Reason for this Report**

1. This report seeks to:
  - set out the administration's ambitions for Cardiff and establish the Cabinet's key priorities for the coming municipal term.
  - set out how the Council's corporate and partnership planning framework will be reshaped to deliver the new vision.

**Background**

2. Following the local government elections on 4 May 2017, a new Council administration was formed. To outline its ambitions for the city, the new administration has set out a new policy programme and associated delivery commitments both for the coming municipal term, entitled 'Capital Ambition' (attached as **Appendix A**). This report also outlines how these ambitions will be translated into the Council's strategic policy, organisational development and budgetary framework.

**'Capital Ambition'**

3. Cardiff has been reinvented over the past quarter of a century as an internationally recognised capital city. In response to deindustrialisation, a programme of major urban regeneration projects was delivered that transformed the city by focusing on investment into Cardiff's culture and leisure infrastructure. This enabled Cardiff to host major international events, lifting the city's international profile and repositioning the city as a great place to visit and an even better place to live and study. The 2017 UEFA Champions League Final underlined the extent to which Cardiff is now positioned as a front ranking European Capital City.
4. Cardiff has also benefitted from investment in the city's business infrastructure. With a focus on supporting high-value creative and knowledge-based businesses, delivering transport improvements and upgrading ICT capacity, the aim was ensuring that Cardiff's business infrastructure was on a par with its quality of life offer.

5. The success of this strategy can be seen in the rapid growth of the city's population. Cardiff is now one of the fastest growing and most highly skilled major British cities. It can also be evidenced by strong performance in a number of headline economic indicators:
  - Unemployment is at its lowest level since 2009;
  - Employment growth is the faster than all the Core Cities;
  - Business growth rate is faster than the UK average; and
  - Visitor numbers and spend have doubled over the last decade.
6. However, the proceeds of Cardiff's growth over recent decades have not been felt by all of the city's residents. The gap between the most and least prosperous communities in Cardiff is substantial, with economic inequalities aligning closely with health and educational inequalities across the city. Similarly, while Cardiff's population growth is a sign of strength for the city, unless it is well-planned and well-managed it will put the city's physical and social infrastructures under real strain. This risk to the city's productivity, quality of life and standard of public services must be addressed. Tackling inequality and managing growth sustainably will therefore be at the heart of the administration's agenda. The administration also recognises that it must deliver for Cardiff during a period of unprecedented financial austerity for the Council, and its public service partners.
7. The 'Capital Ambition' document sets out a programme of action to continue to drive the city economy forward whilst ensuring that the benefits of success are felt by all residents. In delivering its Capital Ambition, the administration will focus on four main areas:
  1. **Working for Cardiff** – Making sure that all citizens can contribute to, and benefit from, the city's success.
  2. **Working for Wales** – A successful Wales needs a successful capital city.
  3. **Working for the Future** – Managing the city's growth in a sustainable way.
  4. **Working for Public Services** – Making sure public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.

### **Delivering the 'Capital Ambition'**

8. The 'Capital Ambition' document sets set out the administration's ambitions for Cardiff and establishes the Cabinet's key priorities for the coming municipal term.
9. These commitments must be delivered in the context of a budgetary position that continues to deteriorate rapidly. The Council is approaching a £1¼bn in cumulative savings made over the past ten years, including over £105m from 2014/15 to 2016/17. With funding for schools and social services broadly maintained, this has necessitated a significant reduction

in the proportion of Council spend on other services, from 39% of the budget in 2005/06 to 24% in 2017/18. Alongside funding reductions, the Council has lost a number of staff, with a reduction of over 20% in non-school staff numbers since 2012/13.

10. Looking ahead, the Council's Medium Term Financial Plan anticipates that the Council will have to make savings of £27m in 2017/18 and almost £81m over the next 3 years, with other public services organisations facing similar pressures. The Council, along with its public service partners, is therefore facing a continued period of severe budget constraint at a time when demand for services is projected to rise significantly and citizen expectations of excellent quality services remains high.
11. In order to deliver the administration's policy priorities while transitioning to a new phase of financial constraint, there is a need to "reset" the Council's organisational and financial strategy. This 'reset' will recognise and build upon the progress that has been made but fundamentally challenge all aspects of service delivery to adapt to the constraints of a permanently reduced cost base.

#### Resetting the Council's Policy and Budgetary Framework

12. The Corporate Plan translates the administration's policy ambitions into clear organisational objectives. In this way, the Corporate Plan will set out what the Council wants to achieve, and how it will organise itself to achieve it.
13. As the Corporate Plan will be set at a strategic level, it will continue to be supported by directorate delivery plans, which will set out in greater detail how Corporate Plan Objectives will be delivered, as well as how directorate business will be taken forward. The Council's objectives will be supported by a strengthened approach to performance management which has underpinned the recent performance improvement, particularly in statutory services.
14. The 'Capital Ambition' document will initiate the process of developing the Corporate Plan 2018-19 by providing a clear signal to the organisation of the administration's direction of travel. This enables the development of a budget strategy that is led by the administration's policy position, and a refresh of the Council's organisation development programme. The Corporate Plan and Budget will then be developed in tandem and approved by Council in early 2018. Progress against the existing objectives set out in the Corporate Plan 2017-19 will continue to be monitored and reported throughout 2017/18.
15. Delivering the 'Capital Ambition' will also require coordinated action by the Council and its partners. The Cardiff Public Services Board (PSB), chaired by the Leader of the Council, brings together the city's public and third sector leaders, and builds on the long-established platform of partnership working in the city. The Wellbeing of Future Generations Act has placed in statute the role of PSBs and requires PSBs to publish an

assessment of local wellbeing, a local wellbeing plan and annual progress reports.

16. The Cardiff PSB has produced its statutory Wellbeing Assessment which sets out how Cardiff is performing across the partnership's seven city outcomes. This assessment was approved and published by the Cardiff PSB on 21 March 2017. Using the evidence provided in the Wellbeing Assessment, the Cardiff PSB is then required to produce a Wellbeing Plan by April 2018 which sets out how the public services will work in partnership to address the major long-term challenges facing the city.
17. A 12-week statutory public consultation is required on the draft Wellbeing Plan. In order to meet the statutory publication date, it is proposed that this public consultation run from October to December 2017. To ensure clarity for the public, avoid consultation fatigue and to make the most of available resources, it is proposed that the Council's Corporate Plan and Budget are also released for consultation during this period as part of a co-ordinated programme of public engagement on the future development of Cardiff and its public services.
18. The refreshed policy and delivery framework will therefore be characterised by the following key components:
  - **Corporate Plan:** The Corporate Plan 2018-19 will set out the Council's objectives in order to deliver the administration's ambitions.
  - **Budget Strategy:** The Council's Budget Strategy will be reworked to support the delivery of the administration's priorities and will be brought forward to Cabinet in July 2017.
  - **Programme of Change:** The Council's organisational change strategy will be recast in the light of the administration's priorities. A report will be considered by Cabinet in September 2017 which sets out how the Council's new 3-year Organisational Development Programme will be reshaped to deliver the commitments contained in the 'Capital Ambition' document.
  - **Wellbeing Plan:** The Council's policy position will be informed by the evidence provided by the Wellbeing Assessment and inform the development of the city's Wellbeing Plan, which will be launched for public consultation in October 2017 and approved by Council and all PSB members by April 2018.
  - **Performance Management Framework:** The Council will build on the performance management framework which has supported effective delivery and performance improvement in key areas. As the 'Capital Ambition' document is translated into performance objectives, clear performance milestones will be developed.
  - **Consultation and Engagement:** A programme of engagement will be brought forward to support the implementation of the administration's policy ambitions and involve residents and stakeholders in the budget process ahead.

## **Reason for Recommendations**

19. To enable the Cabinet to approve a statement on the administration's ambitions and priorities.

## **Financial Implications**

20. Set out in the body of the report in paragraph 9 and 10 are the financial budgetary challenges facing the Council over the next three years. Paragraph 9 also set out the cumulative savings achieved over the last 10 years and the increasing proportion of the budget that is spent on social services and schools.
21. This report sets out the key priorities for the coming municipal year and the medium term and in the event of there being a financial impact in the current year then this will be considered in future budget monitoring reports. In respect to the medium term, where a financial impact is identified then this will form part of the detailed work in delivering the Council's Budget for 2018/19 and beyond. The first step will be the Council's Budget Strategy that will be considered by Cabinet in July 2017.

## **Legal Implications**

22. As noted in the body of the report, the ambitions and priorities of the new administration represent the start of the policy planning process, whereby those ambitions and priorities will be developed into objectives and policies.
23. The Cabinet is responsible for recommending the Council's key policies, referred to as the Policy Framework (comprising of the Wellbeing Plan, the Corporate Plan and the Improvement Plan, as well as a number of other statutory plans and strategies), for approval by full Council.
24. Legal advice will be provided in respect of specific policy proposals as they arise.

## **RECOMMENDATIONS**

Cabinet is recommended to:

- 1) approve the 'Capital Ambition' as a statement of the administration's priorities; and
- 2) submit the 'Capital Ambition' document to Full Council for noting.

## **PAUL ORDERS**

Chief Executive  
30 June 2017

*The following appendix is attached:*

Appendix A: Capital Ambition

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**CABINET MEETING: 6 JULY 2017**

**APPOINTMENT OF ASSISTANTS TO CABINET MEMBERS AND  
MEMBER CHAMPIONS**

**REPORT OF THE CHIEF EXECUTIVE**

**AGENDA ITEM: 3**

**PORTFOLIO : LEADER (COUNCILLOR HUW THOMAS)**

**Reason for this Report**

1. To consider the appointment of Assistants to Cabinet Members (or Cabinet Assistants) and Member Champions.

**Background**

2. Article 7.5 of the Council's Constitution relates to the appointment of Assistants to Cabinet Members, or alternatively referred to as 'Cabinet Assistants', and provides that:

*"The Cabinet may appoint Councillors to act as assistants to the Cabinet as the Cabinet considers reasonably necessary and appropriate. Their role will be:*

- (a) to assist the Cabinet collectively;*
- (b) to liaise with the Chairs and members of relevant Scrutiny Committees; and*
- (c) to act as observers at meetings of the Cabinet or a committee of the Cabinet*

*in accordance with the detailed Role Description set out in Appendix A.*

*Assistants to the Cabinet may not vote on any matters before the Cabinet, neither may they substitute for a Cabinet Member at a meeting of the Cabinet nor in any decision-making role."*

3. In order to widen member participation in Council business and provide additional support to Cabinet portfolios, on 15 May 2014, the Cabinet agreed to create three unremunerated Deputy Cabinet Member positions and approved a generic role description. Appointments to these positions were made subsequently by the Cabinet in June 2014.
4. The Council's Constitution Committee also considered the Deputy Cabinet Member appointments and the provisions of Article 7.5 of the

Constitution in June 2014. The Committee expressed some concern that the designation of 'Deputy Cabinet Member' may be misleading as the post-holders are not able to fully deputise for Cabinet members. The Committee therefore resolved to retain the title of 'Assistants to Cabinet Members' as used in the Constitution. As a result, in June 2015, the Cabinet revised the positions and approved three Assistant to Cabinet Member appointments.

5. The Cabinet report of 15 May 2014 also considered the role of Member Champions. These are elected members who, in addition to their other Council responsibilities, make sure that the policy issues that they are championing are taken into account when council policy is being developed and decisions are made. Member Champion roles usually exist to provide a voice for traditionally under-represented groups or raise the profile of certain issues to ensure that they are fully considered in policy and decision-making.
6. The Council has for some time allocated Member Champion roles for a particular policy area or issue to individual Cabinet Members on the basis of their respective portfolio responsibilities. In addition, the role of the Member Support & Development Champion has been undertaken historically on a non-executive basis by the Chair of the Democratic Services Committee.
7. On 15 May 2014, the Cabinet agreed a framework within which Member Champions could successfully contribute to more effective policy and decision making across the Council. The Cabinet also took the decision to invite expressions of interest from non-executive Members to serve as Member Champions and to enable appointments to be made by the Council. Subsequently, on 24 July 2014, the Council agreed to establish the following three non-executive Member Champion roles, which remained in place until the end of the 2016/17 municipal year:
  - Community & Food Growing
  - Cycling & Sustainable Transport
  - Diversity & Equality

#### **Assistants to Cabinet Members (or Cabinet Assistants)**

8. It is proposed that the following four Councillors be appointed as Assistants to Cabinet Members and it is expected that they will be referred to as the 'Cabinet Assistant' for their respective area of responsibility:
  - Citizen Engagement – Councillor Dilwar Ali
  - Community Engagement – Councillor Jennifer Burke-Davies
  - Local Environment – Councillor Jane Henshaw
  - Youth Services – Councillor Ashley Lister
9. A copy of the current role description for Assistants to Cabinet Members (or Cabinet Assistants), which was agreed by the Council on 20 October 2016 and which is appended to Article 7 of the Council's Constitution, is



attached as **Appendix A** to this report. The role description will be provided to all new post-holders in order to assist in clarifying their roles and responsibilities in the support of the Cabinet collectively. The Cabinet will seek to review these roles from time to time in order to reflect the work that has been completed by individual Assistants to Cabinet Members (or Cabinet Assistants) and any future priorities.

## **Member Champions**

10. The role of a Member Champion will vary according to the area/issue that is being championed and how the authority functions. For example, a Member Champion or Lead Member role can be undertaken by either the relevant Cabinet Member or by an appointed non-executive member. In addition, there is usually no defined role description or responsibilities for each specific Member Champion role. However, on 19 December 2013 and 22 October 2015 (updated version), the Council agreed to adopt the Welsh Local Government Association (WLGA) generic role description and person specification for Member Champions, as set out in **Appendix B** to this report. In order to clarify the roles and responsibilities of Member Champions, the Council may wish to consider including this role description (or similar) within the Constitution. It is therefore proposed that the role description for Member Champions be referred to the Constitution Committee for further consideration.
11. As noted previously in paragraph 5 of this report, it is customary for Member Champion roles to be created to provide a voice for traditionally under-represented groups and/or raise the profile of certain issues. However, as important issues become mainstreamed, it is appropriate that the Cabinet can exercise the discretion to absorb the role of “champion” into the relevant Cabinet portfolio responsibilities. This is important as there will be a need to review and refresh the number of Member Champion roles over time. The obvious concern is that a proliferation of Member Champions will render the role meaningless if there is no mechanism to identify where having a distinct “champion” can add most value.
12. A number of Member Champion or Lead Member roles, as listed below, were either agreed formally during the last administration or designated to Cabinet Members due to both their individual and collective responsibility for the various areas/issues:
  - Anti-Poverty
  - Anti-Slavery & Ethical Employment
  - Armed Forces
  - Biodiversity
  - Carers
  - Children & Young People
  - Community Benefits
  - Community & Food Growing
  - Cycling & Sustainable Transport
  - Dementia
  - Diversity & Equality
  - Domestic Abuse
  - Health & Safety
  - Homelessness
  - Night Time Economy
  - Older Persons
  - Risk (Management)
13. It is therefore proposed and considered appropriate that any Member Champion or Lead Member roles – including, but not limited to, those set

out above – should be absorbed or mainstreamed into the responsibilities of the relevant Cabinet Member, not least as many of the issues championed are now mainstreamed effectively within Cabinet portfolio responsibilities. The Cabinet would retain the discretion to allocate or reallocate any Member Champion or Lead Member roles as they consider appropriate in accordance with individual Cabinet member portfolio responsibilities.

14. The Cabinet may also consider the nomination of non-executive members to the role of Member Champion, as considered appropriate, with any future appointments to be approved by the Council.
15. Any Member Champions appointed by the Council will need to recognise and work effectively within the political management and executive working arrangements agreed by Council. They also have no decision making powers; may not commit the Council to any course of action or the deployment of any Council resources; and do not attract a Special Responsibility Allowance. Non-executive Member Champions have also, to date, been invited to provide Annual Reports on their work to Full Council on an annual basis.

### **Reasons for Recommendations**

16. To approve the appointment of four Assistants to Cabinet Members (or Cabinet Assistants); to enable the mainstreaming of Member Champion or Lead Member roles into relevant Cabinet portfolio responsibilities; and to allocate/reallocate any specific Member Champion roles to either executive or non-executive members for appointment by Council, as considered appropriate.

### **Legal Implications**

#### **Assistants to Cabinet Members**

17. As part of its executive arrangements, the Council is able to provide for Assistants to Cabinet Members (also sometimes referred to as Deputy Cabinet Members) to be appointed to assist the Cabinet. The National Assembly for Wales' Statutory Guidance on Executive Arrangements (SI 2006/56) states as follows:

*4.29 Local authorities will be free to determine whether to have deputy cabinet members but should they so decide, those deputies will be unable to substitute for a cabinet member at a cabinet meeting nor vote on behalf of the cabinet member for whom they deputise. Cabinet members cannot delegate decision-making power to individual elected members outside the cabinet. An executive, therefore, is not able to have formal substitute or deputy members. A separate executive is designed to increase transparency and accountability. Allowing formal substitution could cloud accountability. Since deputies cannot play a formal role in the decision-making process, their role, if appointed, would be a support and advisory one which could have a representational element.*

18. The Council's Constitution, Article 7.5 ('Assistants to Cabinet Members'), set out in paragraph 2 of the report, allows the Cabinet to appoint such Assistants to Cabinet Members as it considers reasonably necessary, details their role (in line with the statutory guidance), and specifically confirms that 'Assistants to the Cabinet may not vote on any matters before the Cabinet, neither may they substitute for a Cabinet Member at a meeting of the Cabinet nor in any decision making role.'
19. In considering appointments, Cabinet should note that an Assistant to a Cabinet Member should not be a member of a Scrutiny Committee which scrutinises his or her Cabinet Member's portfolio. This is because the Members' Code of Conduct expressly provides that a Member will have a prejudicial interest in any item of business at a Scrutiny Committee which relates to a Cabinet decision or action taken at the time that Member was a member of the Cabinet (Code, Rule 13.1). A Cabinet Assistant may, however, be a member of a Scrutiny Committee which has no responsibility for the scrutiny of his or her Cabinet Member's portfolio. This is expressly incorporated into the Cabinet Assistants' Role Description, which is appended as (Appendix A to Article 7 in the Constitution and) Appendix A to this report.

### Member Champions

20. Members will note from the body of the report that the role of a Member Champion is, in addition to other Council responsibilities, to advocate on behalf of the issues they are championing, aiming to ensure these issues are taken into account when council policy is being developed and decisions are made, as more fully set out in the approved Role Descriptions last considered by Council in October 2015 (Appendix B to this report). Member Champions have no decision making powers; may not commit the Council to any course of action or commit Council resources; do not attract a Special Responsibility Allowance; and are required to work within the political management and executive working arrangements agreed by Council.
21. The role of a Member Champion may relate to functions which are broadly the responsibility of the Cabinet or the Council or both, depending on the policy area or issue being championed. As the Member Champion role bears no formal decision making powers, any Member (a Cabinet member or a non-Cabinet member) may be appointed to the role. However, where a Member Champion role closely relates to a particular executive portfolio area, then it may be considered pragmatic for the relevant Cabinet member to undertake that Member Champion role. Accordingly, this report recommends the assimilation of the Member Champion roles listed in paragraph 12 into the responsibilities of the relevant Cabinet member.
22. The appointment of Member Champions is a matter for full Council, but Cabinet may make recommendations to full Council in this regard.
23. The Constitution currently makes no reference to Member Champions. In order to clarify the roles and responsibilities of Member Champions, this report recommends that the Constitution Committee be asked to

consider incorporating relevant provisions, such as the Member Champion Role Description appended at Appendix B, into the Constitution.

### **Financial Implications**

24. As stated in the body of the report, neither the Member Champion nor the Cabinet Assistant roles attract a Special Responsibility Allowance. Therefore, there are no direct financial implications arising from this report.

### **RECOMMENDATIONS**

Cabinet is recommended to:

1. approve the appointment of four Assistants to Cabinet Members (or Cabinet Assistants), as set out in paragraph 8 of this report;
2. agree to absorb and mainstream the Member Champion or Lead Member roles set out in paragraph 12 of this report within relevant Cabinet portfolio responsibilities and to allocate/reallocate any specific Member Champion roles to either executive or non-executive members for appointment by Council, as considered appropriate; and
3. agree to ask the Constitution Committee to consider incorporating provision for Member Champions within the Council's Constitution.

### **PAUL ORDERS**

Chief Executive  
30 June 2017

*The following appendices are attached:*

Appendix A: Assistant to Cabinet Member Role Description  
(Constitution, Article 7, Appendix A)

Appendix B: Member Champion Role Description  
(approved by Council in October 2015)

*The following background papers have been taken into account:*

Council Report, 20 October 2016 – Assistants to Cabinet Members  
Cabinet Report, 18 February 2016 – Appointment of Assistant to Cabinet Member  
Council Report, 13 October 2015 – Member Champions Annual Reports  
Cabinet Report, 11 June 2015 – Assistant Cabinet Members  
Council Report, 24 July 2014 – Member Champions  
Cabinet Report, 12 June 2014 – Deputy Cabinet Members Appointments  
Cabinet Report, 15 May 2014 – Deputy Cabinet Members and Member Champions

**ASSISTANTS TO CABINET MEMBERS – ROLE DESCRIPTION**

- 1 Assistants to Cabinet Members are Members appointed by the Cabinet to work with a Cabinet Member or Cabinet Members and assist them with any function except decision-making subject to the limitations below.
- 2 This includes taking forward particular projects or programmes. Most Assistant posts will range across the functions of the Cabinet Member but it is a matter for each individual Cabinet Member, after discussion with the Leader of the Council, to establish any limits or conditions on the ways in which the Assistant will operate. Any limitations on the role of Assistant which the Cabinet Member wishes to impose should be a matter of record, to be copied to the Leader of the Council and the Monitoring Officer.
- 3 The role of Assistant to Cabinet Member does not attract a special responsibility allowance.
- 4 Assistants to Cabinet Members may:
  - (a) Undertake specific task, research and investigations and attend conferences, seminars and meetings, as requested by the Cabinet Member, so as to keep abreast of current policy and development initiatives.
  - (b) Attend Cabinet Briefings on behalf of a Cabinet Member.
  - (c) Attend (but not vote) at Cabinet meetings on behalf of a Cabinet Member.
  - (d) Attend formal and informal functions on behalf of a Cabinet Member, except for official openings or ceremonies or events where a formal speech is required, in which case, in the event of the absence of the Cabinet Member, the Lord Mayor or another Cabinet Member will normally represent the Council.
  - (e) Formally speak at events and functions on issues within his or her area of responsibility, where the Assistant has received a specific named invitation to speak.
  - (f) Liaise with non-executive members in order to ensure that the Cabinet Member is fully aware of issues which are concern to Members.
  - (g) Appear before a Scrutiny Committee where the Cabinet Member cannot attend or where the Assistant has focused on the particular project or programme. (However, the Scrutiny Committee may also request the Cabinet Member to attend on a further occasions).
  - (h) Be a member of a Scrutiny Committee which does not relate to his or her Cabinet Member's portfolio.

(i) Be a member of a Scrutiny Task and Finish Group.

5 However, an Assistant to a Cabinet Member cannot:

(a) Take decisions

(b) Deputise for a Cabinet Member at Council Meetings

(c) Be a member of the Scrutiny Committee which scrutinises his or her Cabinet Member's portfolio.

**Member Champion Role Description**

**1. Accountabilities**

To Full Council

**2. Role Purpose and Activities**

**Within the Council**

- To promote the interest being championed within the Council's corporate and service priorities
- To promote the needs of the client group represented in the interest to the decision makers within the council
- To work with the decision makers in the Council to establish strategies/policies/work plans connected with the interest
- To maintain an awareness of all matters connected with the interest
- To contribute to good practice and the continuous improvement of services and functions related to the interest
- To engage with members in matters related to the interest such as attending Overview and Scrutiny/Cabinet /Full Council meetings etc.
- Raising awareness of and taking a lead role in the development of all members and officers in relation to the interest

**In the Community**

- To raise the profile of the interest in the community
- To engage with citizens and community groups in matters related to the interest
- To lead and support local initiatives related to the interest

**3. Values**

- To be committed to the values of the Council and the following values in public office:
  - Openness and transparency
  - Honesty and integrity
  - Tolerance and respect
  - Equality and fairness
  - Appreciation of cultural difference
  - Sustainability
  - Inclusive leadership

## **Member Champion Person Specification**

### **Within the Council**

- Understanding of the area of interest being championed in terms of council strategies and policy, good practice, improvement and national agendas and the needs of the client group
- Ability to engage with a range of members and officers around the area of interest and listening to requirements
- Ability to advocate on behalf of the area of interest within the council

### **In the Community**

- Understanding of the needs of the community in relation to the interest
- Ability to engage with citizens and community groups in matters related to the interest.
- Ability to lead and support local initiatives related to the interest.
- Ability to represent the position of the council to the community in relation to the interest.



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## A Report of the Children & Young People Scrutiny Committee

### **FEMALE GENITAL MUTILATION (FGM) February 2017**



County Council of The City and County of Cardiff

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## CHAIR'S FOREWORD

I was very pleased to take part in the FGM Task and Finish Group of the Children and Young People Scrutiny Committee as this issue has long been a concern of committee members.

FGM has been illegal in the UK since 1985 with recent legislation in the Female Genital Mutilation Act 2003. Yet while there has been much good work undertaken to tackle FGM, the Task and Finish short scrutiny inquiry set out to ascertain the scale of the problem in Cardiff and to identify how the issue is being addressed. Our findings concluded that there is much work still to be done, not least in data collection and in intelligence sharing. We hope that that our report will highlight the need to provide ongoing support to the agencies involved in tackling this matter.

I should like to thank Alison Jones, Principal Scrutiny Support Officer for her invaluable support in this important inquiry and my fellow committee members for their commitment to this scrutiny.



Councillor Dianne Rees  
Chair, FGM Task & Finish Group

## INTRODUCTION

1. Female Genital Mutilation (FGM) is illegal in the UK. In England, Wales and Northern Ireland, civil and criminal legislation on FGM is contained in the Female Genital Mutilation Act 2003 (the act). In Scotland, FGM legislation is contained in the Prohibition of Female Genital Mutilation (Scotland) Act 2005. The Female Genital Mutilation Act 2003 was amended by sections 70-75 of the Serious Crime Act 2015.
  
2. The World Health Organisation (WHO) defines FGM as *all procedures (not operations) which involve partial or total removal of the external female genitalia or injury to the female genital organs whether for cultural or other non-therapeutic reasons* (WHO, 1996). Details of the practice are set out in the Evidence Section on page 14 below.
  
3. During the development of its 2016/17 work programme, the Children & Young People Scrutiny Committee agreed to undertake a short scrutiny inquiry into Female Genital Mutilation (FGM). The aim of the Inquiry was to:
  - Identify the scale of the problem in Cardiff.
  - Identify options to improve awareness of FGM across professional and ethnic minority groups.
  - Improve the training of professionals who may come into contact with FGM.
  - Ascertain what work is being undertaken in the wider community and schools.
  - Identify ways to improve the operation of the FGM clinical pathway including proposals for an all wales FGM clinic.
  - Improve the collection and robustness of FGM data across Cardiff.

4. It was agreed that a Task & Finish Group be established to undertake this inquiry. Members of the Task & Finish Group were:
  - Councillor Dianne Rees (Chair)
  - Councillor Lynda Thorne
  - Councillor Heather Joyce
  - Karen Dell'Armi (Parent/Governor Co-optee)
  - Patricia Arlotte (Roman Catholic Co-optee).
  
5. The Inquiry took place during January and February 2017. The following report sets out the key findings and conclusions arising from this Inquiry, as well as a number of recommendations arising from the evidence gathered.

## KEY FINDINGS

Overall, the Inquiry concluded that there had been a lot of work undertaken at operation level in relation to tackling FGM in Cardiff. However, there were a number of key issues that Members agreed needed to be addressed. These are as follows:

### **Strategic, Joined-Up Working**

KF1. Members were satisfied that systems, processes and procedures were in place to deal with any FGM disclosures. However, it was not apparent during the Inquiry that partners were working together strategically. There did not appear to be a lead agency responsible for FGM, and whilst Members agreed there were many pockets of proactive, effective working practices, individually and across some partner organisations, there appeared to be a lack of coordinated working across all partners.

For example, whilst there was evidence of training, education and awareness raising within Health, Crown Prosecution Service, BAWSO, Cardiff Council and South Wales Police, there did not appear to be a coordinated package that could be used across all these organisations, delivering a consistent message. In addition, there was no evidence of a partnership group covering the Cardiff area, to synchronise work, pool resources, develop strategies and action plans etc.

### **Data/information in relation to FGM**

KF2. During the Inquiry, one of the main issues of concern was the availability of intelligence. Whilst it was acknowledged that good reporting mechanisms are in place, lack of data was an issue.

Members were unable to ascertain a consistent, coordinated data set on the numbers of FGM cases, including the type of FGM and an age breakdown. Members felt that this data was critical in identifying the scale of the problem within Cardiff, and presented the Task Group with significant difficulties during their deliberations. In addition, Members were unable to identify whether numbers reported were duplications or whether they were old or new cases. This had also been an issue for community members who had voiced their concerns about the reality of the problem within Cardiff.

Health provided the Inquiry with the number of FGM cases that had been referred to the Welsh Government between October and December 2016. Within Cardiff, 20 cases had been identified, and these had come via the safeguarding MASH and the All Wales Clinical Pathway. No further details were available at the time.

The Crown Prosecution Service reported that there was one potential case of FGM (Type 2) being investigated in Cardiff. No prosecutions had taken place.

- KF3. Another issue of concern arising from the Inquiry was that of the transient population in the area, and the lack of data on population profiles. Members and witnesses all agreed that there had been issues with statistics, including census data. It was agreed that local statistics were needed.
- KF4. The Crown Prosecution Service (CPS) informed the Inquiry that an FGM task Group is being set up with the Police and Health to look at data sets and look at how the agencies can work together to improve data collection and avoid duplication. The CPS stated that Bristol already have good systems in place in collecting and reporting FGM cases and they would be looking at this as part of the Task Group work.

## **Challenging Cultural/Belief Conventions**

KF5. The Inquiry heard how FGM was very complex and linked intrinsically with a community's belief system and culture. Members heard case studies and anecdotal evidence from professionals and via community meetings held in Grangetown, which highlighted the difficulties faced by women and girls within their communities.

The Inquiry identified that currently, The Black Association of Women Step Out (BAWSO) is a key organisation in working within communities. BAWSO stated that the focus of their work in this area was under the wider umbrella of positive parenting, challenging the paradigms within the community, but not just focusing on FGM. BAWSO stated that newly arrived community members may not be aware that it is illegal, and those established communities view it as a manifestation of their wider culture.

KF6. In addition, BAWSO reported that they had encountered different levels of desire to engage with them. For example, they reported that the Sudanese community were very open to engaging with them; but they had encountered difficulties with those from Sierra Leone and the Gambia.

KF7. The Inquiry acknowledged the need to avoid stigmatisation or victimisation within communities. BAWSO stated that what was most important was that women did not want to be defined by FGM. It was imperative that a trusting environment is established and a sensitive approach. It agreed that communities need to be involved and updated regularly on legislation relating to FGM, especially those communities that are relatively "new" within Cardiff, and that community work needs to be bottom up, community led. Currently, it was agreed that it was more top down.

BAWSO informed the Inquiry that they had been engaged with 788 families in the past three years. This work ranged from awareness raising to 1-1 support.



## **Training**

KF8. Members were informed of a wide range of training that had been undertaken with a range of professionals in Cardiff and Wales. This included:

- Crown Prosecution Service (CPS) delivering training to Dyfed Powys Police; CPS lawyers all provided with aide memoirs linking behaviour and legislation;
- All South Wales Police Officers trained in recognising signs of FGM;
- FGM training within maternity services were in place;
- A wider ranging training programme in Health planned for DOSH (Integrated Sexual Health); SARC (Sexual Assault Referral Centre); Gynaecology; Maternity; and safeguarding. Once this had been delivered, “train the trainer” sessions would be established.
- Social Services Staff in assessment and safeguarding.

KF9. In addition to other Health training programmes, the Inquiry identified the need for training for GPs. Whilst it was acknowledged that training would be rolled out based on areas of higher levels of Black and Minority Ethnic (BME) communities, it was also imperative to identify and work with GPs in areas where there were emerging new arrivals in communities (for example, Llanrumney), to ensure that the message is with GPs within the earliest timeframe possible.

KF10. Members also highlighted the need for training within schools at both primary and secondary level. Members felt that FGM training across all those connected with the school, including attendance officers, youth workers and at teacher training level should be implemented.

## **Awareness Raising/Education**

KF11. The Inquiry agreed that there had been a proactive, sustained training and awareness-raising programme in place over a number of years and this should be commended. This included:

- Awareness raising within the Somali community, where it was reported that approximately 90% of this community had engaged in some form of education. The awareness-raising programme included details on how to report and who to report to.
- BAWSO and the NSPCC youth projects in Mary Immaculate and Fitzalan Schools.
- Posters within every GPs surgery in Wales (with NSPCC, Welsh Government and BAWSO);
- “Voices” DVD – used in schools etc;
- Work with airports at key times of the year;
- Work with Cardiff University medical students to make FGM part of their studies;
- Work with trainee social workers to make FGM part of their studies.

Upcoming work will include:

- From 1 April 2017, BAWSO increasing awareness raising work within schools;
- CPS recommending that FGM and other forms of honour-based violence be included on the national curriculum, which was currently being reviewed and implemented in 2020.

In addition, BAWSO and the CPS also stated that they would like to have FGM community champions in place, who would be available to undertake peer-to-peer work with communities and bring together harder to reach individuals and groups.

## **Reporting FGM Cases**

KF12. The Inquiry identified the obligations and routes into reporting FGM (via the Section 47 pathway), and Members were satisfied that effective processes and procedures were in place to deal with FGM cases.

The Inquiry concluded that there are systems in place for the reporting / monitoring of “at risk” families and girls, and should a family (for instance) take a long “family holiday”, this would be followed up. However, the Task Group would like to see a further move towards developing a more proactive, preventative approach to those at risk from FGM.

In addition, Health reported that, within maternity services, a mandatory question on FGM is asked across all ethnicities.

## **Protocols/Procedures/Policies**

KF13. Much of the work governing FGM was already in place via legislation and national policy and practice, and Members were satisfied that locally, any cases of FGM would be dealt with effectively and sympathetically. However, Members were concerned about ongoing budget / financial pressures that may affect this. For example, the FGM Pilot Clinic had yet to receive funding, and BAWSO reported a reduction in charitable funding that would have a significant impact in relation to the work they do.

KF14. The Inquiry Team were informed by the CPS that the protocol in relation to FGM was being updated, and the new protocol will have more detailed requirements, particularly regarding notification; decision-making; and reporting.

KF15. The Inquiry concluded that there was a need for a clear pathway to be put in place that could be used to reach out to all professionals, and used widely as part of the education and awareness raising activities, as well as

ensuring that the community know where to go to get help, advice or support.

KF16. The Inquiry Team were also informed that the CPS, as part of its FGM Task Group work would be to develop a Five Year Strategy covering FGM, and that an Action Plan would be part of this.

KF17. The Inquiry was also informed of work currently being undertaken between Swansea Council and BAWSO in addressing FGM. Swansea Council had supported BAWSO both in terms of partnership working and funding.

### **All Wales FGM Clinic**

KF18. The Inquiry were informed that a dedicated FGM clinic had been approved to run within the CHAP (Cardiff Health Access Practice) at Cardiff Royal Infirmary. The Clinic would run once a week on a 12 month trial period, but, as yet, is not funded. £60,000 was needed for the pilot. The service would provide physical and psychological help. Members agreed that they would support the bid and that this will be one of the key recommendations arising from this Inquiry.

### **Funding Issues**

KF19. Funding for the FGM Clinic had been highlighted as a particular concern during the Inquiry.

KF20. In addition, funding was an issue for BAWSO. Some of its charitable funding had come to an end and currently, nobody is funding some of the proactive work they have undertaken. A lot of what they currently do is based on the goodwill of volunteers. Lack of funding has affected the amount of work they are currently able to undertake. Members were

particularly concerned about how this would affect the work required in new and emerging communities within Cardiff.

## RECOMMENDATIONS

It is recommended that the following recommendations are commended to the Cabinet and other key partners for consideration. The recommendations should be reported back to this Scrutiny Committee within 6 months, unless otherwise stated.

### Recommendations to the Cabinet:

R1. It is recommended that the Council take a lead role in establishing a local partnership group to address FGM in Cardiff (**supported by KF1**). This group should be responsible for the strategic and operational overview of FGM. This will include:

- Data collection and intelligence gathering (**KFs 2-4**).
- Linking with partners and communities to play a more proactive role in:
  - Community engagement (**KFs 5-7**).
  - A coordinated training package across all professionals (**KFs 8-9**).
  - Coordinated Awareness Raising and Education Programme. approach to professionals; communities affected by FGM; wider community generally (**KF 11**).
  - Training and awareness raising/ education in all schools, including teacher training, attendance officers etc. (**KFs 10-11**).
  - Development of Protocols and Pathways (**KFs 14-15**).
  - Development of an FGM Strategy and Action Plan (**KF 16**).
  - Support for the FGM Clinic Trial (**KF 18**).
  - Work with partners to explore funding streams for delivering the above (**KFs 19-20**).

- Explore spreading the work amongst partners and other third sector organisations, to relieve the pressure on BAWSO, both in terms of financial and time constraints they currently find themselves with **(KF19)**.

R2. It is recommended that the Council play a key role in the Crown Prosecution Service / BAWSO led FGM Task & Finish Group to address improved data collection/reporting and local intelligence **(KFs 2-4)**; and the FGM Strategy and Action Plan **(KF16)**.

**Recommendation to the Crown Prosecution Service and BAWSO:**

R3. The FGM Task & Finish Group report back to this Scrutiny Committee within 12 months on its findings in relation to the following:

- Identifying, developing and implementing a system for the collection of FGM data that can be used and shared across all partners. This should include breaking down the data into type of FGM procedure, age profiles, ethnic origin, number of re-referrals etc.
- Work across all partners to develop statistics in relation to the local population, to identify the range of communities in Cardiff.
- Evaluate the approach used in Bristol as a potential benchmark for kick starting this process.
- Development of an FGM Strategy and Action Plan.

***Supported by KFs 2-4; 16***

**Recommendation to the Children & Young People Scrutiny Committee:**

- R4. It is recommended that this Scrutiny Committee write a letter of support for the FGM Clinic Pilot, based on the findings from this Inquiry **(KF18)**.



## EVIDENCE

### **Definition Of FGM**

The World Health Organisation (WHO) defines FGM as *all procedures (not operations) which involve partial or total removal of the external female genitalia or injury to the female genital organs whether for cultural or other non-therapeutic reasons* (WHO, 1996).

### **Types of FGM**

FGM (sometimes called Female Circumcision) is a traditional practice, which takes three main forms:

#### **Type 1 – Circumcision (Sunna)**

This is the least severe form of FGM and involves the removal of the hood of the clitoris preserving the clitoris itself. This type of operation is also known as Sunna, which means 'tradition' in Arabic.

#### **Type 2 – Excision (Clitoridectomy)**

It involves the partial or total removal of the clitoris together with parts of the whole of the labia minora (small lips which cover and protect the opening of the vagina and the urinary opening). After the healing process has taken place, a large scar tissue forms to cover the upper part of the vulva region.

#### **Type 3 – Infibulation (also called Pharaonic Circumcision)**

This is the severest form of FGM. The term 'infibulation' is derived from the name given to the Roman practice of fastening a 'fibular' or 'clasp' through the large lips of their wives genitalia in order to prevent them from having illicit sexual intercourse.

In infibulation, the clitoris, the whole of the labia minora and the internal parts of the labia majora (the outer lips of the genitals, which lubricate the inside of the skin folds to prevent soreness) are removed. The two sides of the Vulva are then sown together with silk, catgut sutures, or thorns leaving only a very small opening to allow for the passage of urine and menstrual flow.

#### **Type 4 – Unclassified**

This includes all other operations on the female genitalia including pricking, piercing, and stretching of the vulva region, incision of the clitoris and/ or labia, cauterisation by burning the clitoris and surrounding tissues, incisions to the vaginal wall, scraping (anqurya cuts) or cutting (gishiri cuts) of the vagina and surrounding tissues.

#### **Legislation Governing FGM**

FGM is illegal in the UK. In England, Wales and Northern Ireland, civil and criminal legislation on FGM is contained in the Female Genital Mutilation Act 2003 (the act). In Scotland, FGM legislation is contained in the Prohibition of Female Genital Mutilation (Scotland) Act 2005. The Female Genital Mutilation Act 2003 was amended by sections 70-75 of the Serious Crime Act 2015.

#### **UN Convention of the Rights of Child**

Articles 6, 19, 36 and 39 all are relevant to the protection of Children from FGM.

#### **Children Act 2004**

Section 11 of the Children Act 2004 places a duty on all professionals “to safeguard and promote the welfare of children”. This includes councils, schools, the police and health professionals. All have a role in ensuring that women and girls are protected.

#### **The Social Services and Well-being (Wales) Act**

This helps all services work together to make sure that children and young people enjoy healthy, happy lives and from April 2016 it places a duty on everyone to report when they have concerns that a child might be at risk or experiencing abuse or neglect.

#### **Criminal law in England and Wales**

Under section 1 of the Female Genital Mutilation Act 2003, a person is guilty of an FGM offence if they excise, infibulate or otherwise mutilate the whole or any part of a girl's or woman's labia majora, labia minora or clitoris. To excise is to remove part or all of the clitoris and the inner labia (lips that surround the vagina), with or without removal of the

labia majora (larger outer lips). To infibulate is to narrow the vaginal opening by creating a seal, formed by cutting and repositioning the labia.

### **Offences of FGM**

It is an offence for any person (regardless of their nationality or residence status) to:

- Perform FGM in England and Wales (section 1 of the act).
- Assist a girl to carry out FGM on herself in England and Wales (section 2 of the act).
- Assist (from England or Wales) a non-UK person to carry out FGM outside the UK on a UK national or UK resident (section 3 of the act).

If the mutilation takes place in England or Wales, the nationality or residence status of the victim is irrelevant.

### **Failing to protect a girl from risk of FGM**

If an offence under sections 1, 2 or 3 of the act is committed against a girl under the age of 16, each person who is responsible for the girl at the time the FGM occurred could be guilty of an offence under Section 3A of the act.

### **FGM taking place abroad**

It is an offence for a UK national or UK resident (even in countries where FGM is not an offence) to:

- perform FGM abroad (sections 4 and 1 of the act)
- assist a girl to carry out FGM on herself outside the UK (sections 4 and 2 of the act)
- assist (from outside the UK) a non-UK person to carry out FGM outside the UK on a UK national or UK resident (sections 4 and 3 of the act)

An offence of failing to protect a girl from risk of FGM can be committed wholly or partly outside the UK by a person who is a UK national or UK resident. The extra-territorial offences of FGM are intended to cover taking a girl abroad to be subjected to FGM.

Any person found guilty of an offence under sections 1, 2, 3 of the act faces up to 14 years' imprisonment, a fine or both. Any person found guilty of an offence under section 3A of the act, faces up to 7 years' imprisonment, a fine or both.

Under provisions of the law which apply generally to criminal offences, it is also an offence to:

- Aid, abet, counsel or procure a person to commit an FGM offence.
- Encourage or assist a person to commit an FGM offence.
- Attempt to commit an FGM offence.
- Conspire to commit an FGM offence.

Any person found guilty of such an offence faces the same maximum penalty for these offences under the act.

### **Civil law in England and Wales**

Under section 5A and schedule 2 of the act provision is made for FGM protection orders. An FGM protection order is a civil law measure which provides a means of protecting actual or potential victims from FGM.

Applications for an FGM protection order can be made to the High Court or family court in England and Wales with the purpose of protecting a girl or woman against the commission of a genital mutilation offence or protecting a girl or woman where such an offence has been committed.

### **Other legislative aspects**

The act also:

- Guarantees lifelong anonymity for victims of FGM (section 4A of the act).
- Places a mandatory duty on health and social care professionals and teachers to notify the police where they discover FGM has been carried out on a girl under 18 years of age during the course of their work (section 5A of the act).
- Provides for statutory guidance on FGM (section 5C of the act).

## **FGM Protection Orders**

Female Genital Mutilation (FGM) Protection Orders under the Female Genital Mutilation Act 2003 as amended by section 73, Serious Crime Act 2015 commence on 17 July 2015. FGM Protection Orders protect girls under 18 years but also vulnerable female adults over 18 years too.

Examples of the types of orders the court might make are:

- to protect a victim or potential victim from FGM from being taken abroad;
- to order the surrender of passports or any other travel documents, including the passport/travel documentation of the girl to be protected;
- to prohibit specified persons from entering into any arrangements in the UK or abroad for FGM to be performed on the person to be protected;
- to include terms in the order which relate to the conduct of the respondent(s) both inside and outside of England and Wales; and
- to include terms which cover respondents who are, or may become involved in other respects (or instead of the original respondents) and who may commit or attempt to commit FGM against a girl.

Orders may also be made against other people, not named as respondents in the application, recognising the complexity of the issues and the numbers of people who might be involved in the wider community.

Breach of an order is a criminal offence, and the respondent may be arrested if the police believe there is reasonable cause to suspect there is a breach of the order. The offence of breach of an FGM Protection is subject to a maximum penalty of five years' imprisonment. As an alternative to prosecution, a breach of an FGM Protection Order can be dealt with through the civil route as a contempt of court, which is punishable by up to two years' imprisonment.

Under the act, the following three categories of person can make an application for a FGM Protection Order:

- the person to be protected, without leave of the court;

- a relevant third party, who can make an application on behalf of a victim or potential victim, without the leave of the court; and
- any other person on behalf of the person to be protected, as long as they obtain the court's permission to make an application.

A court can also make an FGM Protection Order, without application being made to it, in certain family proceedings. In addition, a criminal court can also make an FGM Protection Order, without application, in criminal proceedings for a genital mutilation offence, where the person who would be a respondent to any proceedings for an FGM protection order is a defendant in the criminal proceedings. An FGM Order can also be made in such criminal proceedings to protect a girl at risk, whether or not they are the victim of the offence in relation to the criminal proceedings. For example, the younger sister of the victim of a genital mutilation offence could also be protected by the court in criminal proceedings.

The Female Genital Mutilation Protection Orders (Relevant Third Party) Regulations 2015 gives effect to this, enabling local authorities to act as relevant third parties from 17 July 2015. This enables Local Authorities to make an application without first needing to apply for the leave of the court to do so. This is similar to Forced Marriage Protection Orders.

### **All Wales Child Protection Procedures - ALL WALES PROTOCOL 2011**

The All Wales Child Protection Procedures are an essential part of safeguarding children and promoting their welfare. The common standards they provide guide and inform child protection practice in each of the Local and Regional Safeguarding Children Boards across Wales. They outline the framework for determining how individual child protection referrals, actions and plans are made and carried out.

They are based on the principle that the protection of children from harm is the responsibility of all individuals and agencies working with children and families, and with adults who may pose a risk to children. Partnership working and communication between agencies is identified as key in order to identify vulnerable children and to help keep them safe from harm and abuse.

The All-Wales Child Protection Procedures are kept up-to-date by the All-Wales Child Protection Review Group (AWCPPRG). The group has a mandate and representation from, all of Wales' Local and Regional Safeguarding Children Boards and partner agencies. The group also produces supplementary protocols and practice guides, on an All-Wales basis, and provides a platform for sharing good practice across Wales.

In addition to the main All Wales Child Protection Procedures a number of additional procedures and protocols have been produced giving advice about procedures to be undertaken in specific circumstances. These include protocols issued at an all-Wales level and regional Child Protection Forum protocols. Protocols that have been produced on an All-Wales basis and include the All Wales protocol Female Genital Mutilation.

The Protocol sets out the procedures and practice guidelines to be used by all professional in dealing with suspected cases of FGM, in particular that:

- All agencies should work with the practicing communities to develop appropriate education and preventive programmes with a view to eradicating the practice of FGM.
- All staff that have responsibility for child protection work must be acquainted with the All Wales Child Protection procedures and with any local preventative programmes, which exist.
- Any information or concern that a child is at risk of, or has undergone FGM must result in a child protection referral to social services and/or the police.
- FGM places a child at risk of significant harm and will therefore be investigated (initially) under Section 47 of the Children Act (1989) by Social Services and the police child protection team.

### **FGM In Wales**

FGM is a traditional practice native to certain regions in Africa – including Somalia, where 98% of women are affected – the Middle East and South-east Asia. Cardiff houses one of the highest numbers of people with Somali heritage in the UK. Dr

Mwenya Chimba, co-chair of the Wales FGM Forum, said more than 600 women are living with fully or partially removed genitals in Wales.

### **What Policy And Guidance Is Available**

#### **WALES**

**FGM Safeguarding Protocol** – Developed the All Wales Protocol on FGM 2011

**Multi-Agency FGM Strategic Leadership Group** - the Strategic FGM Leadership Group which provides oversight and direction to this work in Wales and covers trafficking and FGM. It is chaired by KimAnn Williamson (CPS). The Group comprises individuals from the statutory and third sectors, who lead on specific tasks. The Group has developed a number of publications, leaflets and initiatives to raise awareness of FGM. The Group has developed a future work plan, which includes training and awareness raising.

**All Wales FGM Training Panel** – this panel is chaired by Dr Heather Payne (Senior Medical Officer, Welsh Government) and includes Linda Davies (Designated Nurse Safeguarding Children, Public Health Wales NHS Trust).

**CPS / NSPCC Protocol** - All police forces in England and Wales have signed up to a protocol with the Crown Prosecution Service in relation to the investigation and prosecution of FGM, and joint training on FGM for police officers and CPS investigators, supported by the College of Policing. The protocol states: “Our priority is creating systems for tackling FGM and forced marriage which put the victim at the heart of investigations, empowering them so they feel confident to come forward and supporting them so they can pursue their complaint fully. We are also continuing with our programme of working with communities to raise awareness and educate them about the harm of FGM and forced marriage and will be focusing on early investigations and the building of good-quality evidence with the CPS, so that all those concerned in the practices of FGM and forced marriage will know that they can no longer carry out or aid these shameful practices with impunity”.



**Government statement opposing FGM** - This outlines what FGM is, the legislation and penalties involved, and the help and support available. The statement is often referred to as a 'health passport'.

**College of Policing APP** – National police guidance on FGM has been published by the College of Policing. The Authorised Professional Practice (APP) is designed to raise awareness of and demystify the practice of FGM for officers and those they work with so that it can be more proactively prevented and prosecuted. APP includes guidance on how officers can spot the signs of FGM; the reasons why it is practised; how it is carried out; talking to potential victims; using interpreters and the role of the police in tackling FGM. It gives officers and police staff a scenario to work through which includes FGM taking place in the UK and examples involving acts taking place outside the UK, carried out by a UK person.

**FGM Safeguarding Pathway and All Wales FGM Clinical Pathway** – see attached appendix 1 & 2.

## **NATIONAL**

**Mandatory reporting of female genital mutilation** procedural information - This gives health and social care professionals, teachers and the police information on their responsibilities under the female genital mutilation (FGM) mandatory reporting duty which came into force 31 October 2015. It covers: when and how to make a report; next steps following a report; and failure to comply with the duty.

**Ending violence against women and girls (VAWG) strategy** - The Home Office published a strategy for tackling violence against women and girls in November 2010. Action plans updating the government's work towards this goal are published annually in March. The latest action plan was published in March 2014 and sets out cross-government progress.

**A call to end violence against women and girls: action plan** - (HM Government, 2014).

**Declaration to end FGM** - On 6 February 2014 the government published an anti-FGM declaration setting out practical steps including:

- hospitals to provide information on patients who have been subjected to FGM;
- the launch of a community engagement initiative which will involve the voluntary sector; and
- the appointment of a consortium of leading FGM campaigners to deliver a global awareness campaign.

**Multi-agency practice guidelines:** Female Genital Mutilation - Guidance to help frontline professionals in England and Wales to work together to better identify and protect children and adults at risk of female genital mutilation (FGM). It outlines the issues and presents good practice when dealing with victims, and sets out the required information and multi-agency actions to be taken in all cases. It gives job-specific guidance for: health, education, police, and children's services, and presents step-by-step actions, advice on what not to do, a list of points to consider and guidance on the legal position. Also outlines initiatives to reduce the prevalence of FGM and lists specialist health services and organisations working on issues around FGM.

**Practical toolkit for frontline practitioners** - providing information on children experiencing domestic violence and aiming to help practitioners understand what legislation and guidance means for them and their work.

**Recognising and preventing FGM** - (Home Office, 2014)

### **Black Association Of Women Step Out (BAWSO)**

One of the main charities which delivers services around FGM is BAWSO. Established in 1995, BAWSO is an all Wales, Welsh Government Accredited Support Provider, delivering specialist services to people from Black and Ethnic Minority (BME) backgrounds who are affected by domestic abuse and other forms of abuse, including Female Genital Mutilation, Forced Marriage, Human Trafficking & Prostitution.

BAWSO is at the forefront in the fight to eradicate FGM. It established the FGM Health and Safeguarding project in 2010 (the Tackling Female Genital Mutilation Initiative [TFGMI]) which aims to develop and strengthen community-based preventive work to

safeguard those at risk. Since the start of the project they have worked with over 2500 families to raise awareness about the issues in order to protect women and girls at risk and provide support to survivors. The community-based approach has been a success because the community are the key drivers of change to make Wales an FGM-free nation. They are involved in the design and delivery of activities.

As part of ongoing work to prevent FGM, they engage with young people and empower them to raise their voices to spark conversation about FGM related issues. The young people have developed scripts and performed in plays which condemn the practice, with support from National Theatre Wales. More recently they produced a leaflet and film for use to raise awareness in schools through a partnership of NSPCC, BAWSO, Welsh Government and Burning Red.

The eradication of FGM remains a priority despite funding challenges. More work needs to be done to safeguard girls at risk, as well as supporting survivors of FGM. Training was provided to professionals through a funded project, but the funding has now ended and any further training has to be paid for.

There is an increasing realisation that ending FGM has to be community-led working, together with a statutory-led response. Community-based organisations working with local authorities, safeguarding leads and statutory professional should be part of a comprehensive local response to implement strategies to end FGM. This includes:

- Awareness raising and prevention work
- Supporting engagement and relationships
- Providing advice and consultation
- Meeting the mental health needs of women and girls
- Support in accessing specialist support services
- Training professionals
- Developing resources.

## **Present Process**

The maternity services and Sexual Health clinics provided by the health service in Wales use the All Wales FGM Clinical Pathway form to capture all the relevant details regarding FGM, and provide three separate pathways depending on the patient's circumstances:

- Pregnancy Pathway
- Paediatric Pathway
- Adult Pathway.

There are approximately 60 cases a year identified through the Clinical Pathway.

Referrals through the Multi-Agency Safeguarding Hub (MASH) for children who are at risk of FGM are captured by the system. The data collected shows that during the past year 33 children have been referred where there was a suspicion of FGM, with the following outcome:

- One was already a live case
- Four had a strategy discussion / meeting held
- 22 had a wellbeing assessment / initial assessment undertaken
- 6 had no further action taken.

The Department of Health has also developed a FGM Safeguarding pathway (see Appendix 1).

All referrals should be made to the 101 service who have been provided with the necessary processes to capture the information and refer the case to the MASH.

The NSPCC also has a dedicated help line for FGM (**0800 028 3550**).

## **Training**

**National Training Framework on violence against women, domestic abuse and sexual violence** - The aim of the National Training Framework is to create a consistent

and quality assured approach to training on these issues. In order to meet this aim, the framework incorporates central and localised delivery, which offers national standards of delivery alongside a flexible approach to local implementation.

A local training needs analysis should be compiled immediately prior to drafting the training plan. The training needs analysis should consider the training requirements as outlined within each group of this Framework and map these against any existing training on offer locally. The training needs assessment should also outline the numbers of professionals who require training.

Where existing training fulfils only some of the learning outcomes for each group these courses should be developed to meet the requirements fully. Where existing training is identified which fully meets the requirements, the training needs assessment should specify the reach of that training and use this information when developing the training plan.

**The Home Office** provides a free e-learning package for professionals who need to find out more about identifying and responding to FGM.

**The Female Genital Mutilation programme (e-FGM)** is made up of five 20 to 30 minute e-learning sessions, which are designed to improve the knowledge and awareness amongst healthcare professionals of some of the issues which FGM has on women and children. The programme covers the following topics:

- An Introduction to FGM
- Communication Skills for FGM consultations
- Legal and Safeguarding Issues regarding FGM in the UK
- FGM: Issues, presentation and management in children and young women
- FGM: Issues, presentation and management in women and around pregnancy.

The project is supported by a number of key stakeholder organisations. They are: Health Education England (HEE), Department of Health (DH), Community Practitioners and health Visitors Association (CPHVA), School and Public Health Nurses Association (SAPHNA), Royal College of General Practitioners (RCGP), The Royal College of Midwives (RCM), Royal College of Obstetricians and Gynaecologists (RCOG), Royal College of Paediatrics and Child Health (RCPCH).

## **Awareness Raising**

**Passengers travelling through Cardiff Airport** are being given information about FGM, as part of an awareness campaign organised by the multi-agency Wales FGM Strategic Leadership Group. The start of the summer holidays is recognised as being a particularly important time of year for detecting and preventing FGM, as children can be taken out of the country in order for FGM to be carried out abroad. KimAnn Williamson of the Crown Prosecution Service, who chairs the Wales FGM Strategic Leadership Group, said: "FGM can devastate the lives of victims, but too often this is a practice that is carried out in a secretive environment that makes it difficult to monitor and prevent. In Wales, all children identified as being at risk of FGM are reported to social services, so that safeguarding procedures can be put in place".

The NSPCC in Wales partnered with Welsh Government and the FGM Strategic Leadership Group to produce advice posters for schools to display ahead of the summer break.

**Statement opposing female genital mutilation** - This outlines what FGM is, the legislation and penalties involved and the help and support available. The statement is often referred to as a health passport.

### **Communities Tackling Female Genital Mutilation in the UK – Best practice Guide**

The Tackling Female Genital Mutilation Initiative (TFGMI) has supported community based organisations for six years to actively develop models to tackle and prevent FGM. Throughout this time, models of best practice have emerged, new approaches have been developed and key principals for community engagement have been strengthened. The Best Practice Guide distils the learning of the TFGMI and highlights the importance of community engagement and outlines ways that organisations and local authorities can begin to undertake engagement and contribute to changing attitudes and ending the practice of FGM

## **Evidence Gathering Session 1 – 31 January 2017**

Discussions at this meeting were undertaken in an informal, semi-structured format. The notes below highlight some of the key items discussed at the meeting, and have been set out under some key headings.

### **Data/information in relation to FGM**

1. Following introductions, LJ informed the Group that currently, there was one potential case of FGM (Type 2) being investigated by the CPS. Following an initial assessment and a peer review which came back with an inconclusive result, the case was being assessed by the only two experts in the UK on FGM.
2. The Group asked whether LJ was aware of any other cases with the CPS in Wales – to which she responded that there was one other case in Swansea.
3. The Group agreed that the main issue they have in relation to FGM is the availability of intelligence. Whilst it was acknowledged that good reporting mechanisms are in place, lack of data is still an issue.
4. The Group said that, within the area, a very conservative estimate of 600 females have been affected by FGM.
5. 0 - 14 is the average age range for girls to be “cut”.
6. Another issue of concern to Members and the Group more widely was that of the transient population in the area, and the lack of data and population profiles, as current census data will only drill down to “Black African” and no further.
7. MH drew the Group’s attention to a quote in the Paving Report considered by the Children & Young People Scrutiny Committee on the 27 September 2016, where it was reported that:

There are approximately 60 cases a year identified through the Clinical Pathway.

Referrals through the MASH for children who are at risk of FGM are captured by the system, the data collected shows that during the past year 33 children have been referred where there was a suspicion of FGM, with the following outcome:

- One was already a live case
- Four had a strategy discussion / meeting held
- 22 had a wellbeing assessment / initial assessment undertaken
- 6 had no further action taken.

### **Protocols / Procedures / Policies**

8. LJ stated that the protocol in relation to FGM was being updated, and the new protocol will have more detailed requirements, particularly regarding notification; decision-making; and reporting.
9. South Wales Police stated that they were contacted via intelligence; cases reported direct to SWP; or reports via children's services, education etc.

### **Training**

10. LJ also updated the Group that the CPS had delivered training to Dyfed Powys Police; lawyers had been given aide memoirs linking behaviour and legislation; and took the Group through the changes in legislation since 2004.
11. All South Wales Police Officers are trained in recognising signs of FGM.
12. EB reported that, within health, every service would receive training and awareness raising in relation to FGM. Her colleague, Linda Hughes-Jones would be in a better position to report on this. Linda also reported quarterly to Welsh Government, so would have some data for the Group on this issue.



### **Reporting FGM Cases**

13. Children's Services informed the Group that, if a potential case of FGM is brought to their attention, a Section 47 would be initiated. NJ also updated the Group on the training and awareness raising that is ongoing, particularly in the areas of assessment and safeguarding.
14. The Group talked through the obligations and routes into reporting FGM, highlighting the Section 47 pathway and Members were satisfied that effective processes and procedures were in place to deal with FGM cases.
15. The Group agreed that there are systems in place for the reporting/monitoring of "at risk" families and girls, and should a family take (say) a long "family holiday", this would be followed up. GPs also have a duty to report any suspicions.
16. EB reported that, within maternity services, a mandatory question on FGM is asked across all ethnicities.

### **Ongoing Issues in relation to FGM**

17. NJ reported that a particular problem is that women (rather than girls) are having reversal procedures, then finding that they are having it re-done.
18. Cllr Thorne stated that she had chaired a community meeting (with two more planned) where she had met with five women. She informed the group that she was surprised to find out that women were primarily responsible for "pushing" FGM within the community. She was also told, anecdotally, that some GPs are still performing the procedure.
19. The Group talked around the issue of the very strong cultural (and sometimes religious) beliefs around FGM – TG told the group about contact she had had with a woman, who had shown her letters from her mother, highlighting the kinds of pressure she felt under not to "let the family down". The Group also agreed that there were a wide range of cultural reasons why FGM was prevalent in their society.

20. A major problem in relation to FGM is getting women to come forward, and therefore the authorities being made aware of the issue.

### **Awareness Raising/Education**

21. The Group discussed the awareness raising and training that had taken place. They agreed that there had been a proactive, sustained training and awareness-raising programme, particularly within the Somali community, where it was reported that approximately 90% of this community had engaged in some form of education. The awareness-raising programme included details on how to report and who to report to.

22. The aim of the programme is to encourage and promote preventative measures, but at present, there was no measurable outcome to this work.

23. The Group highlighted the role of BAWSO and the NSPCC in undertaking the training, education and awareness raising programmes, and highlighted youth projects in Mary Immaculate and Fitzalan Schools.

24. KDA enquired to whether these education and awareness raising would be available to primary school staff, and was informed that attendance officers for these schools had been trained in FGM.

### **Positive Message**

25. A key message that Members wanted to pass to the Group was that they wanted to praise the work that had been done to date and to support this ongoing work.

### **All Wales FGM Clinic**

26. EB took the Group through the latest position in relation to the bid for an All Wales FGM Clinic. EB stated that, to date, the Health Board had not accepted the bid for 2017/18 and therefore, the bid was still awaiting funding. EB stressed that the need for such a facility was critical in high prevalent areas in Cardiff. The Group and Members of the Task Group all agreed that they would support the bid and that this will be one of the key recommendations arising from this Inquiry.

## **Evidence Gathering Session 2 – 16 February 2017**

Discussions at this meeting were undertaken in an informal, semi-structured format. The notes below highlight some of the key items discussed at the meeting, and have been set out under some key headings.

### **Data/information in relation to FGM**

The Group discussed the data provided by Linda Hughes-Jones (UHB) on the number of FGM cases that had been referred to the Welsh Government between October and December 2016, which was 40 (of which, half were from Swansea). It was explained that these cases would have come via the safeguarding MASH and the All Wales Clinical Pathway.

KAW outlined her role in relation to FGM. As her colleague had stated at the last meeting, there was very little case work, but this is also the picture nationally. KAW stated that an FGM task Group is being set up with the Police and Health to look at data sets and look at how the agencies can work together to improve data collection and avoid duplication. KAW stated that Bristol already have good systems in place in collecting and reporting FGM cases and they would be looking at this as part of the Task Group work.

BAWSO also reported that disclosures are increasing, but this is due to the increased prominence and profile of FGM.

In relation to data and information, all agreed that there had been issues with statistics, including census data. It was agreed that local statistics were needed.

### **Protocols/Procedures/Policies**

The Group discussed the Referral Pathway, and the need for a clear pathway to be put in place, that could be used to reach out to all professionals, and used widely as part of the education and awareness raising activities, as well as ensuring that the community know where to go to get help, advice or support.

KAW stated that another aim for the Violence Against Women T&F group would be to develop a 5 Year Strategy, and that an Action Plan would be part of this.

PA asked whether there was a pathway/flowchart that shows the “journey” from reporting an FGM case, and JC responded by stating that FGM was a child protection/safeguarding issue, and therefore is treated as such.

MC and LE highlighted the work BAWSO are doing in Swansea and that the Council is actively engaged with BAWSO in terms of partnership working and funding.

### **Training**

EB stated that FGM training within maternity services were in place, and they are currently planning “train the trainer” sessions.

It was agreed that, currently, there is a gap in health in relation to this issue and awareness raising and training, but the pathway will greatly assist in this issue. EB stated that training in the following were being planned – DOSH; SARC; Gynaecology; Maternity; and Safeguarding. Once this had been delivered, the train the trainer sessions would be established.

HJ raised the issue of training for GPs. The Group talked around concentrating efforts in areas of high numbers of BME residents, but it was generally agreed that it was important to identify and work with more new arrivals in communities, to ensure that the message is with GPs at the earliest timeframe.

### **Reporting FGM Cases**

In addition, JC reminded the Group that in relation to FGM, everyone is duty bound to report.

### **Ongoing Issues in relation to FGM**

LT updated the Group on the latest round of Community meetings that she had arranged. She told the group that she had met with a group of older Somali women, who stated that many of them had been subject to the procedure, but it was not done anymore. LT said that the women were concerned about potential duplicate reporting of numbers of FGM cases and wanted to know whether the cases reported to Welsh Government were current or past cases.

MC stated that there were still some parts of the community that still practice FGM and that BAWSO's role was to offer support. There was no one approach to this, and the picture is varied across each community. She said that the Sudanese community were very open to engaging with them; but they had encountered difficulties with those from Sierra Leone and the Gambia.

The Group enquired whether there was much interaction between the communities, and MC responded that, at ground level, they did.

The Group went on to explore the issue raised by HJ about the feeling of stigmatisation or victimisation within communities. MC stated that communities need to be involved and updated regularly on legislation relating to FGM, especially those communities that are relatively "new" within Cardiff. MC stated that community work needs to be bottom up, community led. Currently, it was more top down.

Members asked BAWSO about their work with Swansea, and it was discovered that the work had originally started in Cardiff in 2010 and replicated in Swansea. BAWSO stated that the focus of their work in this area was under the wider umbrella of positive parenting, challenging the paradigms within the community, but not just focusing on FGM. BAWSO stated that newly arrived community members may not be aware that it is illegal, and those established communities view it as a manifestation of their wider culture. What was most important was that women have stated that they do not want to be defined by FGM.

LE explained that FGM was very complex and linked intrinsically with a community's belief system and culture. It was imperative that a trusting environment is established and a sensitive approach.

### **Awareness Raising/Education**

KAW and MC highlighted some work she had been involved in – posters within every GPs surgery in Wales (with NSPCC, Welsh Government and BAWSO); the “Voices” DVD and showing this in school assemblies etc; working with airports at key times of the year; working with Cardiff University medical students to make FGM part of their studies; working with school liaison officers; and working with trainee social workers on this issue.

Both agreed that they would like to have FGM community champions in place, who would be available to undertake peer-to-peer work with communities and bring together harder to reach individuals and groups. BAWSO stated that they think the visibility of the FGM Clinic will also go some way to address this.

MC took the Group through the work they had done in schools. This had included a lot of awareness raising activities, using a range of approaches. It is the intention of BAWSO to undertake this work again from 1 April 2017.

KAW stated that the CPS had recommended that FGM and other forms of honour based violence be included on the national curriculum, which was currently being reviewed and implemented in 2020.

BAWSO informed the Group that they had been engaged with 788 families in the past three years. This work ranged from awareness raising to 1-1 support. It was agreed that a breakdown of this work would be shared with Members of the T&F Group.

### **All Wales FGM Clinic**

The Group discussed the FGM Clinic, and EB updated the Group that the clinic was proposed to run once a week on a 12 months trial period, but, as yet, not funded. £60,000 was needed for the pilot, and the service would provide physical and psychological help.

## **Funding Issues**

Funding was an issue for BAWSO. Funding had come to an end and currently, nobody is funding some of the proactive work they have undertaken. A lot of what they currently do is based on the goodwill of volunteers. Lack of funding has affected the amount of work they are currently able to undertake.

## INQUIRY METHODOLOGY

M1. The Children & Young People Scrutiny Committee applies a project management approach to its inquiries; including mechanisms to consistently prioritise topics suggested for scrutiny, scoping reports and project plans. The aim of these is to ensure there is a dialogue with the services involved in the scrutiny process with the ultimate aim of improving overall service delivery and enabling effective scrutiny.

M2. The process for the Inquiry was agreed via a Scoping Report agreed by Members. The key milestones were as follows:

<b>Meeting 1</b>	<p><b>Context briefing</b></p> <ul style="list-style-type: none"> <li>• Agree the scope of Inquiry, research and witnesses.</li> <li>• Review Paving Report considered by C&amp;YP Scrutiny Committee which provides background context to the main issues.</li> </ul>
<b>Meeting 2</b>	<p>Evidence Gathering Session – meeting with witnesses:</p> <ul style="list-style-type: none"> <li>• DI Cath Cooke (SWP);</li> <li>• DS Tessa Gould (SWP);</li> <li>• Leanne Jonathan (CPS); Emily Brace (FGM Clinical Lead, Maternity);</li> <li>• Natasha James (CCC, Safeguarding).</li> </ul>
<b>Meeting 3</b>	<p>Evidence Gathering Session – meeting with witnesses:</p> <ul style="list-style-type: none"> <li>• Emily Brace (FGM Clinical Lead, Maternity);</li> <li>• Jan Coles (CCC, CSE Lead Manager);</li> <li>• Mwenya Chimba (BAWSO);</li> <li>• Loyce Eades (BAWSO);</li> <li>• KimAnn Williamson (CPS).</li> </ul>
<b>Meeting 4 Review Meeting</b>	<ul style="list-style-type: none"> <li>• To review evidence received to date and any written evidence.</li> <li>• Consider content, findings, conclusions &amp; recommendations for the draft report.</li> </ul>
<b>Meeting 5 Draft report</b>	<p><b>Key findings and Recommendations</b></p> <p>Members to consider draft report, including agreeing key findings and recommendations.</p> <p>Sign Off.</p>



## LEGAL IMPLICATIONS

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

## FINANCIAL IMPLICATIONS

2. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications.

**CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE**  
**TERMS OF REFERENCE**

The role of the Committee is to scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of children and young people, including:

- School Improvement
- Schools Organisation
- School Support Services
- Education Welfare & Inclusion
- Early Years Development
- Special Educational Needs
- Governor Services
- Children's Social Services
- Children & Young Peoples Partnership
- Youth Services and Justice
- Play Services.

To assess the impact of partnerships with, and resources and services provided by, external organisations including the Welsh Government, Welsh Government Sponsored Public Bodies, joint local government services and quasi-departmental non-government bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance and service delivery in this area.

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



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**A Report of the:  
Children & Young People Scrutiny Committee**

**School Term Times**

**March 2017**



The City and County of Cardiff

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Background information - Survey responses

## CHAIR'S FOREWORD

I'm pleased to present this Task and Finish report on changes to school holidays to the new Administration. I'd like to thank all members of the group and scrutiny officers who assisted us.

This report into school term times is as a result of a resolution passed at the Full Council meeting in July 2016. The Task and Finish group decided to consult all 127 Cardiff schools, 74 (58%) responses were received. The majority of replies were a joint response from the Head Teacher/Chair of Governors, with others from individual staff members. The survey was also discussed at a Primary Head Teachers Association meeting.

The main question consulted on was:

“Do you wish for the Council's Cabinet to seek Welsh Government approval to change the School Term time dates to shorten the summer break in order to create an additional week's holiday elsewhere during the school calendar.”

It's fair to say that the 73% response in favour of this question was a surprise to the Task and Finish Group.

The report gives examples of what other Council's in Wales and the UK have done regarding changing dates of school holidays.

The new Administration Cabinet are invited to consider this report, but whatever the decision, it does seem that there is a clear majority view among Cardiff schools that a reduction of the school summer holidays by one week, and adding that week to another holiday is something that schools wish to be considered.



**Councillor Richard Cook**  
**Chair, Children & Young People Scrutiny Committee**

## TERMS OF REFERENCE

The Council at its meeting on 28 July 2016 debated a motion, proposed by Cllr Ed Bridges and seconded by Bill Kelloway, on School Holidays. Following the debate Council approved the Motion following an amendment, proposed by Cllr Weaver and seconded by Cllr Mitchell. Motion 1 as amended was carried as follows:

The Council notes:

- The disproportionately expensive cost of holidays during the traditional school holiday period, and the impact these costs have on families in our city.
- That families want to observe designated school holiday periods, but that the excessive cost of taking breaks during these periods can prove prohibitive – meaning families often have to choose between taking no holiday at all, or taking pupils out of school during term time.
- Moves by other councils in the UK to examine existing school term arrangements with a view to shortening the summer break in order to create an additional week's holiday elsewhere during the school calendar when families can take holidays at a cheaper rate.
- The Council resolves to ask the Members of the Children & Young People Scrutiny Committee to consider, as part of their future work planning, whether they wish to undertake a detailed analysis of the issue.

The Children & Young People Scrutiny Committee agreed at its meeting on 27th September to undertake an inquiry into amending school term times in line with the request by Council on 28th July. The first meeting of the task group was held on 14th November 2016.

Members of the Task Group agreed that prior to providing any response to the Cabinet, it would be prudent to seek the views of Head Teachers, Teachers, and School Governing Bodies, firstly on whether or not to investigate the possibility of

amending school term dates and then to provide a robust evidence base on which to consider their decision.

Members of the Task & Finish Group were:

- Councillor Richard Cook
- Councillor Jim Murphy
- Councillor Lynda Thorne (Chair)
- Councillor Joe Boyle
- Councillor Paul Chaundy
- Councillor Iona Gordon
- Ms. Carol Cobert, Church in Wales Co-Optee.

## CONTEXT

1. Section 42 of the Education (Wales) Act 2014 (the 2014 Act) made changes to term date setting for maintained schools in Wales by inserting new sections 32A – 32c into the 2002 Act. As a result, local authorities retain the right to set term dates for community, voluntary controlled, and community special and maintained nursery schools. Also relevant governing bodies retain the right to set term dates for their schools. A local Authority is under a duty to co-operate and co-ordinate with each relevant governing body in its area and every other local authority in Wales when setting term dates so that those dates are the same or as similar as can be. Similarly a relevant governing body is under a duty to co-ordinate and co-operate with every other relevant governing body in its local authority area and the local authority in whose area it is situated when setting term dates so that those dates are the same or similar as can be.
2. If despite efforts, term dates are not agreed the section 32B(1) of the 2002 Act gives Welsh Ministers the power to direct local authorities and relevant governing bodies on what their term dates must be.
3. Local authorities are required to inform the Welsh Minister of the term dates set for all maintained schools within their respective areas by the final working day of August. Notification of their 2017/18 term dates was submitted by all 22 local authorities by 28 August 2015.
4. The term dates notified by local authorities fell into two groups. Group A comprised of dates agreed by 16 Local Authorities and Group B comprised of the other six Local Authorities, which included five Authorities in North Wales and Powys. As a result the Welsh Ministers found it necessary to consider using their powers to direct Local Authorities and relevant governing bodies what term dates must be so that term dates are harmonised across Wales.

## WELSH GOVERNMENT CONSULTATION

5. The Welsh Ministers carried out a 12 week consultation from the 9 November 2015 to 1 February 2016 in respect of the harmonising school term dates for all maintained schools in Wales for the school year 2017/18. Seeking views on the term dates that Welsh Ministers proposed to set for all maintained



schools in Wales for 2017/18 and draft Direction. The dates consulted on were:

First day of the year	Monday 4 September 2017
Autumn half term holiday	Monday 30 October 2017 to Friday 3 November 2017
Christmas Holiday	Monday 25 December 2017 to Friday 5 January 2018
Spring half Term	Monday 19 February 2018 to Friday 23 February 2018
Easter Holiday	Friday 30 March 2018 to Friday 13 April 2018
Summer half term	Monday 28 May 2018 to Friday 1 June 2018
Final day of school	Tuesday 24 July 2018

6. A total of 55 responses were received, only nine of which were from local authorities, although it can be assumed that had all 22 local authorities responded their responses would be in line with the notification they originally submitted. Cardiff Council did not respond to the consultation.
7. However, it should be noted that Anglesey local authority responded that the authority neither agreed nor disagreed with the proposed dates, even though the authority previously notified the Welsh Government that it proposed to set term dates in Group A, suggesting that the local authority had changed its position.
8. In deciding whether to direct what term dates must be for 2017/18, The Minister has taken into account the notifications submitted by all 22 local authorities and information from 127 Voluntary Aided (VA) and Foundation schools. They retain responsibility for setting term dates and the Minister is satisfied they have undertaken significant work to ensure dates are as similar as possible.

9. The Minister was also mindful, that due to their hard work in co-operating they were able to ensure that three sets of school holidays are the same across Wales, and has noted that apart from Anglesey - the two sets of term dates selected by local authorities and VA and foundation schools fall into a clear geographical spread between the South Wales authorities, and the North Wales authorities and Powys, and as such considered that this would reduce any impact on parents in terms of childcare.

10. There were however some differences across the two groupings, which can be seen in the tables below:

- Group A - Blaenau Gwent, Bridgend, Caerphilly, Cardiff, Carmarthenshire, Ceredigion, Monmouthshire, Neath Port Talbot, Merthyr Tydfil, Newport, Pembrokeshire, Rhondda Cynon Taff, Swansea, Torfaen, Vale of Glamorgan and Isle of Anglesey along with 90 voluntary aided and foundation schools which aligned with their respective local authorities within Group A.

First day of school year: Monday 4 September 2017.

Autumn half term: Monday 30 October 2017 - Friday 3 November 2017.

Christmas holiday: Monday 25 December 2017 - Friday 5 January 2018.

Spring half term: Monday 19 February 2018 - Friday 23 February 2018.

Easter holiday: Friday 30 March 2018 - Friday 13 April 2018.

Summer half term: Monday 28 May 2018 - Friday 1 June 2018.

Last day of school: Tuesday 24 July 2018.

- Group B – Conwy, Denbighshire, Flintshire, Gwynedd, Powys, Wrexham and 35 VA and foundation schools which aligned with their respective local authority.

First day of school year: Friday 1 September 2017.

Autumn half term: Monday 30 October 2017 – Friday 3 November 2017.

Christmas holiday: Monday 25 December 2017 - Friday 5 January 2018.

Spring half term: Monday 12 February 2018 - Friday 16 February 2018.

Easter holiday: Monday 26 March 2018 - Friday 6 April 2018.

Summer half term: Monday 28 May 2018 - Friday 1 June 2018.

Last day of school: Friday 20 July 2018.

11. The Minister decided not to use powers to direct local authorities and the governing bodies of Voluntary Aided and Foundation schools what term dates must be.

12. The Minister's expectation was that local authorities and VA and foundation schools set their term dates for 2017/18 in line with those they originally

notified to the Welsh Government. The Minister therefore expected Anglesey to review their dates in view of their consultation response and with a view to aligning with its neighboring authorities in Group B.

13. The Minister's decision not to issue a direction on term dates for 2017/18 will not impact on future term date setting arrangements. Local Authorities and relevant schools remain under a statutory duty to co-ordinate and co-operate with each other to ensure that term dates are the same or as similar as possible for 2018/19. The Minister wrote to Local Authorities and schools reminding them to submit notifications of the term dates they propose to set for 2018/19 to the Welsh Government by the last working day of August 2016.

## ENGLISH LOCAL AUTHORITIES

14. Section 32 of the Education Act 2002, states that, a Council has a duty to set school terms and holiday dates for community, voluntary controlled, community special schools and maintained nurseries, in its area. Governing Bodies set the dates for voluntary aided schools and Academy trusts for academies and free schools.
15. In previous years, the Local Government Association has coordinated the preparation of a standard school year draft for each year. However, the LGA has decided to stop coordinating the development of draft models for standard school year.
16. English Local Authorities now have to co-ordinate their term dates across their schools and with neighbouring local authorities. A number have proposed changing the length of the summer break, including

**Barnsley Metropolitan Borough Council** - Barnsley Metropolitan Borough Council agreed that the Borough's term times and holiday dates for 2017 to 2018, will see a shorter summer break and a two-week break at October half-term. This follows consultation with neighbouring South Yorkshire authorities, and trade union/teacher associations as well as further feedback and comments received from head teachers. Following the Call-in period questions were raised about the consultation exercise. Due to the different views of stakeholders, the Council decided to conduct a wider public consultation during 2017/18 on proposals for any future changes. In the meantime the Council will maintain the standard pattern of school holidays.

**Brighton & Hove Council** - The term dates for schools will include an extended autumn half term in the academic year 2017/ 18. The first extended

autumn half term will run from 16 October to 27 October 2017. The same holiday pattern is planned for the 2018 to 2019 school year. The pilot arrangements and changes will be reviewed.

**Kent County Council** – to undertake further consultation on elongating the half term breaks and shorten the summer breaks for 2018/19 and 2019/20.

**Lincolnshire – Tall Oaks Academy Trust** – Two schools have altered the structure of their year to create additional weeks of holiday in term time. In 2015 they adopted a four-week summer holiday which allowed them to add extra weeks holidays to the school's terms in September and November and also two weeks in May.

## NEWPORT CITY COUNCIL – INSET DAYS

17. Eveswell Primary School's Governing Body has agreed to coordinate all 5 inset days into one week in June (adding an extra week to the Whitsun half term break). This allows parents to book cheaper holidays and therefore holidays will not affect attendance at other times in the year.

## GENERAL NATIONAL UNION of TEACHERS COMMENTS

18. Some MPs and commentators have suggested that the school summer break (usually of five-six weeks) is too long. Yet children need time to re-charge their batteries, play and spend time with their families. The summer break is also essential for the completion of larger building and maintenance projects, including removal of asbestos, which for health and safety reasons cannot take place during term time.
19. In fact schools in Britain have shorter summer holidays than many other countries. The summer breaks is eight weeks long in Belgium, France and Norway; nine weeks in Canada; ten weeks in Finland, Hong Kong, Ireland, Poland and Sweden; 11 weeks in Iceland and 12 weeks in the USA. The summer break in Finland is four weeks' longer than that in England and Wales, yet the country's education system is considered to be among the best in the world. Behind Mexico the UK has the least number of public holidays of any nation in the world.

20. Private schools in the UK have longer summer holidays yet, there is no suggestion that this is disadvantageous for their pupils.
21. Some have argued that a six-week summer break is inconvenient for parents, but the solution is not longer time spent in school but better holiday provision for children.
22. Compressing the summer break into four weeks, as some have suggested, would cause problems for millions of families scrambling to book holidays. There would be even higher prices at peak periods and a greater likelihood that parents would simply take their children out of school during term time.
23. In Wales, responsibility for the setting of school holidays will, as a result of the Education (Wales) Bill, be devolved to the Welsh Government. The Education Minister in Wales has stated that there are no plans to change the existing structure.

## **EVIDENCE REVIEW**

24. The Committee agreed at its meeting on 27 September to undertake an inquiry into amending School term Times in line with the request by Council on 28 July. The first meeting of the task group was held on 14 November 2016, and in attendance were Richard Cook, Joe Boyle, Lynda Thorne, Heather Joyce, Jim Murphy and Carol Cobert.
25. The Members agreed that Cllr Lynda Thorne would be Chair for this Task & Finish group inquiry. Members considered that the key issue for Members to agree at this meeting was whether the group can clearly work towards whether they wish to undertake a detailed analysis of the issue.
26. A representative from the Education and Lifelong Learning Directorate stated that any change to Cardiff's Schools term time dates will require significant consultation across the whole of Cardiff, and any decision would have to have agreement across all school, other bordering local authorities and Consortium Local Authorities. Finally, should Cardiff Council wish to implement their own term time dates then this would have to be approved by the Welsh Government.
27. Members reflected on the information provided, and felt that they were unable to provide a full and detailed response to Cabinet. Members commented that prior to providing any response to the Cabinet, it would be prudent to seek the

views of Head Teachers, Teachers, and School Governor Bodies on whether or not to investigate the possibility of amending school term dates to provide a robust evidence base for their consideration.

28. The Members agreed to undertake a survey of head teachers, teachers, and school governor bodies to canvas their views on the potential for a change in the school term dates. The output of these views could then be used by the Task Group to, agree a way forward for this investigation and form a basis of the Committee's recommendations to Cabinet.
29. Members identified a number of questions, which they felt would provide them with sufficient evidence to form an opinion on their way forward with the investigation.

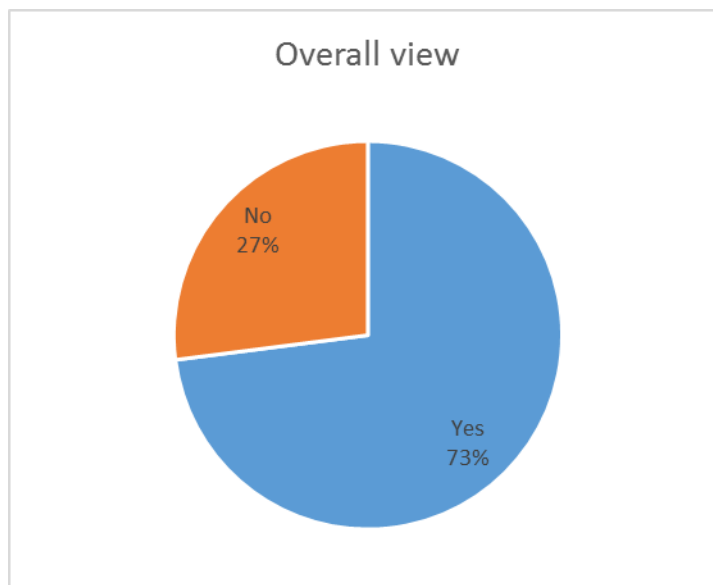
The questions that were agreed were:

- 1) Do you wish for the Council's Cabinet to seek Welsh Government approval to change the School Term time dates to shorten the summer break in order to create an additional week's holiday elsewhere during the school calendar..... YES / NO.
  - 2) Which of these options do you consider would best achieve a change in term dates to reduce the summer term holiday to 5 weeks, choose all that you feel apply.
    - a) Move one weeks summer holiday to the Christmas Holiday.....YES/NO
    - b) Move one weeks summer holiday to Autumn Half term.... .YES/NO
    - c) Move one weeks summer holiday to Spring Half term..... YES/NO
    - d) Move one weeks summer holiday to summer half term.... .YES/NO
  - 3) Do you wish for the Council's Cabinet to agree to consider reorganising Schools Inset Days so that pupils do not have to attend school on Eid al-Adha and Diwali YES / NO
30. The questionnaire was sent to all to head teachers, and the school governor body to respond, Welsh versions of the letter and survey form were also sent to all schools.

## SURVEY OUTCOME

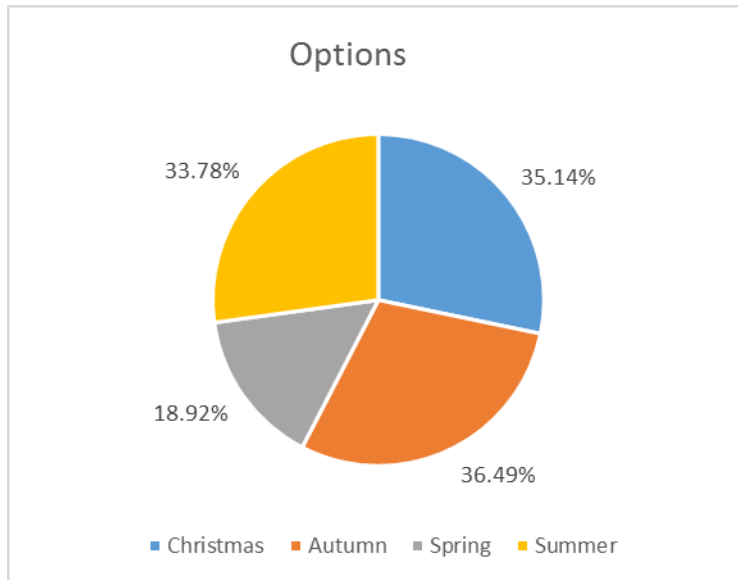
31. The survey was open for responses from the 13 January 2017 to the 20 February 2017. A total of 74 responses were received from the 127 Schools contacted. The survey was also discussed at a Primary Head teachers' Association meeting. Most of the responses were from the Head Teacher and Chair of Governors combined, however where a collection of responses from some schools, so the consensus view was used for these schools. The resultant analysis of all returned survey forms was:

- 1) Do you wish for the Council's Cabinet to seek Welsh Government approval to change the School Term time dates to shorten the summer break in order to create an additional week's holiday elsewhere during the school calendar.  
YES  
NO.

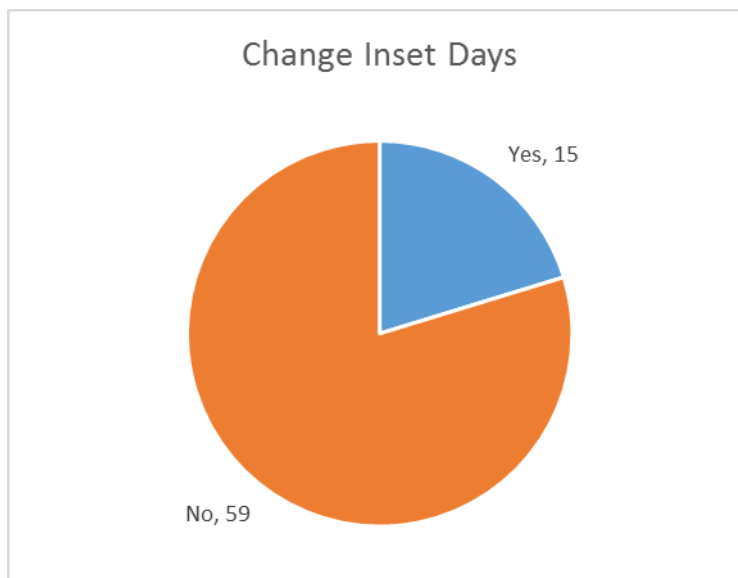


- 2) Which of these options do you consider would best achieve a change in term dates to reduce the summer term holiday to 5 weeks, choose all that you feel apply.
  - a) Move one weeks summer holiday to the Christmas Holiday  
YES  
NO
  - b) Move one weeks summer holiday to Autumn Half term  
YES

- NO
- c) Move one weeks Summer holiday to Spring Half term  
YES
- NO
- d) Move one weeks Summer holiday to summer half term  
YES
- NO



- 2) Do you wish for the Council's Cabinet to agree to consider reorganising Schools Inset Days so that pupils do not have to attend school on Eid al-Adha and Diwali  
YES
- NO





## **FINANCIAL IMPLICATIONS**

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications.

## **LEGAL IMPLICATIONS**

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

## RECOMMENDATION TO CABINET

### RECOMMENDATION TO CABINET

The Committee recommends:

That Cabinet considers the overall results from the responses received from Cardiff's Schools and :

- Decides whether it should undertake formal consultation with the view to seeking the Welsh Government's approval to change the School Term Dates for Cardiff's Schools .
- Inform Schools Governing Bodies that they may wish to amend their Inset days to link with Eid al-Adha and Diwali.

**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 6 JULY 2017**

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**SHARED REGULATORY SERVICES – REVIEW OF JOINT WORKING AGREEMENT**

**REPORT OF DIRECTOR CITY OPERATIONS**

**AGENDA ITEM: 6**

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**PORTFOLIO: CLEAN STREETS, RECYCLING & ENVIRONMENT  
(COUNCILLOR MICHAEL MICHAEL)**

**Reason for this Report**

1. To recommend changes to the Joint Working Agreement between the partner councils for the provision of Regulatory Services

**Background**

2. In April 2015, Bridgend County Borough Council, the City Council of Cardiff, and the Vale of Glamorgan County Borough Council signed a joint working agreement for the provision of regulatory services across the three Council areas. The document created the Shared Regulatory Service (SRS) and the Shared Regulatory Services Joint Committee.
3. At the time of creating the Joint Working Agreement, some of its provisions were conceptual in nature and over the last 18 months, it is evident that some aspects of the agreement require amending to allow the more effective operation and management of the service.
4. Any changes to the Joint Working Agreement are subject to Clause 26 of the Agreement which states:

*"This Agreement cannot be varied without the approval and prior written consent of all Participants. Where the Participants agree to make changes to this Agreement, a Deed of Variation shall be entered into between the Participants and appended to this Agreement"*

**Issues**

5. The first eighteen months of the SRS has been dominated by the move toward, and development of, the new Operating Model agreed by the three Councils in Autumn 2014 and formally initiated in April 2015. Creating a shared service has involved significant change. Many of the

changes are provided for within the Joint Working Agreement, and those changes have been implemented successfully. In December 2015, an audit of the shared service concluded that that the effectiveness of the internal control environment was sound and substantial assurance can be placed upon the management of risks.

6. However, there are aspects of the Joint Working Agreement that require updating and amending. Some of the changes proposed in this report are administrative in nature, while others advocate a change in the current operating practices. These changes have been considered by the officer Management Board for the Shared Service, all three Section 151 officers, and agreed as appropriate by the Joint Committee. The proposed changes are set out below in paragraphs 7 -11
7. Clause 11.9.2 of the Joint working Agreement states:

*in the case of expenditure which is less than 5% in excess of the Approved Budget (as indicated in accordance with clause 7.8.1.1) without the prior written consent of each s.151 Officer for each of the Participants liable to contribute towards such expenditure. For such purposes the S151 Officers shall respond to written requests to consent to such additional expenditure within 10 working days of receiving the same and shall state whether they consent to the incurring of such additional expenditure or not.*

Consequently, written consent needs to be provided by all participants for spend in excess of the budget. Obtaining written permission in the event of a spend of up to 5% within 10 working days from the s151 officers of the participating authorities is reasonable and prudent. However, it is proposed that this clause is further qualified with the following clause

*The Head of the Shared Regulatory Service, in consultation with Lead S151 Officer, may in the case of an unexpected event incur expenditure of up to £100,000 in excess of Agreed Budget, without the provision of prior consent. Details of the expenditure will be reported back to the participant's S151 Officers within 5 working days of the commitment being known and reported to the next Board and Committee meetings.*

Schedule 5, Clause 3 of the Joint Working Agreement relates to budget approval and monitoring by the Joint Committee. It is proposed to insert two new clause as follows:

*Clause 3.1A Notification of any proposed saving requirement to be made by the Service must be provided to the Head of Service and the Lead S151 Officer at least 12 months in advance of the year to which they relate. Indications of the following 3 year savings requirement should be provided to the Head of Service prior to the start of each financial year.*

*Clause 3.1B In the event of financial changes that are outside of the control of the Shared Regulatory Service such as, but not restricted to changes in legislation, inflation or pension fund contributions, that the*

*Shared Regulatory Service shall commence consultation with the Participants on funding these changes as soon as possible.*

8. There are a number of references to legislation within the JWA. For example, Schedule 1, Regulatory Services functions, sets out a lengthy list of statutes and statutory instruments authorising and governing the functions that comprise the core services of the collaborative service. Unfortunately, some of the said statutory references are incorrect, or have been superseded; these issues have been highlighted in some external audits of the service. It is proposed that Schedule 1 is updated and the proposed deed of variation includes wording designed to avoid having to refer to the Councils each time amendments of this nature are needed. The amended Schedule 1 also includes new areas of legislation that the SRS administers on behalf of the partner Councils, such as the provisions of the Housing Act (Wales) to deal with unlicensed landlords, currently funded through Welsh Government grant.
9. If any future legislation is enacted in the realms of Public Protection, outside the existing scope of Schedule 1, such as the forthcoming Public Health Bill, the Councils will need to determine whether this is assigned to the SRS and any financial implications.
10. There is currently no specified conduit for each executive to be apprised of the work of, and the decisions taken by, the Joint Committee. It is proposed to insert a new Clause 5.6 into the agreement, which provides for each authority to take an annual report to their Cabinets, for information purposes, apprising Cabinets of the functions carried out by the Joint committee over the proceeding financial year, its performance and financial position
11. Schedule 4 of the JWA outlines the functions delivered by the Shared Service. It is proposed to make some minor administrative amendments to provide greater clarity on the range and scope of the services provided. These include, an update on the range of Authority specific services indicating the SRS role in acting as a "Responsible Authority" for the purposes of the Licensing Act 2003; The rapid response regime originally operated previously only in Cardiff is now extended to operate across the region and a fuller acknowledgement of the "Primary Authority" function in providing support to local businesses. There are no additional financial implications arising from these amendments.

#### **Local Member consultation**

12. There are no implications for Ward Members resulting from this report. (Scrutiny is undertaken at each partner council)

#### **Reason for Recommendations**

13. Amendments to the Joint Working Agreement will improve the functioning and governance of the Shared Regulatory service. Such changes require ratification by each Council.

14. To allow minor administrative changes to the Joint working Agreement without seeking ratification by Cabinet and full Council.

### **Financial Implications**

15. Paragraph 7 sets out the changes of the Joint Working Agreement in respect to preparation of annual budget and changes to an approved budget.
16. As per the proposed changes of the Joint Working agreement, notification in respect of the 2018/19 budget, intentions should have been presented by the respective Local Authority to the Head of Service prior to the 1 April 2017. In the absence of any definitive decisions, a range of budget scenarios have been presented to the Head of Service in order for planning considerations to be given enough time to be implemented if decided upon. Consideration will also be given to savings proposals for the two years beyond 2018/19 so that there is clarity in respect of the direction of the service
17. There are two aspects of Council contributions to the SRS, which are core and LA specific. Core contributions reflect the service provided across the region of Cardiff, Vale of Glamorgan and Bridgend. A reduction in this service will reduce each LA contribution proportionately on a population basis. It should be noted that the population basis will change on a year to year basis so contributions will differ as a result of that whether or not the overall budget is changed.
18. LA specific services relate primarily to services which need to be self-funding such as Houses in Multiple Occupation and Licensing. However, the Night time noise service is one which has a specific LA contribution.
19. Any changes but not restricted to legislation, pensions or inflation contributions will all form part of the overall budget planning process for Cardiff Council. The result of which could amend the budget planning assumptions for SRS as well as other services funded by Cardiff Council
20. Any changes in the approved budget will require a mitigation / recovery plan which will determine how the additional expenditure will be recovered and the identification of that funding source will be a primary consideration of the Lead S151 Officer (currently Vale of Glamorgan) and the S151 officers of the other contributing authorities

### **Legal Implications**

21. The Joint Working Agreement allows for variations (see clause 26 to the Joint Working Agreement), subject to the approval and prior consent of all Participants. Where the Participants agree to make changes to the Joint Working Agreement, a Deed of variation shall be entered into between the Participants and appended to the Joint Working Agreement.

22. It is a matter for each partnering Council to seek the necessary approvals of the proposed amendments to the Joint Working Agreement, in accordance with its own Council's governance.
23. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a). Age, (b) Gender reassignment (c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation (l) Religion or belief – including lack of belief.

It is understood that an Equality Impact Assessment ("EIA") has been carried out when the Shared Regulatory Services was originally created and has been updated as the project has progressed. The purpose of the Equality Impact Assessment is to ensure that the Council has understood the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty. The decision maker must have due regard to the Equality Impact Assessment in making its decision and the assessment should continue to be regularly updated as the project progresses.

24. The Council has a duty to improve under the Local Government (Wales) Measure 2009. The report outlines achievements in 2015/16.

### **HR Implications**

25. There are no HR implications for this report.

### **RECOMMENDATIONS**

Cabinet is recommended

1. to approve, and recommend to Council for approval, the proposed changes to the Joint Working Agreement between the partner councils for the provision of Regulatory Services.
2. to agree that the Senior Responsible Officer for the Shared Regulatory Service be authorised to approve administrative changes to the Joint Working Agreement as long as there are no extension of delegations to the Shared Service or additional financial implications.

**ANDREW GREGORY**

Director

30 June 2017

*The following background papers have been taken into account*

- The Shared Regulatory Services Business Plans 2015/16 and 2016/17
- The Joint Working Agreement executed on 10th April 2015
- Equality Impact Assessment (EIA) 16<sup>th</sup> November 2015
- Deed of Variation



**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 6 JULY 2017**

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**SCHOOL ORGANISATION PROPOSALS: THE PROVISION OF  
ADDITIONAL ENGLISH-MEDIUM PRIMARY SCHOOL PLACES  
AT RADYR PRIMARY SCHOOL**

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

**AGENDA ITEM: 7**

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**PORTFOLIO: EDUCATION, EMPLOYMENT & SKILLS (COUNCILLOR  
SARAH MERRY)**

**Reason for this Report**

1. This report is to inform the Cabinet of any objections received to the statutory notice to increase the capacity of Radyr Primary School from 376 places to 420 places to allow the school to admit up to 60 pupils from September 2017.

**Background**

2. At its meeting on 19 January 2017 the Cabinet, in accordance with the terms of the School Standards and Organisation (Wales) Act, approved a recommendation for the publication of the statutory notice detailed in paragraph 1.
3. Copies of the consultation document and the statutory notice can be found at Appendix 1.
4. The notice was published on the Council website and displayed in the local area on 28 February 2017. Additional stakeholders identified in the Welsh Government School Organisation Code as needing to receive either a hard copy of the notice or be emailed a link to the Council website were notified of publication of the notice.

**Issues**

5. One objection to the statutory notice was received.
6. The new School Organisation Code came into force in October 2013. Following this the Council's Cabinet now has responsibility for the determination of school organisation proposals including those which

receive objections (save for those that are required to be considered by the Welsh Government).

7. In accordance with this, the Cabinet must decide whether to approve, reject or approve with modifications, the proposal. The Council must not approach the decision with a closed mind and any objections must be conscientiously considered.

### **Objections Received**

8. The objection was raised by a parent of a pupil at Radyr Primary School who expressed the view that Radyr Primary School is already an overcrowded school with children in 'cramped unsafe conditions' and that extra pupil numbers will impact negatively on the existing children attending the school.
9. The objector is concerned that Radyr Primary School is in "Special Measures"; that the Council is investing in a "low performing primary" school; and that the existing pupils have no play area and no field.

### **Council's response to the objections**

#### **Performance of Radyr Primary School**

10. Radyr Primary School is not in Special Measures. Radyr Primary School was last inspected in June 2011. The school's performance was judged to be good with prospects for improvement judged to be adequate. As a result of the recommendations from Estyn, an action plan was drawn up by the school and the school's progress monitored.
11. In October 2012, the school was judged to have good progress and was removed from the list of schools requiring Estyn monitoring.
12. As set out in Estyn's response to the public consultation (10 October – 21 November 2016) (a copy of the full response can be seen at Appendix 2), Estyn are of the view that the proposal is likely to at least maintain the current standards of education in the area.
13. In the most recent Welsh Government categorisation of schools the school was categorised as Yellow (an effective school which is already doing well and knows the areas it needs to improve) and it is not expected that the proposal would impact on this.
14. During the consultation the Governing Body and Headteacher expressed their desire for the school to become two form entry and their belief that the school has the physical space and resources in place to fully support the proposed increase in pupil numbers. (Copies of the responses are at Appendix 3).
15. The current uncertainty of pupil numbers at Radyr Primary School has caused challenges for the School in the areas of budget planning and staff resourcing. A permanent two form intake will mean that there are

no mixed year group classes which will assist in school management planning.

16. Whilst concerns have been expressed about the expansion of Radyr Primary School, the school is well placed to meet demand for English-medium community places from the local area and the Council will work with the school to ensure that standards are maintained.
17. Changes to any existing accommodation and any new accommodation can cause some disruption, however experience shows that this can be kept to a minimum and children's education does not suffer.

### **Overcrowding at Radyr Primary School**

18. The Headteacher and the Governors of Radyr Primary School fully support the expansion of the school. In their response to the public consultation, the Governing Body formally noted their desire for the school to become two-form entry: "We believe that the school has the physical space and resources in place to fully support a school of 60 pupils per year group".
19. The Headteacher's formal response include the following: "The school has over the years adapted the physical space and resources to fully support a school of 60 pupils and the only necessary accommodation would be an extra classroom. As Radyr is fortunate to have a very large field area and open space a further classroom would not impact on the available playground space for the children."
20. As set out in the response from the Governing Body and the Headteacher, the school has the physical space and resources in place to fully support a school of 60 pupils in each year group.
21. The School has already made changes to the space and accommodation in order to ensure it has suitable physical space along with appropriate levels of resources to provide for 60 children per year group. The school has a large field and open space and do not feel that an additional classroom would impact on the available playground space for the children.
22. In the event of the proposal being progressed to implementation, officers will work with the school to ensure there is sufficient, suitable accommodation available to support the school in the effective delivery of national curriculum requirements.

### **Requirements of the School Organisation Code**

23. As set out in the School Organisation Code, the following factors should be taken into account by relevant bodies when exercising their function of approving/determining proposals.

## Quality and Standards

24. The Council works closely with the governing bodies of schools to ensure that standards in schools are high, that teaching is good and that leadership and governance is strong. The Council works closely with two organisations in order to monitor the performance of schools and to support school improvement.
25. Estyn is the office of Her Majesty's Chief Inspector of Education and Training in Wales. It is a Crown body, established under the Education Act 1992. Estyn is independent of the National Assembly for Wales but receives its funding from the Welsh Government under Section 104 of the Government of Wales Act 1998. Estyn inspects quality and standards in education and training providers in Wales.
26. Central South Consortium Joint Education Service (CSCJES) was established in September 2012. The Local Authority has commissioned the Consortium to support and challenge schools in Cardiff.
27. When proposing changes of this type to schools Local Authorities are required to refer to the most recent Estyn reports, other evidence from performance monitoring and any other information available on school effectiveness.
28. Local Authorities must also demonstrate the likely impact of the proposals on the quality of :
  - outcomes (standards and wellbeing)
  - provision (learning experiences, teaching, care support and guidance and learning environment)
  - leadership and management (leadership, improving quality, partnership working and resource management).

## Estyn

29. Schools are inspected as part of a national programme of school inspection. The purpose of an inspection is to identify good features and shortcomings in schools in order that they may improve the quality of education offered and raise standards achieved by their pupils (Estyn).
30. The relevant Estyn Inspection reports provide grades against Key Questions and provide school with recommendations for improvement.
31. For Estyn inspections carried out before September 2010, there were seven key questions each with the following grades which could be awarded:
  - Grade 1 good with outstanding features
  - Grade 2 good features and no important shortcomings
  - Grade 3 good features outweigh shortcomings

Grade 4 some good features, but shortcomings in important areas

Grade 5 many important shortcomings

32. In September 2010 a new common inspection framework was introduced and Estyn inspections carried out after September 2010 provides judgements against three Key Questions.
33. Each key question is provided with a judgement:
- Excellent –many strengths, including significant examples of sector-leading practice
  - Good – many strengths and no important
  - Adequate – strengths outweigh areas for improvement
  - Unsatisfactory – important areas for improvement outweigh strengths
34. Inspectors also provide an overall judgement on the school's current performance and on its prospects for improvement.
35. Radyr Primary School was last inspected in June 2011. The school's performance was judged to be good with prospects for improvement judged to be adequate.
36. In October 2012, the school was judged to have made good progress and was removed from the list of schools requiring Estyn monitoring.

### **Welsh Government categorisation of schools**

37. In January 2015, the Welsh Government introduced a new categorisation system that considered each school's standards alongside the school's capacity to improve so as to understand the level of support that organisations such as CSC need to give each other in order that they achieve their targets.
38. The categorisation system is described below:

Category	What the category means
Green	A highly effective school which is well run, has a strong leadership and is clear about its priorities for improvement.
Yellow	An effective school which is already doing well and knows the areas it needs to improve.
Amber	A School in need of improvement which needs help to identify the steps to improve or to make change happen more quickly.
Red	A school in need of greatest improvement and will receive immediate, intensive support.

39. To determine the colour coded category as explained in the table above, schools are placed in one of four groups for standards (1-4) and for bringing about improvement (A-D) with one being the highest grouping for standards and A being the highest for improvement capacity. Updated categorisations are published every year in January.

### **Radyr Primary School**

40. The Welsh Government has categorised the school as Yellow.

<b>School</b>	<b>Standards Grade</b>	<b>Improvement Capacity</b>	<b>Category of Support</b>
Radyr Primary School	1	B	Yellow

41. For further information about the new categorisation scheme, please see Welsh Government's parents' guide to the National School Categorisation System:

<http://gov.wales/docs/dcells/publications/150119-parents-guide-en.pdf>

42. Details of the Estyn judgements, recommendations, WG categorisation and the Foundation Phase/Key Stage 2 outcomes can be seen at Appendix 4.

### **Outcomes (standards and wellbeing)**

43. The Council has in place policies to support school improvement e.g. 'High Achievement for All' and 'Achievement for Inclusion'. It is working to respond to the key principles of the 'School Effectiveness Framework' to secure better learning outcomes and well-being for all children.
44. It is not anticipated that there will be any impact on the quality of standards of education or the delivery of the Foundation Phase and Key Stage 2 at Radyr Primary School as a result of this proposal.

### **Provision**

45. The proposal would provide appropriately for demand for English-medium primary school places in the Radyr and Morganstown areas.

### **Leadership and Governance**

46. The Council would continue to work with the leadership of Radyr Primary School to continue to ensure a rigorous whole school approach to improvement planning and secure good relationships with parents and other partners in order to ensure pupils receive a high quality education.
47. Careful planning would take place during the proposed period of change to avoid any risk of distraction or disruption to leadership and governance that could impact on educational outcomes.

48. The Council has no information to suggest that the Quality and Standards of existing school would be negatively affected by the proposals. The expectation would be that investment in new school facilities would add value and have potential to better support delivery of relevant curriculums and children's learning experiences.

### **Need for places and the impact on accessibility of schools**

49. The catchment area of Radyr Primary school falls entirely within, and serves part of the Radyr and Morganstown ward. The Radyr and Morganstown ward is also served by Bryn Deri Primary School.
50. The Radyr Primary School catchment area lies within the catchment area of Radyr Comprehensive School. Projected demand for English-medium community school places varies in each of the primary school catchment areas within the secondary school catchment, however, the combined demand is at a high level.

### **Recent demand for places**

51. A growth in the pre-school population has been evident in recent years in the Radyr and Morganstown area.
52. School census data (PLASC) confirms that the number of pupils attending English-medium Reception places at any school, resident within the catchment area of Bryn Deri Primary School, exceeded 30 places by 8 pupils in January 2013 and by 4 pupils in January 2014.
53. The number of pupils attending English-medium Reception places, resident within the catchment area of Radyr Primary School, exceeded 45 places by 10 pupils in January 2014 and by 2 pupils in January 2015. Initial data analysis suggests that the number of pupils attending Reception at an English-medium primary school also exceeded 45 in January 2016 by 26 pupils.
54. In September 2012, to assist in meeting the demand for places in the local area, the Council agreed with the Governing Body of Radyr Primary School to allow the admission of up to 15 additional pupils to the school, utilising spare accommodation in the school.
55. In order to continue to accommodate pupils in Radyr and Morganstown in local English-medium schools, and to prevent late applicants being unable to obtain local school places in neighbouring schools, the Council has allowed the admission of up to 60 pupils at entry to Reception in the successive intakes since September 2012.
56. The combined demand for English-medium community school places in the Bryn Deri and Radyr catchment areas, and take up of places at the two schools, in recent years is set out below:

Academic Year	Primary School catchment area:			Pupils admitted to school	
	Bryn Deri Primary	Radyr Primary	Bryn Deri Primary & Radyr Primary combined catchment	Bryn Deri Primary	Radyr Primary
2011/ 2012	26	29	55	30	38
2012/ 2013	38	39	77	30	60
2013/ 2014	34	55	89	30	60
2014/ 2015	28	47	75	30	56
2015/ 2016	25	71	96	30	60

### **School Class Organisation**

57. Schools that are highly/ fully subscribed and which also have a Published Admission Number that is not a multiple of 30 pupils are expected to operate mixed age classes. In the case of Radyr Primary School, the Published Admission Number of 45 provided a suitable balance with the demand for places in the area for a number of years and the school was able to balance numbers of pupils in each year group with other year groups, in order to operate as a 1.5 Form entry school.
58. Having admitted 60 pupils in September 2012 to meet the demand for places that could not be accommodated elsewhere, and demand for places having remained at a high level, the Council has required the school to admit in excess of 45 pupils each year since and the school has not been able to return to a 1.5 form entry organisation.
59. As a consequence of this, the school would require an additional classroom for September 2017 in order for the Council to comply with admitting pupils up to the Published Admission Number of 45 places at an approximate cost of £400,000.

### **Future demand**

60. Projected demand based upon NHS data received in 2015 indicates that the number of English-medium community pupils entering Reception will remain at high levels until at least September 2018, the latest year for which data are available.

Academic Year	Primary School catchment area:		
	Bryn Deri	Radyr	Bryn Deri & Radyr combined catchment
2016/ 2017	34	69	103
2017/ 2018	37	54	91
2018/ 2019	30	80	110



61. The above projections take account of a positive Cohort Survival Ratio in the area, indicative of pupils moving into the area in the years between the age of 0-4. This ratio is evident in the annual NHS population data update for the Bryn Deri and Radyr catchment areas.
62. Projected demand for school places takes account of data supplied by the NHS and the recent take-up of places. The Council is aware of a number of sites approved for housing and/ or under consideration by housing developers that, if progressed, would increase the demand for school places in the local area.
63. Whilst any additional housing, if agreed for development, will be expected to include provision for education, any new housing in the locality could create additional demand for school places in addition to that included in projections, at least in the short term. In the event of this being the case consideration would need to be given to how this demand would be met.

#### **Local Member consultation (where appropriate)**

64. The Local Member was consulted as part of the consultation and is fully supportive of the proposed expansion.

#### **Reason for Recommendations**

65. To address the shortfall of English-medium primary school places in the Radyr and Morganstown areas by increasing the capacity of Radyr Primary School to allow the school to admit 60 pupils from September 2017.

#### **Financial Implications**

66. This report seeks authority for Radyr Primary School to admit up to 60 pupils from September 2017. As outlined in the report, the school has admitted in excess of its Published Admission Number in recent years and in most years has admitted close to 60 pupils. The revenue funding provided to schools, via the School Funding Formula, is largely predicated on the basis of expected pupil numbers and, therefore, Radyr Primary School has received a share of funding based on the increased level of pupil numbers. As a consequence of formally increasing the potential intake from September 2017, it is not anticipated that there will be a requirement to increase the revenue funding provided to the school and that any additional revenue costs incurred will be met from within the school budget.
67. The report refers to the potential need to add an additional classroom to the school site to accommodate the additional numbers. The capital costs associated with this additional classroom, which could total approximately £400,000, will be met from within the Council's annual School Suitability & Sufficiency Budget, approved as part of the Council's 2017/18 Capital Programme. In addition, any revenue costs associated

with the hire of temporary accommodation will need to be met from within the Council's revenue budget for the hire of demountable accommodation. Furthermore, should any of the transport recommendations, outlined in Appendix 6, be implemented, these will need to be subject to a detailed costing exercise and any expenditure incurred will need to also be met from within the existing Suitability & Sufficiency budget. This will entail a review of other commitments against that budget and consideration as to which are the priority works, resulting in a potential phased approach to their implementation, in line with resource availability.

### **Legal Implications**

68. Under the Education Act 1996, the Council has a responsibility for education and must provide sufficient school places for pupils of compulsory school age.
69. A local authority can make proposals to make regulated alterations to a community school which include enlargement of the premises to increase its capacity under section 42 and Schedule 2 of the Schools Standards and Organisation (Wales) Act 2013. The Council is required prior to publishing its proposals to undertake a consultation on those proposals in accordance with section 48 of that Act and the School Organisation Code. The recommendation seeks authority to carry out that statutory consultation.
70. Any proposals must be the subject of full and fair consultation and due regard must be had by the Cabinet to the responses before a final decision is taken.
71. The Council has to satisfy its public sector duties under the Equality 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
72. As such the decision on whether to proceed to publish intention to implement the proposal has to be made in the context of the Council's public sector equality duties.
73. The report identifies that the Equality Impact Assessment has been updated to take into account the consultation and is included in the Statutory Screening Tool at Appendix 5. The purpose of the Equality Impact Assessment is to ensure that the Council has understood the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty. The decision maker must have due regard to the Equality Impact Assessment in making its decision.

74. As such the decision on whether to proceed to publish intention to implement the proposal has to be made in the context of the Council's public sector equality duties.
75. In accordance with the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards included within the Council's Compliance Notice issued by the Welsh Language Commissioner, the Council must also consider the consultation must also consider (a) opportunities for persons to use the Welsh language, and (b) treating the Welsh language no less favourably than the English language.
76. The decision maker must also have regard to certain other matters when making its decision as outlined in the Statutory Screening tool (including where appropriate a Strategic Environmental Assessment). The decision maker is therefore referred to the Screening Tool attached at Appendix 5.

### **HR Implications**

77. HR People Services will work with the Governing Body of Radyr Primary in readiness for its permanent expansion. In line with the SOP HR Framework the Headteacher and the Governing Body will be encouraged to undertake a review of their staffing structure to ensure that they are sufficient for expansion as the numbers on roll increase. This will have to be balanced against the forecasted school budget. However, it is likely that the permanent expansion of the school will result in the creation of additional permanent vacancies.
78. HR People Services will also provide recruitment support in line with the Council's Redeployment and Redundancy Policy which the Governing Body has adopted. This means that any new vacancies arising as a consequence of an increase in the numbers on role, will provide opportunities for staff on the school redeployment register.

### **Equality Impact Assessment**

79. An Equality Impact Assessment on this proposal has been carried out. The assessment concluded that this proposal would not adversely affect a particular group in society. If the proposal were to proceed, further equality impact assessments would be undertaken including an assessment on any additional accommodation. (Details of the Equality Impact Assessment can be seen at Appendix 5)

### **Sustainability Assessment**

80. A Strategic Environmental Assessment (SEA) of the proposal has been carried out in accordance with European Legislation. The assessment confirms that the proposal is compatible with the environmental objective identified by Cardiff's 21<sup>st</sup> Century: A Strategic Framework for a School Building Improvement Programme. If the proposal were to proceed, an environmental assessment would be carried out as part of the planning application process. (Details of the Sustainability Assessment can be seen at Appendix 5)

### **Transport Matters**

81. A Highway Impact Report to assess the potential impact of the proposal has been undertaken (See Appendix 6). The assessment sets out a number of recommendations that would need to be considered in the event of the proposal being progressed to implementation.

### **Community Impact**

82. The following are taken into account when considering a proposal: Public Open Space, parkland, noise and traffic congestion. Officers will work with school and any community groups to ensure that any proposal(s) brought forward would avoid negative impacts wherever possible.

### **Urgent Decision Exempt from Call-in**

83. This decision has been certified by the Monitoring Officer as urgent because any delay likely to be caused by the call-in process could seriously prejudice the Council and is in the public interest under section 13 of the Scrutiny Procedure Rules as urgent and the call-in procedure does not apply to it.
84. The reason for this is, that the decision has a direct impact upon the decisions about whether or not to admit 15 additional pupils for the school year September 2017/18 which begins on Monday 4 September 2017. The decision is to be considered by Cabinet on 6 July 2017 and any call in would result in the decision not being implemented until after the start of the school term. The delay caused by any call-in to the decision would be that those pupils who would be admitted to the school if the proposal is accepted would not be able to start school at the same time as their other classmates; this would have a substantial prejudicial effect, as this affects the Reception age group and is the start of their compulsory school education Their parents would have to apply to admit them to alternative schools, and may then chose to transfer them which would be disruptive for these pupils, or they may chose for them to remain at alternative schools which would have an impact upon the school's budget and resources.
85. The Council is not able to implement, or authorise, any additional admissions prior to the Cabinet decision in relation to this report, because to do so would not be in accordance with Welsh Government's School Organisation Code which requires a determination by Cabinet and because to do so would commit the Council to providing additional resources to the school before Cabinet has made a decision.
86. The Chair of the Children & Young People's Scrutiny Committee has been consulted on this matter and has agreed that this report should be certified as urgent.

## **RECOMMENDATIONS**

The Cabinet is recommended to:

1. Approve the proposals as set out in paragraph 1 without modification
2. Authorise officers to take the appropriate actions to implement the proposals as set out in paragraph 1.
3. Authorise officers to publish a summary of the statutory objections and the Authority's response to those objections (referred to as the "Objection Report") within 7 days of the determination of the proposal;
4. Authorise officers to publish the decision within 7 days of determination of the proposal.
5. Delegate the approval of any necessary contracts to the Director of Education and Lifelong Learning in consultation with the Corporate Director Resources & Section 151 Officer, Director of Legal Services and the Cabinet Members for Corporate Services & Performance and Education & Skills.

### **NICK BATCHELAR**

Director

30 June 2017

*The following appendices are attached:*

Appendix 1 – Consultation Document and Statutory Notice

Appendix 2 – Estyn response to public consultation

Appendix 3 – Radyr Primary School Governing Body and Headteacher responses to public consultation

Appendix 4 - Quality and Standards information

Appendix 5 – Statutory Screening Tool

Appendix 6 – Highway Impact Report

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# 21st Century Schools Consultation Document 2016

**The provision of additional English-medium primary school places at  
Radyr Primary School**

10 October - 21 November 2016



This document can be made available in Braille. Information can also be made available in other community languages if needed. Please contact us on 029 2087 2720 to arrange this.





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## Introduction

This consultation is an opportunity for people to learn about the school organisation proposal put forward in your area. It is your chance to ask questions and make comments that will be considered when the Council decides how to proceed.

Our consultation process follows Welsh Government guidelines outlined in the School Organisation Code 2013 and therefore a range of individuals and groups are being asked for their views about the proposal.

However, before any decisions are made the Council needs to ensure that it offers a number of opportunities for individuals and interested groups to make their views and opinions on the proposal known.

Table 1 below sets out details of the groups the Council is consulting:

<b>Table 1: Groups the Council is consulting with</b>	
Children and young people	Welsh Ministers
Parents/carers	Police & Crime Commissioner
School staff	Central South Consortium Joint Education Service (CSCJES)
School Governing Bodies	Welsh Language Commissioner
Local residents	Rhieni dros Addysg Gymraeg (RhAG)
Local Members/Assembly Members (AMs)/ Regional Assembly Members/Member of Parliament (MPs)	Trade Unions
Diocesan Directors of Education	Childcare providers
Neighbouring Authorities	Mudiad Meithrin
Neighbouring Primary and Secondary schools within Cardiff	Wales Pre-School Providers Association
Estyn	Clybiau Plant Cymru Kids Club
Communities First Partnership	National Day Nurseries Association
Community Council's	

## How can you find out more and give your views?

A public meeting and drop in session have been arranged where the proposal will be explained. These are provided so you can ask questions and make comments that will be recorded. You may also provide your views in writing.

Details of the consultation meeting dates are given in Table 2 below:

<b>Table 2: Consultation Meeting Dates</b>		
<b>Nature of Consultation</b>	<b>Date/Time</b>	<b>Venue</b>
Staff Meeting	20 October 2016 3:30pm	Radyr Primary School
Governors Meeting	20 October 2016 5:30pm	Radyr Primary School
Public Meeting	20 October 2016 7 – 8:30pm	Radyr Primary School
Drop in session	02 November 2016 11am – 1pm	Radyr Library

In addition, workshop sessions will be arranged with Radyr Primary pupils to provide an opportunity for pupils to ask questions and learn more about the proposal and give their views.

## **Your Views Matter**

Your views matter and we want you to tell us what you think about the proposal.

You can do this by:

- attending one of the meetings or drop in sessions above.
- completing the consultation response form which can be found on page 26 of this document.
- completing the online response form at [www.cardiff.gov.uk/21stCenturySchools](http://www.cardiff.gov.uk/21stCenturySchools).
- contacting the School Organisation Planning Team on (029) 2087 2720, by e-mail to [schoolresponses@cardiff.gov.uk](mailto:schoolresponses@cardiff.gov.uk) or by post to Room 219, County Hall, Atlantic Wharf, Cardiff, CF10 4UW.

The closing date for responses to this consultation is 21 November 2016. Unfortunately responses received after this date will not be considered by the Council.

## **Explanation of terms used in this document**

Please note the following terms used throughout this document:

**Community Schools** – a state primary or secondary school for which a local education authority has staffing, premises, and admissions responsibilities.

**LA** – Local Authority which means the City of Cardiff Council.

**FE** - a Form of Entry refers to a class of 30 children in each year group. A 2FE school is therefore two classes of 30 children in each year group.

**WG** – Welsh Government

**Number on roll data** - the number of pupils attending school excluding nursery age pupils.

**PLASC** - Pupil Level Annual School Census. In January of every year, verified information is collected by schools for submission to the Welsh Government. This includes the number of pupils enrolled in each school, their age groups, home addresses, ethnicity, and data on Welsh language, Free School Meals eligibility, Special Educational Needs and first language.

**CSCJES** – Central South Consortium Joint Education Service. The regional School Improvement Service for the five local authorities of Bridgend, Cardiff, Merthyr Tydfil, Rhondda Cynon Taff and the Vale of Glamorgan.

**Foundation Phase** – The first years of school (ages 3-7)

**Key Stage 2** – The second phase of primary education (ages 7-11)

**SEN** - Special Educational Needs

**FSM** - Free School Meals

**EAL** - English as an Additional Language

**School Action** - When a class or subject teacher identifies that a pupil has SEN they provide interventions that are additional to or different from those provided as part of the school's usual curriculum.

**School Action Plus** - When the class or subject teacher and the SEN Co-ordinator are provided with advice or support from outside specialists, so that alternative interventions additional or different to those provided for the pupil through School Action can be put in place.

**Statemented** - A child has SEN if he or she has learning difficulties which requires special educational provision to be made for him or her. A learning difficulty means that the child has significantly greater difficulty in learning than most children of the same age, or that the child has a disability that needs different educational facilities from those that the school generally provides for children.

**EIA** – An Equality Impact Assessment (EIA) is a process designed to ensure that a policy, project of scheme does not discriminate against any disadvantaged or vulnerable people.

**Statutory Notice** – a statutory notice is the formal publication of a finalised proposal, if approved by the Council's Cabinet and will only be considered once the Cabinet have received a report on all the responses from the consultation. This is a legal requirement as outlined in the School Organisation Code 2013.

**Determine** – when the Council’s Cabinet makes its final decision on a proposal, it is said that the proposal has been “**Determined**”.

## **Background to the proposal**

There has been an increased demand for English-medium primary school places in the Radyr and Morganstown areas in the past five years. The area is served by two English-medium community primary schools, Bryn Deri Primary School and Radyr Primary School.

As a temporary measure to meet demand, additional places were provided using a combination of existing and temporary accommodation at Radyr Primary School in September 2012, September 2013, September 2014, September 2015 and September 2016.

Projections indicate that this demand for places will continue to exceed the capacity of local schools in future years and therefore a permanent solution is required. In response to this and in accordance with statutory requirements, the Council is now consulting on a proposal to provide additional English-medium primary school places, with implementation commencing from 2017.

The information within this document will outline the proposal to provide additional English-medium primary school places.

## **The Proposal**

To increase the number of English-medium primary school places by:

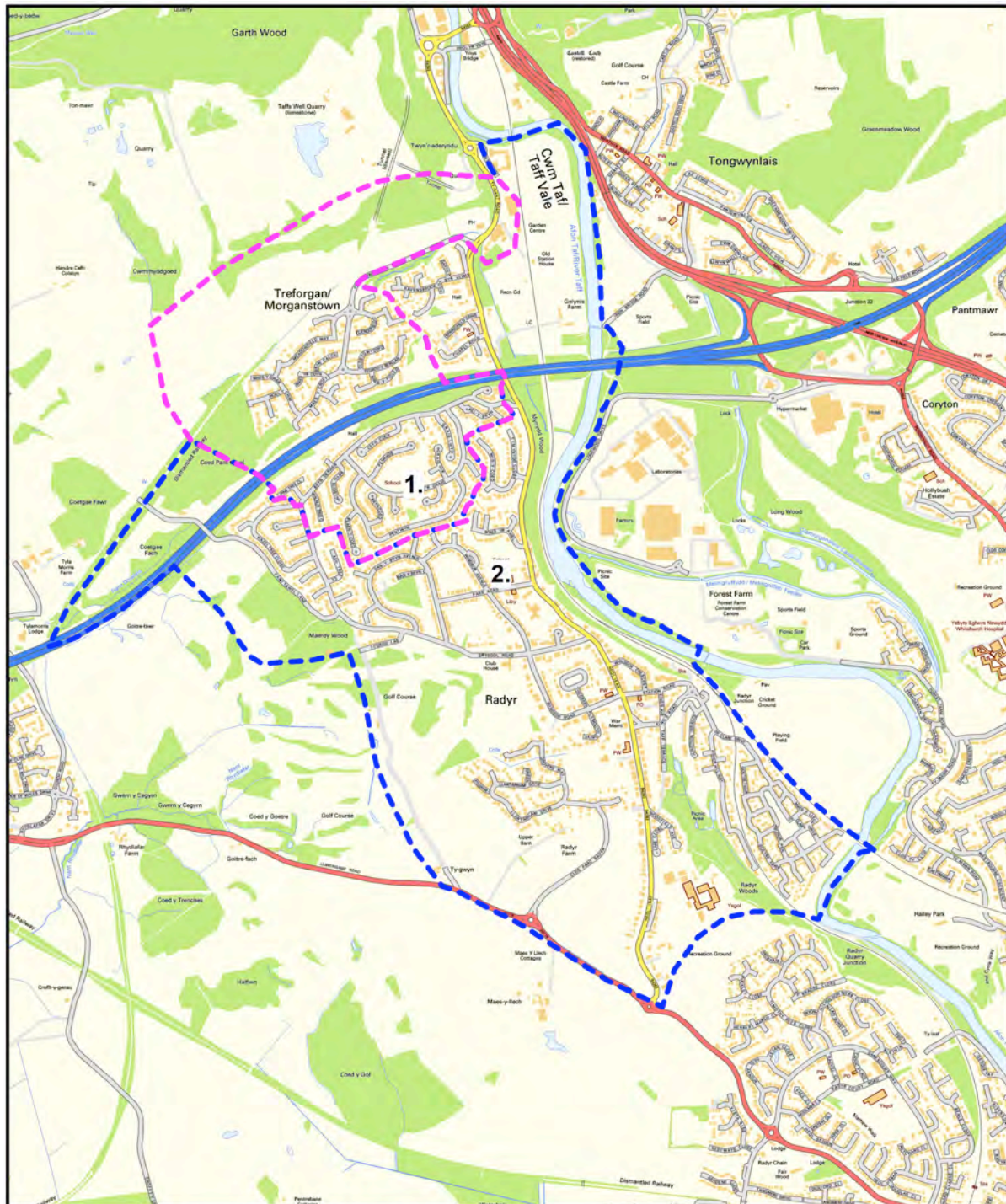
- increasing the capacity of Radyr Primary School to allow the school to admit up to 60 pupils from September 2017.

## **Facilities included in a school**

Any changes to existing or new school accommodation that may be required in the event of the proposal outlined above proceeding to implementation would meet with The Department of Education: Area guidelines for mainstream schools Building Bulletins which set out that the following facilities need to be included in any school:

- Teaching space: internal and external
- Halls/dining area
- Learning resource areas
- Staff and administration
- Storage
- Toilets and personal care
- Kitchen facilities
- Circulation, plant and internal walls
- Withdrawal areas to support small group/SEN working

# Schools serving the area at present



## Bryn Deri Primary School and Radyr Primary School catchment areas

-  1. Bryn Deri Primary School / catchment area
-  2. Radyr Primary School / catchment area

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Ordnance Survey 100023376

The area is served by two English-medium community primary schools, Bryn Deri Primary School and Radyr Primary School.

The Radyr and Morganstown area is also served by Ysgol Coed y Gof, Pentrebane and Ysgol Gynradd Gwaelod y Garth. The demand for places at both of these schools remains at a high level, however in the first round of admissions for entry in September 2016, all pupils resident in these catchment areas were able to be allocated a place at their catchment area school, if this was stated as their preference. The Council will continue to monitor the demand for Welsh-medium primary school places in the local area, and bring forward appropriate proposals to balance the supply of and demand for places, when necessary.

There is no faith based provision in the Radyr and Morganstown area, however a small number of pupils from this area do attend faith based primary schools in other areas.

### **School Capacities, Condition and Suitability of School Buildings**

This section sets out the capacities, condition and suitability of School Buildings and existing demand for primary school places that serve the Radyr and Morganstown areas.

Table 3 below provides details of school capacities and information regarding the condition and suitability of school buildings.

<b>Table 3: Capacity, condition and suitability of schools serving the Radyr/Morganstown areas</b>					
<b>Name of School</b>	<b>Language medium/ Category of School</b>	<b>Condition Category as identified by 21<sup>st</sup> Century Schools Survey</b>	<b>Current Published Capacity (age 4-11)</b>	<b>Published Capacity (nursery – part time places)</b>	<b>Places per year group</b>
Radyr Primary	English-medium community school	<b>B</b>	<b>315</b>	<b>32</b>	<b>45</b>
Bryn Deri Primary	English-medium community school	<b>B</b>	<b>184</b>	<b>80</b>	<b>30</b>
Ysgol Coed y Gof	Welsh-medium community school	<b>B</b>	<b>389</b>	<b>0</b>	<b>60</b>
Ysgol Gynradd Gwaelod Y Garth	Welsh-medium community school	<b>B</b>	<b>237</b>	<b>40</b>	<b>33</b>

The published overall school capacity of Bryn Deri Primary School is 184 places. The Published Admission Number, agreed in consultation with the Governing Body of the school, is 30 places for each year group.

The school accommodates 8 teaching classrooms, including the nursery classroom. This allows for one classroom for the nursery and one for each year group from Reception to Year 6.

The published overall school capacity of Radyr Primary School was set in 2008 at 315 places. The Published Admission Number, agreed in consultation with the Governing Body of the school, is 45 places for each year group. The assessed capacity and Admission Number are based on 12 teaching classrooms, including two classrooms in a demountable unit.

A nursery class was established at the school in 2013. An additional demountable unit containing two classrooms was provided, allowing for the new nursery class to be accommodated within an existing classroom within the main building and providing the school with one (net) additional classroom.

The school presently accommodates 14 teaching classrooms, including the nursery classroom. This configuration is one classroom fewer than necessary for the school to organise two classes for each year group from Reception to Year 6.

A reassessment of the capacity, taking into account the use of shared support space in the school, indicates that the school is able to accommodate up to 376 pupils. In the event of the proposal being implemented, sufficient accommodation would be made available to allow the school to accommodate up to 420 primary aged pupils.

### **Demand for English-medium places within the Radyr Primary School catchment area**

The catchment area of Radyr Primary school falls entirely within, and serves part of, the Radyr and Morganstown ward. The Radyr and Morganstown ward is also served by Bryn Deri Primary School.

The Radyr Primary School catchment area lies within the catchment area of Radyr Comprehensive School. Projected demand for English-medium community school places varies in each of the primary school catchment areas within the secondary school catchment, however, the combined demand is at a high level.

### **Recent demand for places**

A growth in the pre-school population has been evident in recent years in the Radyr and Morganstown area.

School census data (PLASC) confirms that the number of pupils attending English-medium Reception places at any school, resident within the catchment area of Bryn Deri Primary School, exceeded 30 places by 8 pupils in January 2013 and by 4 pupils in January 2014.



The number of pupils attending English-medium Reception places, resident within the catchment area of Radyr Primary School, exceeded 45 places by 10 pupils in January 2014 and by 2 pupils in January 2015. Initial data analysis suggests that the number of pupils attending Reception at an English-medium primary school also exceeded 45 in January 2016 by 26 pupils.

In September 2012, to assist in meeting the demand for places in the local area, the Council agreed with the Governing Body of Radyr Primary School to allow the admission of up to 15 additional pupils to the school, utilising spare accommodation in the school.

In order to continue to accommodate pupils in Radyr and Morganstown in local English-medium schools, and to prevent late applicants being unable to obtain local school places in neighbouring schools, the Council has allowed the admission of up to 60 pupils at entry to Reception in the successive intakes since September 2012.

The combined demand for English-medium community school places in the Bryn Deri and Radyr catchment areas, and take up of places at the two schools, in recent years is set out below:

Academic Year	Primary School catchment area:			Pupils admitted to school	
	Bryn Deri Primary	Radyr Primary	Bryn Deri Primary & Radyr Primary combined catchment	Bryn Deri Primary	Radyr Primary
2011/ 2012	26	29	55	30	38
2012/ 2013	38	39	77	30	60
2013/ 2014	34	55	89	30	60
2014/ 2015	28	47	75	30	56
2015/ 2016	25	71	96	30	60

## **School Class Organisation**

Schools that are highly/ fully subscribed and which also have a Published Admission Number that is not a multiple of 30 pupils are expected to operate mixed age classes. In the case of Radyr Primary School, the Published Admission Number of 45 provided a suitable balance with the demand for places in the area for a number of years and the school was able to balance numbers of pupils in each year group with other year groups, in order to operate as a 1.5 Form entry school.

Having admitted 60 pupils in September 2012 to meet the demand for places that could not be accommodated elsewhere, and demand for places having remained at a high level, the Council has required the school to admit in excess of 45 pupils each year since and the school has not been able to return to a 1.5 form entry organisation.

As a consequence of this, the school would require an additional classroom for September 2017 in order for the Council to comply with admitting pupils up to the Published Admission Number of 45 places.

The provision of an additional classroom would result in an enlargement of the premises of the school which would increase the capacity of the school by at least 25% resulting in a significant alteration (known as “regulated alterations”) for which proposals must be published (School Organisation Code 2013).

## Future demand

Projected demand based upon NHS data received in 2015 indicates that the number of English-medium community pupils entering Reception will remain at high levels until at least September 2018, the latest year for which data are available.

<b>Primary School catchment area:</b>			
<b>Academic Year</b>	<b>Bryn Deri</b>	<b>Radyr</b>	<b>Bryn Deri &amp; Radyr combined catchment</b>
2016/ 2017	34	69	103
2017/ 2018	37	54	91
2018/ 2019	30	80	110

The above projections take account of a positive Cohort Survival Ratio in the area, indicative of pupils moving into the area in the years between the age of 0-4. This ratio is evident in the annual NHS population data update for the Bryn Deri and Radyr catchment areas.

Projected demand for school places takes account of data supplied by the NHS and the recent take-up of places. The Council is aware of a number of sites approved for housing and/ or under consideration by housing developers that, if progressed, would increase the demand for school places in the local area.

Whilst any additional housing, if agreed for development, will be expected to include provision for education, any new housing in the locality could create additional demand for school places in addition to that included in projections, at least in the short term. In the event of this being the case consideration would need to be given to how this demand would be met.

## Alternative options

As evidenced in tables 4 and 5, the demand for English-medium community primary school places in the Radyr and Morganstown area has been greater in the Radyr Primary School catchment area than the Bryn Deri Primary catchment area in recent years, and this is projected to continue.

Following the provision of additional accommodation at Radyr Primary School to allow for the establishment of a nursery in 2013, the school would require one further classroom to enable it to operate at two forms of entry (60 places per year group). An alternative option, of expanding Bryn Deri Primary School to allow an admission

number of 45 places, would require four further classrooms to be provided. The expansion of Radyr Primary School is therefore considered to be a more cost effective solution, when compared to the expansion of Bryn Deri Primary School.

The catchment areas of Radyr Primary School and Bryn Deri Primary School are abutted by those of the following primary schools:

- Coryton Primary School, Whitchurch
- Danescourt Primary School, Llandaff
- Hawthorn Primary School, Llandaff North
- Pentyrch Primary School, Pentyrch
- Peter Lea Primary School, Fairwater
- Tongwynlais Primary School
- Ysgol Gynradd Gwaelod Y Garth

The number of places available at Coryton, Hawthorn, Pentyrch and Tongwynlais primary schools and the demand for places in each of these catchment areas broadly balances with places available at each school.

Coryton, Hawthorn and Tongwynlais are geographically distant from Radyr and Morganstown, in terms of safe home to school walking distance. There is no safe walking route between Radyr/ Morganstown and Pentyrch.

Whilst Ysgol Gynradd Gwaelod Y Garth is within a reasonable<sup>1</sup> walking distance of parts of Morganstown, demand for places at the school from within its catchment area also broadly balances with the places available.

Peter Lea Primary School is in close proximity to some parts of the Radyr Primary School catchment area. However, this school falls within the secondary school catchment area of Cantonian High School. The demand for places at the three English-medium community primary schools in the Cantonian catchment (namely Fairwater, Pentrebanne and Peter Lea) broadly balances with the places available in these catchment areas combined.

Changes to catchment areas of the above schools, and to Radyr Primary and Bryn Deri Primary, would not therefore provide a sustainable solution to balance the supply of and demand for places across the wider area.

Danescourt Primary School falls within the secondary school catchment area of Radyr Comprehensive High School, is within walking distance of parts of the Radyr Primary School catchment area, and has surplus places in comparison to demand from within its catchment area.

Academic Year	Primary School catchment area:			Danescourt	Bryn Deri, Radyr, Danescourt combined catchment
	Bryn Deri	Radyr	Bryn Deri & Radyr combined catchment		
2016/ 2017	34	69	103	21	124
2017/ 2018	37	54	91	24	115
2018/ 2019	30	80	110	26	136

Projections indicate that it may therefore be possible to provide a broad balance in the overall supply of and demand for places across the catchment areas of Bryn Deri, Radyr and Danescourt Primary Schools.

However, the distribution of children in the catchment area of Radyr Primary School is such that:

- the majority of pupils in the Radyr Primary School catchment area are more than 2 miles from Danescourt Primary School.
- a large proportion of pupils are resident North of the Radyr Primary School site, and would therefore pass the school to commute to Danescourt Primary,
- a large proportion of pupils are resident on the ‘Radyr sidings’ development and would, based on existing safe walking routes, be required to commute in excess of two miles to Danescourt Primary School.

Danescourt Primary School has also been fully subscribed at entry in recent years. At entry in September 2016, all 60 places available at Danescourt Primary School were allocated and the final place offered, on the basis of proximity to the school, was in closer proximity to the school (1.227 miles) than that of pupils resident on the Radyr sidings estate.

This suggests that in future years, should no action be taken to balance catchment areas, those pupils in the Radyr catchment that are refused admission to the school would also be unlikely to gain admission to Danescourt Primary School.

In summary, retaining existing arrangements would not be likely to provide sufficient places for pupils in the Radyr Primary School catchment area to be accommodated in schools within two miles of the school.

Additionally, implementing this option would also not allow the Council to comply with the published admission arrangements in September 2017 i.e. admitting a minimum of 45 pupils, should there be sufficient successful applicants.

(<sup>1</sup> Reasonable walking distance being less than two miles, this being set as the limit beyond which free home to school transport would have to be provided, in accordance with the Council’s Home to School Transport Policy).

## **How would other schools be affected**

The total number of places available at entry to Reception age in the two primary schools, following the implementation of this proposal, would be 90 (30 at Bryn Deri Primary School and 60 at Radyr Primary School). This compares to the existing arrangements, in which the Published Admission Numbers for each school enable up to 75 pupils to be admitted (30 at Bryn Deri Primary School and 45 at Radyr Primary School); however, due to the local demand for places Radyr Primary School has admitted 60 pupils at entry in each year from September 2012.

The proposal, which increases the combined capacity of the two schools, would continue an arrangement that has operated on a temporary basis for five intake years.

### **English-medium primary schools**

The permanent expansion of Radyr Primary School at 2 forms of entry is expected to more closely match the future demand for places at the school from within the school's catchment area. The proposed expansion continues arrangements in place since 2012 which have not had a negative impact on local schools.

The expansion in capacity to this size would allow for an increase in the number of pupils able to be admitted compared to the Published Admission Number, but this is not expected to displace pupils from other schools.

The majority of pupils admitted to Bryn Deri Primary School and Radyr Primary School in recent years have been resident within the catchment area of these schools. Projections based on pre-school pupil population data suggest that this would continue, and that few surplus places would be available.

It is therefore anticipated that the proposed expansion of Radyr Primary School to 2 forms of entry would have little or no effect on the number of pupils on roll at other English-medium schools in the local area.

### **Welsh-medium primary schools**

The take up of places at the Welsh-medium primary schools serving the area, Ysgol Coed Y Gof and Ysgol Gynradd Gwaelod Y Garth has remained at high levels for a number of years.

The city-wide population and the population in Radyr and Morganstown area have each grown in recent years, and demand for places at Welsh-medium schools has also grown. Ysgol Coed Y Gof and Ysgol Gynradd Gwaelod Y Garth were both fully subscribed in recent years, however both schools are able to accommodate children from other catchment areas.

City-wide, few surplus Welsh-medium places have been available at entry to Reception year. Only 3 other Welsh-medium primary schools had more than 4 surplus places at entry to Reception in September 2015, namely Ysgol Y Berllan Deg in Llanedeyrn (6 places) Ysgol Gymraeg Pwll Coch in Leckwith, (7 places) and Ysgol Gymraeg Pen Y Groes (16 places).

It is therefore anticipated that the proposed expansion of Radyr Primary School to 2 forms of entry would have little or no effect on the number of pupils on roll at Welsh-medium schools in the local area.

### Faith-based primary schools

Although there is no faith based primary school provision in the Radyr and Morganstown area, some pupils from this area attend faith based primary schools in other areas.

The most recent school data in 2015 indicates that, from Radyr and Morganstown, two pupils attended Llandaff CiW Primary School and one pupil attended Christ The King Primary School, Llanishen.

Admission to these schools is determined by the Governing Body of the individual school. Llandaff CiW Primary School has been fully subscribed at entry to Reception for a number of years, and the take up of places at Christ The King Primary School has remained at high levels. This is projected to continue in future years and it is not expected that the proposal will impact upon this.

Table 7 below illustrates the number of pupils on roll at schools serving the area and schools in adjacent areas, and the projected numbers of pupils on roll should the proposal proceed as described.

Table 7: Recent and projected numbers on roll at local primary schools should the proposal proceed as described												
School	Is this school expected to be affected	NOR at Jan 2011	NOR at Jan 2012	NOR at Jan 2013	NOR at Jan 2014	NOR at Jan 2015	NOR at Jan 2016	2016/2017 projection	2017/2018 projection	2018/2019 projection	2019/2020 projection	2020/2021 projection
Radyr Primary School – should the proposal not proceed	Yes	310	327	342	350	365	369	383	384	385	370	354
Radyr Primary School – should the proposal proceed	Yes	310	327	342	350	365	369	383	399	415	415	414
Bryn Deri Primary School	No	204	201	192	192	196	204	201	207	206	205	204
Creigiau Primary School	No	333	342	342	357	365	367	370	371	377	380	386
Danescourt	No	282	270	264	303	319	345	355	367	377	386	381

Primary School												
Fairwater Primary School	No	216	205	201	211	205	216	215	209	203	198	194
Holy Family Primary School	No	93	95	97	98	108	106	111	113	111	106	104
Llandaff CW Primary School	No	422	422	422	417	421	420	420	420	420	420	420
Pentrebane Primary School	No	133	133	144	155	164	181	195	223	232	241	258
Pentyrch Primary School	No	130	125	111	113	122	133	130	136	134	133	131
Peter Lea Primary School	No	254	267	283	303	311	320	318	320	321	314	310
Tongwynlais Primary School	No	126	135	154	162	180	186	191	193	194	193	192
Ysgol Gymraeg Coed Y Gof	No	354	370	377	373	351	352	366	379	395	403	414
Ysgol Gynradd Gwaelod Y Garth	No	192	190	214	226	228	225	239	249	255	259	262
Ysgol Pencae	No	208	207	206	201	207	208	211	210	210	210	210

The projections for each of the above schools, with the exception of Radyr Primary School, represent both the projections as if the proposals were not to proceed and also if the proposals were to proceed. Those pupils unable to gain admission to schools due to oversubscription could elect to attend alternative English-medium, Welsh-medium, Faith, private schools or schools outside of Cardiff and for the purpose of clarity are not added to the Numbers on Roll at alternative schools.

Projections based on actual GP registration data beyond 2018 are not yet available and it is therefore difficult to assess the long-term impact on schools; however, there are no data presently available that suggest a reduction in the overall demand for school places.

### **How would nursery provision be affected?**

Children in Cardiff are entitled to a part-time nursery place from the start of the term following their third birthday and must attend for a minimum of five half days. Nursery places are not allocated on a catchment area basis. Places are offered in a

local community nursery school or nursery class within two miles of a child's place of residence. If places are unavailable in local community nursery schools or nursery classes, parents may apply for nursery education place funding with a recognised provider designated by the Cardiff Early Childhood Steering Group.

A nursery unit was established at Radyr Primary School in 2013 and currently provides 48 part-time places (24 morning and 24 afternoon). There is scope to increase the number of places provided within the existing accommodation. Demand for nursery places at the school will be kept under review.

Whilst the addition of nursery places would mean there would potentially be a reduced number purchased in the private and voluntary childcare sector, many also provide wrap around places and the opportunities for this could increase with a larger number of families accessing the maintained provision for part time sessions.

It must be noted that accessing a nursery place at a school, does not guarantee a reception place and is subject to a separate primary phase admission process.

## **Quality and Standards**

The Council works closely with the governing bodies of schools to ensure that standards in schools are high, that teaching is good and that leadership and governance is strong. The Council works closely with two organisations in order to monitor the performance of schools and to support school improvement.

Estyn is the office of Her Majesty's Chief Inspector of Education and Training in Wales. It is a Crown body, established under the Education Act 1992. Estyn is independent of the National Assembly for Wales but receives its funding from the Welsh Government under Section 104 of the Government of Wales Act 1998. Estyn inspects quality and standards in education and training providers in Wales.

Central South Consortium Joint Education Service (CSCJES) was established in September 2012. The Local Authority has commissioned the Consortium to support and challenge schools in Cardiff.

When proposing changes of this type to schools Local Authorities are required to refer to the most recent Estyn reports, other evidence from performance monitoring and any other information available on school effectiveness.

Local Authorities must also demonstrate the likely impact of the proposals on the quality of:

- outcomes (standards and wellbeing)
- provision (learning experiences, teaching, care support and guidance and learning environment)
- leadership and management (leadership, improving quality, partnership working and resource management)



## Estyn

Schools are inspected as part of a national programme of school inspection. The purpose of an inspection is to identify good features and shortcomings in schools in order that they may improve the quality of education offered and raise standards achieved by their pupils (Estyn).

The relevant Estyn Inspection reports provide grades against Key Questions and provide schools with recommendations for improvement.

For inspections carried out since September 2010 a common inspection framework was introduced and Estyn inspections carried out after September 2010 provides judgements against three Key Questions:

Key Question 1: How good are outcomes?

Key Question 2: How good is provision?

Key Question 3: How good are leadership and management?

Each key question is provided with a judgement:

- Excellent –many strengths, including significant examples of sector-leading practice
- Good – many strengths and no important areas requiring significant improvement
- Adequate – strengths outweigh areas for improvement
- Unsatisfactory – important areas for improvement outweigh strengths

Inspectors also provide an overall judgement on the school's current performance and on its prospects for improvement.

Radyr Primary School was last inspected in June 2011. The school's performance was judged to be good with prospects for improvement judged to be adequate.

In October 2012, the school was judged to have good progress and was removed from the list of schools requiring Estyn monitoring.

## Welsh Government categorisation of schools

In 2014 the Welsh Government introduced a new categorisation system that considered each school's standards alongside the school's capacity to improve so as to understand the level of support that organisations such as CSC need to give each other in order that they achieve their targets.

The categorisation system is described below:

Category of support	What the category means
Green	A highly effective school which is well run, has a strong leadership and is clear about its priorities for improvement.
Yellow	An effective school which is already doing well and knows the areas it needs to improve.

Amber	A School in need of improvement which needs help to identify the steps to improve or to make change happen more quickly.
Red	A school in need of greatest improvement and will receive immediate, intensive support.

To determine the colour coded category of support as explained in the table above, schools are placed in one of four groups for standards (1-4) and for bringing about improvement (A-D) with one being the highest grouping for standards and A being the highest for improvement capacity. Updated categorisations are published every year in January.

The Welsh Government has categorised the school as Yellow.

School	Standards Grade	Improvement Capacity	Category of Support
Radyr Primary School	1	B	Yellow

For further information about the new categorisation scheme, please see Welsh Government's parents' guide to the National School Categorisation System:

<http://gov.wales/docs/dcells/publications/150119-parents-guide-en.pdf>

Table 8 below/overleaf shows the Estyn judgements, recommendations, WG category and the Foundation Phase and Key Stage 2 data for Radyr Primary School (Estyn Inspection June 2011).

<b>Table 8: Estyn judgements and recommendations, WG category, FP &amp; KS 2 data</b>	
<b>School's current Performance</b>	<b>Good</b>
<b>School's prospect for improvement</b>	<b>Adequate</b>
<b>Key Questions</b>	<b>Judgement</b>
<b>Key Question 1: How good are the outcomes?</b>	<b>Good</b>
Standards	Good
Wellbeing	Good
<b>Key Question 2: How good is provision?</b>	<b>Good</b>
Learning experiences	Adequate
Teaching	Good
Care, support and guidance	Good
Learning environment	Good
<b>Key Question 3: How good are leadership and management?</b>	<b>Adequate</b>
Leadership	Adequate
Improving quality	Adequate
Partnership working	Good
Resource management	Good

<b>Recommendations</b>	
R1	Continue to focus on raising standards of achievement for all pupils
R2	Improve the planning of key skills to ensure coherency, progression and development across the school
R3	Improve teacher's planning to meet the needs of all pupils
R4	Clarify the roles and responsibilities of school leaders at all levels to improve development planning
R5	Improve the partnership between the school and parents or guardians
<b>Welsh Government Support Category</b>	
*Pupils achieving the expected outcome in the FP areas of learning (2015)	95%
*Pupils achieving the expected level in the core subjects at KS2 (2015)	96.4%
*Attendance (2015)	96.7%

\*further information can be found on the website: [mylocalschool.wales.gov.uk](http://mylocalschool.wales.gov.uk)

## Standards

The Council has in place policies to support school improvement e.g. 'High Achievement for All' and 'Achievement for Inclusion'. It is working to respond to the key principles of the 'School Effectiveness Framework' to secure better learning outcomes and well-being for all children.

It is not anticipated that there will be any impact on the quality of standards of education or the delivery of the Foundation Phase and Key Stage 2 at Radyr Primary School as a result of this proposal.

## Provision

The proposal would provide appropriately for demand for English-medium primary school places in the Radyr and Morganstown areas.

## Leadership and Governance

The Council would continue to work with the leadership of Radyr Primary School to continue to ensure a rigorous whole school approach to improvement planning and secure good relationships with parents and other partners in order to ensure pupils receive a high quality education.

Careful planning would take place during the proposed period of change to avoid any risk of distraction or disruption to leadership and governance that could impact on educational outcomes.

## How would SEN and EAL provision be affected?

A child has Special Educational Needs if he or she has a learning difficulty which requires special educational provision. A learning difficulty means the child has significantly greater difficulty in learning than most children of the same age or that the child has a disability that needs different educational facilities than those that the school generally provides for children.

Table 9 below shows the percentage of SEN, FSM, EAL and Minority Ethnic pupils at Radyr Primary School.

<b>Table 9: SEN, FSM, EAS and Minority Ethnic Information</b>				
<b>2015</b>		<b>Radyr Primary</b>	<b>LA</b>	<b>Wales</b>
Percentage of SEN Pupils	School Action	11.3%	16.1%	15.1%
	School Action Plus		6%	8.3%
	Statemented		1.8%	1.7%
Percentage of FSM Pupils – 3 year average	<b>N/A</b>	3.7%	23.4%	20.1%
Percentage of EAL Pupils	<b>N/A</b>	2.9%	21.1%	5.9%
Percentage of Minority Ethnic Pupils	<b>N/A</b>	16.5%	32.9%	10.6%

\* further information can be found on the website: [mylocalschool.wales.gov.uk](http://mylocalschool.wales.gov.uk).

Schools in Cardiff receive delegated funding to enable them to provide extra support and focussed interventions for pupils who have special educational needs.

The majority of the funding is distributed by a formula which predicts the general level of high incidence needs in each school within Cardiff. Schools use the SEN Formula Funding to provide a range of focussed interventions for pupils with needs at ‘School Action’ or ‘School Action Plus’.

In addition to the Formula Funding, schools may receive ‘Complex Needs Enhancement’ to enable them to support named children with more complex needs. Pupils with this level of need usually have a statement of special educational needs or a CIDPEY (Cardiff Individual Development Plan for Early Years), which sets out the child’s strengths and difficulties, and provides clear information about how the child’s learning will be supported at school.

There is no information available that suggests that the proposals would have a negative effect on SEN provision at the schools and the schools would continue to provide SEN support for pupils appropriate to the level of need. However,

consideration would need to be given to how any reconfiguration of buildings would facilitate this ongoing requirement.

There is also no information available that suggests that the proposals would have a negative effect on provision for any group including those who are from minority Ethnic groups or in receipt of free school meals and the schools would continue to provide support appropriate to the individual needs of each pupil.

### **What are the benefits of the proposal?**

The Council's aims to improve the sufficiency of school places and suitability of school places across Cardiff. This proposal would contribute towards this aim.

The following benefits would be expected to result from this proposal:

- Achieve a better match between the supply and demand for English-medium primary school places within the local area.
- When compared with smaller schools, the scale of a two form entry primary school permits greater flexibility and opportunity for pupils due to an extended, more enhanced and secure financial resource base.
- A two form entry school can provide a greater degree of stability at all levels of leadership including maintaining a full and stable complement of school governors.
- The ability to employ more teaching and support staff would allow the two form entry school to cover a wider range of curriculum expertise.

### **Potential disadvantages of the proposal**

The proposal could result in potential increased traffic congestion around the school site at drop off/pick up times. However, the Council would work with the Governing Body of the schools to develop a Travel Plan to minimise any potential disruption.

Changes to any existing accommodation and any new accommodation can cause some disruption however experience shows that this can be kept to a minimum and children's education does not suffer.

### **Risks associated with the proposal**

There is a risk that the expected number of pupils entering Reception does not materialise. Whilst this appears unlikely, officers will ensure projections are kept under review and respond to any such changes in demand accordingly.

There is a possibility of development constraints not yet identified becoming apparent and having both cost and delay implications.

### **Admissions and catchment area arrangements**

There are no proposed changes to catchment areas as part of this proposal.

There are no plans to change the Council's policy on the admission of children to schools as a result of this proposal.

Detailed information regarding admission arrangements is contained in the Council's Admission to Schools booklet, and this information can also be viewed on the Council's website ([www.cardiff.gov.uk](http://www.cardiff.gov.uk)).

The Council would implement this intake by authorising the admission of pupils in accordance with its published criteria.

### **How would secondary catchments/schools be affected?**

At the point of expansion, Radyr Primary School would be in the existing Radyr Comprehensive catchment area.

Separate proposals would be brought forward in good time to ensure there are sufficient places to meet demand for English-medium places within the Radyr Comprehensive catchment area if required.

### **Financial Matters**

Any expansion of Radyr Primary School would require investment in the school. This investment would need to be funded through the Council's capital programme which will be determined by the end of February 2017.

The additional revenue costs of the increased pupil numbers September 2017 onwards would be met through the school funding formula which allocates the majority of funding for schools on the basis of pupil numbers.

### **Human Resources Matters**

The Council's HR People Services would work with the Governing Body of Radyr Primary School in readiness for its permanent expansion (subject to approval). In line with the School Organisation Planning (SOP) HR Framework, the Headteacher and Governing Body will be encouraged to undertake a review of their staffing structure to ensure that they are sufficient for expansion as the number on roll increase. This will have to be balanced against the forecasted school budget. However, it is likely that the permanent expansion of the school would result in the creation of additional permanent vacancies.

HR People Services would also provide recruitment support in line with the Council's Redeployment and Redundancy Policy which the Governing Body has adopted. This means that any new vacancies arising as a consequence of an increase in the numbers on role, would provide opportunities for staff on the school redeployment register.

## **Transport Matters**

A Traffic and Transport Assessment has been commissioned and any implications arising out of this will be considered when a decision on whether to progress the proposal is taken by the Council's Cabinet. Any costs identified through the traffic assessment that are specific to the additional pupils attending Radyr Primary School as opposed to increase in the general population in the area would be met by the Education budget.

## **Learner Travel Arrangements**

Under these proposals there are no plans to change the Council's policy on the transport of children to and from schools. Any pupils affected by this proposal as a result of catchment areas would be offered the same support with transport as is provided throughout Cardiff and in accordance with the same criteria that apply across Cardiff. The Council's transport policy for school children can be viewed on the Council's website ([www.cardiff.gov.uk](http://www.cardiff.gov.uk)).

## **Impact of the proposal on the Welsh Language**

It is not anticipated that there will be any negative impact on the Welsh Language as a result of this proposal.

The teaching of Welsh within an English medium setting is subject to the requirements of the National Curriculum. This would not change with the expansion of the school.

This proposal does not seek to change the number of Welsh-medium primary school places available in the area.

Officers are monitoring birth rates, the yield from proposed housing and the patterns of take up in Welsh-medium provision at primary and secondary age with a view to bringing forward appropriate plans to meet any increased demand.

## **Equality Matters**

An initial Equality Impact Assessment has been carried out. The assessment concluded that this proposal would not adversely affect a particular group in society. The assessment will be reviewed following consultation. If the proposal were to proceed, further equality impact assessments would be undertaken including an assessment on the design for any new build accommodation or refurbishment/adaptation of existing accommodation.

## **Sustainability Matters**

A Strategic Environmental Assessment (SEA) of the proposal has been carried out in accordance with European Legislation. The assessment confirms that the proposal is compatible with the environmental objectives identified in the SEA of Cardiff's 21st Century: A Strategic Framework for a School Building Improvement Programme. If the proposal were to proceed, an environmental assessment would be carried out as part of the planning application process.

## Considering Community Impact

There is a need to increase the number of English community places available without impacting adversely on the community. The following are taken into account when considering a proposal: Public Open Space, parkland, noise and traffic congestion. Officers will work with the school and any community group to ensure that the proposal avoids negative impacts wherever possible.

The school subject to the proposal is an existing school which offers a range of after school activities and may have community organisations offering services from the school facilities. It is not anticipated that there would be a negative impact on any of these activities and the proposal allows for the potential development of community use of the additional facilities.

## Next steps, how to make your views know and feedback form

### What happens next?

#### Key Dates

The feedback from this consultation will be collated and summarised, and a report presented to the Council's Cabinet. This consultation report will be available for all persons to view on the Council website and copies can be obtained on request by using the contact details in this document.

There are a number of further stages that the Council would have to go through before a final decision is made by the Council.

These stages are set out in Table 9 below:

<b>Table 9: Further stages</b>	
<b>Statutory Process</b>	<b>Timescale</b>
Consultation Period	10 October – 21 November 2016
Consultation report considered by the Council Cabinet and published on the Council website	January 2017
Subject to approval statutory notice issued during which time formal written objections can be made	February 2017
Determination by the Council's Cabinet	To be confirmed
Objection report published on the Council's website and notification of Cabinet's decision	To be confirmed

The proposed timetable may be subject to change



## **Consultation period**

The consultation period for these proposals starts on 10 October and ends on 21 November 2016. See page 26 for further details of how to respond and make your views known.

Within 13 weeks of 21 November 2016 a consultation report will be published on the City of Cardiff Council website. Hard copies of the report will also be available on request. The report will summarise the issues raised by consultees during the consultation period and provide the Council's response to these issues. The report will also contain Estyn's view of the proposals.

The Council's Cabinet will consider the consultation report and decide whether or not to proceed with the proposals.

If the Cabinet decides to continue with the proposals the City of Cardiff Council must publish a statutory notice.

## **Statutory Notice**

The statutory notice would be published on the City of Cardiff Council website and posted at or near the main entrance to the schools/sites subject to the notice. Copies of the notice would be made available to schools identified in the notice to distribute to pupils, parents, guardians, and staff members (the school may also distribute the notice by email). The notice sets out the details of the proposals and invites anyone who wishes to object to do so in writing within the period specified.

## **Determination of the proposals**

The City of Cardiff Council Cabinet will determine the proposal. Cabinet may decide to approve, reject or approve the proposal with modifications. In doing so, Cabinet will take into account any statutory objections received.

## **Decision Notification**

Following determination of the proposal all interested parties will be informed of the decision which will be published electronically on the City of Cardiff Council's website.

## Frequently Asked Questions

- **What would the proposal mean for children currently attending Radyr Primary School?**

Children currently attending Radyr Primary School would remain at the school.

- **Would the proposal have an impact on traffic in the local area?**

Traffic and transport implications would be considered as part of the Transport Assessment required in order to achieve planning consent for building works should this proposal be implemented.

- **Would the building works be carried out whilst children are on site?**

The City of Cardiff Council has significant experience in the successful delivery of building projects on the sites of occupied schools resulting from the progression of a large and growing school organisation programme. Any building work carried out on the schools site would be managed effectively in consultation with the school management to ensure the full curriculum continues to be delivered and that high education standards and safety standards are maintained.

- **Would there be any change to the uniform?**

There are no changes of uniform at any of the schools arising out of this proposal.

- **What about local childcare providers in the area?**

The City of Cardiff Council is supportive of Early Years Childcare providers, and as such the aim would be to work with local childcare providers to enable continued service delivery.

## CONSULTATION RESPONSE FORM (The provision of additional English-medium primary school places at Radyr Primary School)

Your views matter, please tell us what you think about the proposal by:

Completing and returning the accompanying questionnaire to the address given at the bottom of the form.

Completing the on line response form at [www.cardiff.gov.uk/21stcenturyschools](http://www.cardiff.gov.uk/21stcenturyschools)

Or if you prefer you can e-mail your views to: [schoolresponses@cardiff.gov.uk](mailto:schoolresponses@cardiff.gov.uk)

**Please note that all comments sent in writing or by e-mail must contain the full name and full postal address of the person making the comments.**

**The closing date for responses to this consultation is 21 November 2016. Unfortunately no responses received after this date can be considered by the Council.**

Responses received from consultees who are opposed to the proposal will be considered as part of the consultation report, but will **not** be treated as statutory objections. Objections could only be registered following publication of a **statutory notice**.

Any responses received can be requested under the Freedom of Information Act and may have to be made public, however any information that would identify an individual such as an e-mail address, name or postal address would be removed.

Do you support the proposal to provide additional English-medium primary school places at Radyr Primary School from 2017?

Yes  No

If you do not support the proposal, please give your reasons together with any changes or alternatives that you would like to suggest.

Do you wish to make any other comments?



<p>This document is about changes proposed to schools in your area. You have been sent this document for you to find out more about this proposal and for you to give your views. Please tick this box if you require this information in your language and write your name, address and telephone number in English or Welsh in the large box at the bottom of the form. Please return this form to the address at the top of the form.</p>	
FR	<input type="checkbox"/> <p>Ce document est sur les changements proposés dans les écoles de votre région. Vous avez été envoyé ce document pour que vous vous renseigniez d'avantage au sujet de la proposition et pour vous de donner votre opinion. Veuillez cocher cette case si vous avez besoin de cette information dans votre langue et écrire votre nom, l'adresse et numéro de téléphone en Anglais ou en Welsh/Gallois dans la grande case au bas de ce formulaire. S'il vous plait, retourner ce formulaire à l'adresse indiquée au début de ce formulaire.</p>
CN	<input type="checkbox"/> <p>這份文件是關於您所在地區附近學校更改的提議。該文件已發送給您， 讓您更加了解這些提議，並讓你提出你的意見。 如果您需要了解這些用你的母語翻譯的信息，請勾選此框。 在表格末的大框格里，用英語或威爾士語寫你的姓名，地址和電話號碼。並請將本表格寄回該表格頂部的地址。</p>
SM	<input type="checkbox"/> <p>Warqadani waxay ku saabsantahay aragtida is bedel la doonaayo in lagu sameeyo iskuulada xaafada. Fadlan hadaad u baahantahay faahfaahin ku qoran afkaaga hooyo ,hoos calaamadee. Magacaaga,adireeskaaga, iyo telefonkaagaba ku qor afka ingiriisiga , AMA welshka. Dibna igu soo dir foomka , adireeska kor ku qoran</p>
PL	<input type="checkbox"/> <p>Dokument ten dotyczy proponowanych zmian w szkołach w Pańskiej okolicy. Wysłano go po to, by mogli się Państwo dowiedzieć więcej na temat projektu oraz wyrazić swoją opinię. Proszę zaznaczyć to okienko, jeżeli potrzebują Państwo owych informacji w języku ojczystym oraz proszę podać imię, nazwisko, adres i numer telefonu po angielsku lub walijsku w dużym okienku na dole formularza. Proszę zwrócić formularz na adres podany na górze.</p>
CZ	<input type="checkbox"/> <p>Tento dokument se týká změn, které byly navrženy školám ve vašem okrsku. Dokument vám byl zaslán, abyste se dozvěděli více o tomto návrhu a abyste měli možnost vyjádřit své názory. Prosím zaškrtněte toto políčko, pokud potřebujete tuto informaci ve vašem jazyce a napište svoje jméno, adresu a telefonní číslo v anglickém nebo velšském jazyce do velkého políčka, které je v dolní části tohoto formuláře. Prosím zašlete tento formulář zpět na adresu, která je poskytnuta v horní části tohoto formuláře.</p>
AR	<input type="checkbox"/> <p>هذه الوثيقة بخصوص بعض التغييرات المقترحة على المدارس في منطقتك . و لقد أرسلنا هذه الوثيقة إليك لكي تعلم و تتعرف على هذه المقترحات ثم تبدي رأيك فيها. من فضلك ضع علامة على هذا المربع إذا كنت تحتاج معرفة هذه المعلومات مترجمة إلى لغتك الأصلية ، ثم اكتب أسمك ، و عنوانك ، و رقم هاتفك باللغة الإنجليزية أو لغة الويلش في المربع الكبير الموجود بأسفل هذه الورقة . من فضلك أرسل هذه الورقة إلى العنوان الموجود في أعلى هذه الورقة.</p>
HD	<input type="checkbox"/> <p>यह दस्तावीज़ आपके क्षेत्र में स्कूलों के लिए प्रस्तावित परिवर्तनों के बारे में है। आपको यह दस्तावीज़ इस प्रस्ताव के बारे में और अधिक जानकारी देने के लिए और इसके बारे में आप आपने विचार देने के लिए भेजा गया है। अगर आपको आपकी भाषा में इस जानकारी की आवश्यकता है तो कृपया इस बॉक्स में टिक करे, और फॉर्म के ताल पर बड़े बॉक्स में अंग्रेजी या वेल्श में अपना नाम, पता और टेलिफोने नंबर लिखे। कृपया इस फार्म को उपर दिए गए पते पर वापस भेजे।</p>

DR	<input type="checkbox"/>	<p>این اطلاعات راجب عوض شدن برنامه در مکتب ها در این منطقه است. این اطلاعات برای شما روان شده است که شما بیشتر راجب این موضع بفهمید و نظر خود را بگویید. این چارخانه را علامت بزنید اگر می خواهید این اطلاعات در زبان خودتان باشد. اسم و آدرس و تلفن نمبر خود را در انگلیسی یا در ولشی در داخل چار خانه کلن که در پایان این فورم است نوشته کنید.</p> <p>خواهش پس این فورم را در آدرس که در بالا فورم نوشته است روان کنید.</p>
GJ	<input type="checkbox"/>	<p>આ દસ્તાવેજ તમારાં વિસ્તારની શાળાઓના દરખાસ્ત થયેલ ફેરફારો બારામાં છે. આ દસ્તાવેજ તમને દરખાસ્ત બાબત વધુ માહિતી મેળવવાં ને તમારાં અભિપ્રાયો આપવા માટે મોકલાયેલ છે. મહેરબાની કરી આ માહિતી તમને તમારી ભાષામાં જોઈએ તો આ ખાનું ભરી દર્શાવો ને તમારું નામ, સરનામું ને ટેલીફોન નંબર અંગ્રેજી કે વેલ્શમાં પત્રકના છેવાડે મોટાં ખાનામાં લખો. મહેરબાની કરી આ પત્રક મથાળે આપેલ સરનામે પરત કરશો.</p>
KD	<input type="checkbox"/>	<p>નેમ نامہ یہ دہ ربارہ ی نہ و گورانکارپانہ یہ کہ پیشنیار کراون بو فونابخانہ کانی ناوچہ کہ ت نہم نامہ یہ ت بو دہ نیرین بو نہ وہ ی ناگاداری نہ و پیشنیار انہ ت بکہ ین و بو چونی خوتمن بو روون بکہ پتہ و ہ</p> <p>نکاپہ نہ و چوار گوشہ ب چونکہ دہ ستیشان بکہ نہ گہ ر دہ تہ ویت کویبہ کہ لہ م زانیارنہ بہ زمانی خوت بو بنیرین. ناوی خوت و نہ درہ سہ کہ ت و زمانہ ی تہ لہ فونہ کہ ت بہ ننگلیزی یان بہ ویلزی لہ و چوار گوشہ گہ ورہ یہ ی خوارہ وہ ی نہ م لا پہ رہ یہ بنوسہ.</p> <p>نکاپہ نہ م لا پہ رہ بنیرہ بو نہ و نہ درہ سہ ی لہ سہ روی نہ م لا پہ رہ نوسراوہ</p>
PJ	<input type="checkbox"/>	<p>ਇਹ ਦਸਤਾਵੇਜ਼ ਆਪ ਜੀ ਦੇ ਇਲਾਕੇ ਦੇ ਸਕੂਲਾਂ ਵਿੱਚ ਆਉਣ ਵਾਲੇ ਪ੍ਰਸਤਾਵ ਉਪਰ ਹੈ। ਇਹ ਦਸਤਾਵੇਜ਼ ਆਪ ਦੀ ਇਨ੍ਹਾਂ ਪ੍ਰਸਤਾਵਾਂ ਉਪਰ ਹੋਰ ਜਾਣਕਾਰੀ ਵਧਾਉਣ ਅਤੇ ਆਪ ਦੇ ਸੁਝਾਵ ਲੈਣ ਲਈ ਭੇਜਿਆ ਗਿਆ ਹੈ।</p> <p>ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਹ ਜਾਣਕਾਰੀ ਅਪਣੀ ਭਾਸ਼ਾ ਵਿੱਚ ਚਾਹਿਦੀ ਹੈ ਤਾਂ ਇਸ ਖਾਨੇ ਵਿੱਚ ਟਿੱਕ ਕਰੋ ਅਤੇ ਅਪਣਾ ਨਾਂ, ਪਤਾ ਅਤੇ ਟੈਲੀਫੋਨ ਨੰਬਰ ਇੰਗਲਿਸ਼ ਜਾਂ ਵੈਲਸ਼ ਵਿੱਚ ਫਾਰਮ ਦੇ ਨਿੱਚੇ ਬੱਠੇ ਵੱਢੇ ਖਾਨੇ ਵਿੱਚ ਲਿਖੋ। ਕਿਰਪਾ ਕਰਕੇ ਇਹ ਫਾਰਮ ਉਪਰ ਦਿੱਤੇ ਪਤੇ ਤੇ ਵਾਪਸ ਕਰੋ।</p>
UD	<input type="checkbox"/>	<p>یہ دستاویز آپ کے علاقے میں سکولوں کی تجویز تہدیلیوں کے بارہ میں ہے۔ آپ کو یہ دستاویز اس لیے لیے بھیجی جارہی ہے تاکہ آپ اس تجویز کے بارہ میں مزید جان سکیں اور اپنی رائے سے آگاہ کریں۔</p> <p>اگر آپ کو یہ معلومات اپنی زبان میں چاہیے تو برائے مہربانی اس خانے میں نشان لگادیں اور اپنا نام، پتہ اور فون نمبر انگریزی یا ویلش زبان میں اس فارم میں نیچے دیے گئے بڑے خانے میں لکھ دیں۔ مہربانی فرما کر یہ فارم اوپر دیے گئے پتہ پر واپس بھیجوا دیں۔</p>
BG	<input type="checkbox"/>	<p>ইহা আপনার এলাকার স্কুল গুলিতে পরিবর্তন সম্বন্ধে প্রস্তাবিত একটি ডকিউমেন্ট। এই ডকিউমেন্টটি আপনাকে পাঠানো হয়েছে আপনার অবগতি এবং আপনার মতামত জানার জন্য।</p> <p>যদি এই তথ্যটি আপনার ভাষায় পেতে চান তবে দয়াকরে এই বাস্তবে টিক দিন এবং আপনার নাম, ঠিকানা ও টেলিফোন নাম্বার ওয়েলশ অথবা ইংরেজীতে এই ফর্মের নিচের বড় বাস্তবের মধ্যে লিখুন। দয়াকরে ফর্মের উপরে লিখিত ঠিকানায় এই ফর্মটি ফেরৎ পাঠিয়ে দিন।</p>

✉	Name:
	Address:
☎	Phone:

## THE CITY OF CARDIFF COUNCIL

### SCHOOLS STANDARDS AND ORGANISATION (WALES) ACT 2013

#### ENGLISH MEDIUM PRIMARY SCHOOL PROVISION

**NOTICE IS HEREBY GIVEN** in accordance with Section 42 of the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code, that the City of Cardiff Council (herein after “the Authority”), having consulted such persons as appeared to them to be appropriate, propose to:

- Increase the capacity of Radyr Primary School, Park Road, Radyr Cardiff, CF15 8DF from 376 places to 420 places to allow the school to admit up to 60 pupils from September 2017.

The school is currently maintained by The City of Cardiff Council.

The Authority undertook a period of consultation before deciding to publish this proposal. A consultation report containing a summary of the issues raised by consultees, the Authority’s responses and the views of Estyn is available to view at:

[www.cardiff.gov.uk/21stCenturySchools](http://www.cardiff.gov.uk/21stCenturySchools)

The current number of pupils at Radyr Primary School is 387 (Reception to Y6), the pupil capacity of the school is 376 and the proposed capacity once the proposal is implemented will be 420.

The number of pupils to be admitted to Radyr Primary School in Reception (the relevant age group), at age 4 or 5, in the first school year in which the proposal will have been implemented will be 60. The numbers of pupils to be admitted to Yrs 1 – 4 will be 60. The number of pupils to be admitted to Yr 5 and Yr 6 will be 45.

The schools will continue to be community schools and will admit pupils of both sexes.

The City of Cardiff Council is the admissions authority and has responsibility for admitting pupils to the schools and sets the admission criteria.

There are no plans to change the Council’s policy on the admission of children to schools as a result of these proposals.

Detailed information regarding admission arrangements is contained in the Council’s Admission to Schools booklet and this information can also be viewed on the Council’s website ([www.cardiff.gov.uk](http://www.cardiff.gov.uk))

The admission arrangements for the schools will not make any provision for selection by aptitude, or for pupil banding.

Any arrangements for the transport of pupils will be made in accordance with the Authority’s existing policies on school transport.

Within a period of 28 days after the date of publication of these proposals, that is to say by 27 March 2017 any person may object to these proposals.

Objections should be sent to the Director of Education and Lifelong Learning, The City of Cardiff Council, County Hall, Atlantic Wharf, Cardiff CF10 4UW.

Objections may also be sent to the Director of Education and Lifelong Learning, The City of Cardiff Council using the following e-mail address: [SchoolResponses@cardiff.gov.uk](mailto:SchoolResponses@cardiff.gov.uk)

Please note that any such objection sent by e-mail must contain the full name and postal address of the objector.

The Authority will publish a summary of any such objections made (and not withdrawn in writing) within the objection period, together with their observations thereon, before the end of 7 days beginning with the day the proposal is determined.

Dated this 28<sup>th</sup> day of February 2017

Signed: Davina Fiore  
Director of Legal, Governance and Monitoring Officer  
For the Council of the City and County of Cardiff

## **EXPLANATORY NOTE**

(This does not form part of the Notice but is intended to explain its general meanings)

The school presently accommodated 14 teaching classrooms, including a nursery classroom. This configuration is one classroom fewer than necessary for the school to organise two classes for each year group from Reception to Year 6.

A reassessment of the capacity, taking into account the use of shared support space in the school, indicates that the school is able to accommodate up to 376 pupils. In the event of the proposal being implemented, sufficient accommodation would be made available to allow the school to accommodate up to 420 primary aged pupils.

A nursery unit was established at Radyr Primary School in 2013 and is currently provides 48 part-time places (24 morning and 24 afternoon). There is scope to increase the number of places provided within the existing accommodation. Demand for nursery places at the school will be kept under review.

Parents of children who are admitted for nursery education will still need to apply for a place at the school if they want their child to transfer to the reception class at Radyr Primary School. Attendance at the nursery will not guarantee admission to the school.





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Estyn response to the proposal to the provision of additional English-medium primary school places at Radyr Primary School.

This report has been prepared by Her Majesty's Inspectors of Education and Training in Wales.

Under the terms of the School Standards and Organisation (Wales) Act 2013 and its associated Code, proposers are required to send consultation documents to Estyn. However Estyn is not a body which is required to act in accordance with the Code and the Act places no statutory requirements on Estyn in respect of school organisation matters. Therefore as a body being consulted, Estyn will provide their opinion only on the overall merits of school organisation proposals.

Estyn has considered the educational aspects of the proposal and has produced the following response to the information provided by the proposer and other additional information such as data from Welsh Government and the views of the Regional Consortia, which deliver school improvement services to the schools within the proposal.

#### Introduction

The proposal is by Cardiff County Council.

The proposal is to increase the capacity of Radyr Primary School to allow the school to admit up to 60 pupils from September 2017.

#### Summary | Conclusion

The proposer has suitably outlined the benefits of the proposal in addressing the issue of the increased demand for English medium school places in the Radyr and Morganstown area.

It is Estyn's opinion that the proposal is likely to at least maintain the current standards of education in the area.

#### Description and benefits

The proposal is to increase the capacity of Radyr Primary School from an intake of 45 to 60 a year. This has already been a temporary arrangement for the past five years. The proposer has appropriately considered the relative advantages and disadvantages of the proposal when compared with the status quo. For example, it has clearly demonstrated the demand for places in the catchment area as well as the projections for the future demand for places. These are expected to continue to exceed the capacity of local schools in future years.

The proposer has suitably considered the impact on other schools in the area which may be affected by the proposals, including Welsh medium schools and faith schools. It has suitably demonstrated that the proposal is unlikely to have any impact on these schools as the demand for these schools broadly balances with the places available. The

proposer has appropriately considered the impact on early years' providers in the area and recognises that an increase in capacity for nursery pupils could have potential impact on private nurseries and the voluntary childcare sector.

The proposer has suitably considered the impact of the proposal on learner travel arrangements, which is likely to be limited because there is no change proposed to the catchment area. It intends to support home to school travel in line with the council's home to school transport policy. Although the proposer has commissioned a Traffic and Transport Assessment this has not been completed in time to be included at this stage of the consultation.

The proposer has completed an initial equality impact assessment that concluded that the proposal would not adversely affect a particular group in society. The proposer also considers the impact of the proposals on the Welsh language and reasonably concludes that there will be no negative impact on the Welsh language or Welsh medium provision in the area.

#### Educational aspects of the proposal

The proposer has provided basic headline data from 2015, but no concise analysis of this data. It has considered the fact that the school's current performance is currently in standards group 1 following national categorisation. The local consortium has placed the school in the yellow colour coded support category that indicates that the school knows what it is doing well and what it needs to improve. The proposer has also appropriately considered the most recent Estyn inspection outcomes for Radyr Primary School in 2011 when the school was placed into the category of Estyn monitoring. The school was subsequently removed from this category in October 2012 after it was judged that it had made good progress against recommendations.

The proposer does not suitably outline the impact of the proposal on provision within the school. However, this proposal has been in place on a temporary basis since September 2012 and it is reasonable to assume that this has already been addressed.

The proposer has appropriately considered the condition of the building for the proposal and that extra capacity would be needed if the proposal were to go ahead. However, it has not identified what work will be carried out in order to do this.

The proposer suitably considers that there is no information available to suggest that the proposal would impact negatively on the current provision offered for pupils with special educational needs, or for individual groups of pupils such as those eligible for free school meals or from ethnic minority groups.

Governors' response to the two form entry proposal for Radyr Primary School

The Governors of Radyr Primary School fully support the expansion of the school to one of a two form entry.

In recent years the uncertainty of pupil numbers has caused challenges for the school and the Governing Body in the areas of budget planning and staff resourcing. The Finance committee of the Governing Body have found it increasingly challenging to accurately plan for each financial year due to the inability to accurately predict pupil numbers.

For many years Radyr Primary have had mixed year group classes. The educational opportunities given to these children have never been compromised but mixed age classes are rarely popular with parents or pupils. A permanent two form intake will mean that there are no mixed year group classes which will assist in school management planning.

The Governing Body have formally noted their desire for the school to be one of a two form entry for many years. Members of the Governing Body have actively campaigned for the change for over 18 months. We believe that the school has the physical space and resources in place to fully support a school of 60 pupils per year group. In addition, looking at the demographic data it is clear that if the school does not become one which can take 60 pupils each year, many children who live in catchment will have to travel to alternative schools. We firmly believe that the increase in pupil numbers will improve financial and resource planning which will improve the educational experience of both current and future pupils.

Jane Griffiths

Chair of  
Governors  
November 2016

### Headteachers' response to the two form entry proposal for Radyr Primary School

As the Headteacher of Radyr Primary School I fully support the expansion of the school to one of a two form entry, which is an increase of only 15 pupils in total.

For many years Radyr Primary have had mixed year group classes. A permanent two form intake will mean that there are no mixed year group classes which will assist in school management planning, this will also have a positive impact on standards allowing teachers to plan more effectively and differentiate for one year group (not as previously across two).

The school has over the years adapted the physical space and resources to fully support a school of 60 pupils per year group and the only necessary accommodation would be an extra classroom. As Radyr Primary is fortunate to have a very large field area and open space a further classroom would not impact on the available playground space for the children.

Radyr Primary school offers a wide range of after school clubs and increasing the numbers of children on roll and increasing the number of staff would only widen the opportunities available.

The school is fortunate to link closely with the community which offers a range of wrap around care. Many pupils attend the local latchkey provision before and after school along with a number of childminders who collect groups of children from school

The Governing Body have formally noted their desire for the school to be one of a two form entry for many years. Members of the Governing Body have actively campaigned for the change for over 18 months. We believe that In addition, looking at the demographic data it is clear that if the school does not become one which can take 60 pupils each year, many children who live in catchment will have to travel to alternative schools.

It is my opinion that the increase in pupil numbers will improve financial and resource planning which will improve the educational experience of both current and future pupils. If the two form entry proposal is not approved the school would revert to a 45 intake, this would still result in a need for 14 classes with only the funding for 45 pupils having a detrimental financial effect.

Claire Skidmore  
Headteacher  
Radyr Primary  
School  
November 2016

## Quality and Standards Information

<b>Estyn judgements and recommendations, WG category, FP &amp; KS 2 data</b>	
<b>School's current Performance</b>	<b>Good</b>
<b>School's prospect for improvement</b>	<b>Adequate</b>
<b>Key Questions</b>	<b>Judgement</b>
<b>Key Question 1: How good are the outcomes?</b>	<b>Good</b>
Standards	Good
Wellbeing	Good
<b>Key Question 2: How good is provision?</b>	<b>Good</b>
Learning experiences	Adequate
Teaching	Good
Care, support and guidance	Good
Learning environment	Good
<b>Key Question 3: How good are leadership and management?</b>	<b>Adequate</b>
Leadership	Adequate
Improving quality	Adequate
Partnership working	Good
Resource management	Good
<b>Recommendations</b>	
R1	Continue to focus on raising standards of achievement for all pupils
R2	Improve the planning of key skills to ensure coherency, progression and development across the school
R3	Improve teacher's planning to meet the needs of all pupils
R4	Clarify the roles and responsibilities of school leaders at all levels to improve development planning
R5	Improve the partnership between the school and parents or guardians
<b>Welsh Government Support Category</b>	
*Pupils achieving the expected outcome in the FP areas of learning (2015)	95%
*Pupils achieving the expected level in the core subjects at KS2 (2015)	96.4%
*Attendance (2015)	96.7%

\*further information can be found on the website: [mylocalschool.wales.gov.uk](http://mylocalschool.wales.gov.uk)

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## Increasing Provision at Radyr Primary School

### Cardiff Council Statutory Screening Tool Guidance

If you are developing a strategy, policy or activity that is likely to impact people, communities or land use in any way then there are a number of statutory requirements that apply. Failure to comply with these requirements, or demonstrate due regard, can expose the Council to legal challenge or other forms of reproach.

For instance, this will apply to strategies (i.e. Housing Strategy or Disabled Play Strategy), policies (i.e. Procurement Policy) or activity (i.e. developing new play area).

Completing the Statutory Screening Tool will ensure that all Cardiff Council strategies, policies and activities comply with relevant statutory obligations and responsibilities. Where a more detailed consideration of an issue is required, the Screening Tool will identify if there is a need for a full impact assessment, as relevant.

\_\_\_\_\_The main statutory requirements that strategies, policies or activities must reflect include:

- **Equality Act 2010 - [Equality Impact Assessment](#)**
- **Welsh Government's [Sustainable Development Bill](#)**
- **Welsh Government's Statutory Guidance - [Shared Purpose Shared Delivery](#)**
- **[United Nations Convention on the Rights of the Child](#)**
- **[United Nations Principles for Older Persons](#)**
- **[Welsh Language Measure 2011](#)**
- **[Health Impact Assessment](#)**
- **[Habitats Regulations Assessment](#)**
- **[Strategic Environmental Assessment](#)**

This Statutory Screening Tool allows us to meet all the requirements of all these pieces of legislation as part of an integrated screening method that usually taken no longer than an hour.

\_\_\_\_\_The Screening Tool can be completed as a self assessment or as part of a facilitated session, should further support be needed. For further information or if you require a facilitated session please contact the Policy, Partnerships and Citizen Focus Team on 2078 8563 e-mail: [siadavies@cardiff.gov.uk](mailto:siadavies@cardiff.gov.uk). Please note:

- **The completed Screening Tool must be submitted as an appendix with the Cabinet report.**
- **The completed screening tool will be published on the intranet.**

## Statutory Screening Tool

<b>Name of Strategy / Policy / Activity:</b> Proposal to provide additional English-medium primary school places in the Radyr and Morganstown area of the city.	<b>Date of Screening:</b> <b>June 2017</b>
<b>Service Area/Section: Education &amp; Lifelong Learning</b>	<b>Lead Officer:</b> Nick Batchelar
<b>Attendees:</b> Self assessment	

<b>What are the objectives of the Policy/Strategy/Project/Procedure/ Service/Function</b>	<b>Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]</b>
<p>At its meeting on 19 January 2017, the Cabinet in accordance with the terms of the Schools Standards and Organisation (Wales) Act, approved a recommendation for the publication of a statutory notice to increase the capacity of Radyr Primary School from 376 places to 420 places to allow the school to admit up to 60 pupils from September 2017.</p>	<p>There has been an increased demand for English-medium primary school places in the Radyr and Morganstown area in the past four years. The area is served by two English-medium community primary schools, Bryn Deri Primary School and Radyr Primary School. As a temporary measure to meet demand additional places were provided using a combination of existing and temporary accommodation at Radyr Primary School in September 2013, September 2014, September 2015 and September 2016. Projections indicate that this demand for places will exceed the capacity of local schools in future years and therefore a permanent solution is required. The increased number of primary aged pupils will be accommodated in demountable classrooms. The location and installation of the demountable accommodation would be subject to planning consent. Site and financial constraints do not allow for the expansion of existing facilities. If the proposal were to proceed, an equality impact assessment would be carried out at the design stage to ensure the accessibility of the proposed demountable accommodation and to identify any reasonable adjustments that could be made to improve accessibility to existing accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M, BB98 and BB102.</p>

## Part 1: Impact on outcomes and due regard to Sustainable Development

Please use the following scale when considering what contribution the activity makes:		
<b>+</b>	Positive	Positive contribution to the outcome
<b>-</b>	Negative	Negative contribution to the outcome
<b>ntrl</b>	Neutral	Neutral contribution to the outcome
<b>Uncertain</b>	Not Sure	Uncertain if any contribution is made to the outcome

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
Page 145	<b>1.1 People in Cardiff are healthy;</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li><i>the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc,</i></li> <li><i>vulnerable citizens and areas of multiple deprivation</i></li> <li><i>Addressing instances of inequality in health</i></li> </ul>	x				N/A  As the open space used by the school is not accessible to the public, the only potential impact of a school organisation proposal would be a loss of visual amenity value. The additional demountable accommodation would be in keeping with the existing school buildings and therefore there would not be a significant impact on the visual amenity value of the school site as a whole.
	<b>People in Cardiff have a clean, attractive and sustainable environment;</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li><i>the causes and consequences of Climate Change and creating a carbon lite city</i></li> </ul>	x				The demountable accommodation would be new and therefore would be of suitable environmental quality for the foreseeable future. The demountable accommodation would be approved by Building Control.
	<ul style="list-style-type: none"> <li><i>encouraging walking, cycling, and use of public transport and improving access to countryside and open space</i></li> </ul>	x				To reduce congestion and associated pollution in the vicinity of Radyr Primary School, a Travel Plan which includes schemes such as the Park Safe/Walk Safe scheme which encourages parents to park further away from the school would be explored by the school.  A Highways Impact Report to assess the potential impact of the proposal has been undertaken (see Appendix 6). The assessment sets out a number of recommendations that would need to be considered in the event of the proposal being progressed to implementation.

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
	<ul style="list-style-type: none"> <li>reducing environmental pollution (land, air, noise and water)</li> </ul>			x		Water efficient measures may be possible to a lesser or greater extent depending on the compatibility of existing buildings.
	<ul style="list-style-type: none"> <li>reducing consumption and encouraging waste reduction, reuse, recycling and recovery</li> </ul>	x				The demountable accommodation would be new and therefore would be of suitable environmental quality for the foreseeable future. The demountable accommodation would be approved by Building Control.
	<ul style="list-style-type: none"> <li>encouraging biodiversity</li> </ul>				x	Any potential impact on the natural environment would be taken into account at an early stage in the planning and design process.
<b>1.3</b>	<b>People in Cardiff are safe and feel safe;</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li>reducing crime, fear of crime and increasing safety of individuals</li> <li>addressing anti-social behaviour</li> <li>protecting vulnerable adults and children in Cardiff from harm or abuse</li> </ul>	x				N/A
<b>1.4</b>	<b>Cardiff has a thriving and prosperous economy;</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li>economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity)</li> <li>Assisting those Not in Education, Employment or Training</li> <li>attracting and retaining workers (new employment and training opportunities, increase the value of employment,)</li> <li>promoting local procurement opportunities or enhancing the capacity of local companies to compete</li> </ul>	x			x	<p>The school would provide employment. It is likely that the permanent expansion of the school will result in the creation of additional permanent vacancies.</p> <p>Consideration would be given to using local sub-contractors and suppliers.</p>
<b>1.5</b>	<b>People in Cardiff achieve their full potential;</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li>promoting and improving access to life-long learning in Cardiff</li> <li>raising levels of skills and qualifications</li> <li>giving children the best start</li> <li>improving the understanding of sustainability</li> <li>addressing child poverty (financial poverty, access poverty,</li> </ul>	x x			x	<p>The following benefits would be expected to result from this proposal:</p> <ul style="list-style-type: none"> <li>Achieve a better match between the supply and demand for English-medium primary school places within the local area.</li> <li>When compared with smaller schools, the scale of a two form entry primary school permits greater flexibility and opportunity for pupils due to an extended, more</li> </ul>

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
	<ul style="list-style-type: none"> <li>participation poverty)</li> <li>the United Nations Convention on the Rights of a Child and Principles for Older persons</li> </ul>	x				<ul style="list-style-type: none"> <li>enhanced and secure financial resource base.</li> <li>The ability to employ more teaching staff and support staff would allow the two form entry school to cover a wider range of curriculum expertise.</li> </ul>
1.6	<b>Cardiff is a Great Place to Live, Work and Play</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li>promoting the cultural diversity of Cardiff</li> <li>encouraging participation and access for all to physical activity, leisure &amp; culture</li> <li>play opportunities for Children and Young People</li> <li>protecting and enhancing the landscape and historic heritage of Cardiff</li> <li>promoting the City's international links</li> </ul>			x		Using the Council's online sources there are no cultural heritage receptors recorded within the site boundary.
1.7	<b>Cardiff is a fair, just and inclusive society.</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li>the elimination of discrimination, harassment or victimisation for equality groups</li> </ul>	x				<p>See Equality Impact Assessment below and attached.</p> <p>Recruitment of school staff: The Council's recruitment process would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.</p>
	<ul style="list-style-type: none"> <li>has the community or stakeholders been engaged in developing the strategy/policy/activity?</li> <li>how will citizen participation be encouraged (encouraging actions that consider different forms of consultation, through more in depth engagement to full participation in service development and delivery)?</li> </ul>			x		<ul style="list-style-type: none"> <li>Public consultation with relevant stakeholders and pupil consultation as appropriate. A full public consultation was undertaken and ran from 10 October to 21 November 2016. Consultation documents were made available to a range of stakeholders and there were opportunities to meet with officers at a public meeting and drop in session. Officers also met with pupils from Radyr Primary School to discuss their views.</li> <li>Ecological Appraisal - external surveyors if appropriate</li> </ul>
	<b>EQUALITY IMPACT ASSESSMENT (This is attached on page 12)</b>					
1.8	<b>The Council delivers positive outcomes for the city and its citizens through strong partnerships</b>				x	N/A

Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
	+	-	Ntrl	Un-Crtn	
<p><i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <li><i>strengthening partnerships with business and voluntary sectors</i></li> <li><i>the collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings</i></li> </ul>					

**SUMMARY OF APPRAISAL (highlight positive and negative effects of the policy / plan / project being assessed, demonstrating how it contributes to the economic, social and environmental sustainability of the city):**

**Economic**

- The school would provide employment. It is likely that the permanent expansion of the school will result in the creation of additional permanent vacancies.
- Consideration would be given to using local sub-contractors and suppliers.
- Potential efficiencies if the school facilities were used to deliver community provision outside of school hours.

**Social**

- Investment in buildings enables schools to be best placed to provide the opportunities for learners to achieve their potential.
- There could be the potential for community use of school facilities outside of school hours.
- The new proposal would increase English-medium primary school provision to serve the Radyr and Morganstown areas. This should minimise the outflow of pupils to other areas of Cardiff thereby reducing the use of cars or public transport and encouraging walking and cycling to and from school.
- Accessibility has been considered. See Equality Impact Assessment section 3.2.

**Environmental sustainability**

**WHAT ACTIONS HAVE BEEN IDENTIFIED OR CHANGES BEEN MADE TO THE POLICY / PLAN / PROJECT AS A RESULT OF THIS APPRAISAL:**

Recommendations made in the Equality Impact Assessment /Traffic Assessment at the design stage and any Ecological appraisal would be taken into account in the planning application Design & Access Statement and any Environmental Assessment respectively.

## Part 2: Strategic Environmental Assessment Screening

		Yes	No
2.1	Does the plan or programme set the framework for future development consent?	x	
2.2	Is the plan or programme likely to have significant, positive or negative, environmental effects?		x

<p><b>Is a Full Strategic Environmental Assessment Screening Needed?</b></p> <ul style="list-style-type: none"> <li>▪ If yes has been ticked to both questions 2.1 and 2.2 then the answer is yes</li> <li>▪ If a full SEA Screening is required then please contact the Sustainable Development Unit to arrange (details below)</li> </ul>	<b>Yes</b>	<p><b>No</b> X An SEA has been undertaken (attached)</p>
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If you have any doubt on your answers to the above questions regarding SEA then please consult with the Sustainable Development Unit on 2087 3228 [sustainabledevelopment@cardiff.gov.uk](mailto:sustainabledevelopment@cardiff.gov.uk)

## Part 3: Habitat Regulation Assessment (HRA)

		Yes	No	Unsure
3.1	Will the plan, project or programme results in an activity which is known to affect a European site, such as the Severn Estuary or the Cardiff Beech Woods?		x	
3.2	Will the plan, project or programme which steers development towards an area that includes a European site, such as the Severn Estuary or the Cardiff Beech Woods or may indirectly affect a European site?		x	
3.3	Is a full HRA needed?		x	

Details of the strategy will be sent to the County Ecologist on completion of the process to determine if a Habitat Regulation Assessment is needed. For further information please phone 2087 3215 or email [biodiversity@cardiff.gov.uk](mailto:biodiversity@cardiff.gov.uk)

## Appendix 1 – Statutory Requirements

It is possible that the Impact Screening Tool will identify the need to undertake specific statutory assessments:

- **Equality Impact Assessment:** *This assessment is required by the Equality Act 2010 and Welsh Government's Equality Regulations 2011.*
- **Sustainable Development Bill:** *The Bill, when it comes into effect, will require sustainable development (SD) to be a central organising principle for the organisation. This means that there is a duty to consider SD in the strategic decision making processes.*
- **Shared Purpose Shared Delivery-** *The Welsh Government requires local authorities to produce a single integrated plan to meet statutory requirements under a range of legislation. Cardiff Council must therefore demonstrate its contribution towards Cardiff's own integrated plan; "What Matters".*
- **United Nations Convention on the Rights of the Child:** *The Children Act 2004 guidance for Wales requires local authorities and their partners to have regard to the United Nations Convention on the Rights of a Child.*
- **United Nations Principles for Older Persons:** *The principles require a consideration of independence, participation, care, self-fulfillment and dignity.*
- **The Welsh Language Measure 2011:** *The measure sets out official status for the Welsh language, a Welsh language Commissioner, and the freedom to speak Welsh.*
- **Health Impact Assessment:** *(HIA) considers policies, programmes or projects for their potential effects on the health of a population*
- **Strategic Environmental Impact Assessment:** *A Strategic Environmental Assessment (SEA) is an European Directive for plans, programmes and policies with land use implications and significant environmental effects.*
- **Habitats Regulations Assessment:** *The Conservation (Natural Habitats, &c.) (Amendment) Regulations 2007 provides a requirement to undertake Habitats Regulations Assessment (HRA) of land use plans.*



Cardiff Council  
Equality Impact Assessment  
Corporate Template



<b>Policy/Strategy/Project/Procedure/Service/Function Title:</b> To provide additional English-medium primary school places in the Radyr and Morganstown area of the city.
New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Janine Nightingale	Job Title: Head of Schools Organisation, Access & Planning
Service Team: Schools Organisation Planning (SOP)	Service Area: Education
Assessment Date: 16/08/16	

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

To provide additional English-medium primary school places in the Radyr and Morganstown area of the city.

**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.]**

There has been an increased demand for English-medium primary school places in the Radyr and Morganstown areas for the past four years. The area is served by two English-medium community primary schools, Bryn Deri Primary School and Radyr Primary School.

**3 Assess Impact on the Protected Characteristics**

**3.1 Age**

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

	Yes	No	N/A
3 to 11 years	x		
11 to 18 years		x	
18 - 65 years		x	
Over 65 years		x	

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

**Primary school provision (Age 3-11)**

The Council aims to improve the sufficiency and suitability of school places across Cardiff.

This proposal would contribute towards this aim. The following benefits would be expected to result from this proposal:

Achieve a better match between the supply and demand for English-medium primary school places within the local area.

When compared with smaller schools, the scale of a two form entry primary school permits greater flexibility and opportunity for pupils due to an extended, more enhanced and secure financial resource base.

A two form entry school can provide a greater degree of stability at all levels of leadership including maintaining a full and stable complement of school governors

The ability to employ more teaching and support staff would allow the two form entry school to cover a wider range of curriculum expertise.

### **Catchment areas**

The proposal would not result in catchment area changes.

### **Potential impact on community provision (All Ages)**

n/a

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

n/a

### **If no differential impact, explain the reason(s) for this assessment:**

#### *Transport and traffic*

- A Highways Impact Report to assess the potential impact of the proposal has been undertaken (see Appendix 6). The assessment sets out a number of recommendations that would need to be considered in the event of the proposal being progressed to implementation.
- Management of access to the school site prior/during parent drop off and pick up times would help with health & safety.
- Cardiff's Supplementary Planning Guidance (Access, Circulation and Parking Standards 2010) sets out that all new or expanded schools are required to develop a Travel Plan for submission with a planning application. A Travel Plan is a policy and action plan to:
  - o manage transport efficiently
  - o improve access by all means of travel for employees, visitors, patients and students
  - o encourage sustainable transport – walking, cycling, public transport and car sharing
  - o reduce car use.
- A School Travel Plan is specifically designed to address the transport needs of pupils and staff and will vary according to the nature of the education being provided and the catchment area of the school.

### **Employed age group**

*Redeployment opportunities*

There may still be a perception that redeployment opportunities to the new school could be affected by age. The Council's procedure for managing staffing changes arising from reorganisation would be used in implementing any changes as a result of this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

### 3.2 Disability and Access

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

	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			X

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

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

**If no differential impact, explain the reason(s) for this assessment:**

If the proposal were to proceed, an equality impact assessment would be carried out at the design stage on the accessibility of the new demountable build accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

#### **New demountable accommodation**

The design would take into account the needs of the following:

- Those with a hearing impairment – e.g. appropriate acoustics, British Sign Language images/symbols and portable/static hearing loops.
- Those with a visual impairment - e.g. the use of colour to differentiate between the function of spaces, tactile maps and Braille language on signs.
- Those with a physical impairment – e.g. level threshold doors, lifts with disabled access
- Those with learning disabilities – e.g. quiet spaces

The design stage would give consideration to future proofing the accommodation in terms of accessibility. For example, space could be provided to enable accessible toilets to be modified without significant structural changes being required.

Special Educational Needs (SEN) School Action support is provided in the classroom. However, there may be occasions where pupils are withdrawn from a classroom to receive an intervention.

## Transport

Transport for pupils with a disability would not be affected as it would be provided if required to meet the child's needs in accordance with the SEN Code of Practice.

### 3.3 Gender Reassignment

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

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

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

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

**If no differential impact, explain the reason(s) for this assessment:**

The Council's procedure for securing staffing requirements to implement this proposal would be used in implementing this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

### 3.4. Marriage and Civil Partnership

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

	Yes	No	N/A
Marriage			X
Civil Partnership			X

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

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

**If no differential impact, explain the reason(s) for this assessment:**

N/A

### 3.5 Pregnancy and Maternity

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

	Yes	No	N/A
Pregnancy		x	
Maternity			N/A

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

<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
If the proposal were to proceed, an equality impact assessment would be carried out at the design stage to identify any reasonable adjustments that could be made to improve accessibility to the new demountable accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

### 3.6 Race

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

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

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
The proposal would not have a differential impact upon one particular ethnic group as the provision would be available to all.

### 3.7 Religion, Belief or Non-Belief

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

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

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
The proposal would not have a differential impact upon faith as the provision would be available to all.

The senior staff in a school would be best placed to manage diversity in terms of belief (e.g. provision of a space for prayer).

### 3.8 Sex

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

	Yes	No	N/A
Men		x	
Women		x	

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

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

If no differential impact, explain the reason(s) for this assessment:

The Council's procedure for securing staffing requirements to implement this proposal would be used in implementing this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

### 3.9 Sexual Orientation

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

	Yes	No	N/A
Bisexual		x	
Gay Men		x	
Gay Women		x	
Heterosexual		x	

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

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

If no differential impact, explain the reason(s) for this assessment:

(Fears that recruitment opportunities could be affected by sexual orientation)

Evidence collated by the Stonewall lobby group alleges that Lesbian, Gay, Bisexual people are likely to be discriminated against in workplace recruitment.

The Council's procedure for securing staffing requirements to implement this proposal would be used in implementing this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

### 3.10 Language

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

	Yes	No	N/A
Welsh Language		x	
Other languages			

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
<b>What action(s) can you take to address the differential impact?</b>
<b>If no differential impact, explain the reason(s) for this assessment:</b>
<p>Proposals are brought forward to meet demand for English-medium or Welsh-medium education as appropriate.</p> <p><u>Other Language support</u></p> <p>The proposals would not directly impact on the level of support provided as all support is dependent on the Minority Ethnic Achievement Grant which is reviewed and then renewed according to the results of the annual Needs Assessment Survey. The allocation of teachers and Bi-lingual Teacher Assistants (BTAs) is usually in place for the period of the academic year but is liable to change throughout the year to meet fluctuations in demand.</p> <p>It is Cardiff Council policy to provide signage in English and Welsh but not in other spoken languages. Therefore, additional way-finding methods would be considered including the use of colour to differentiate between the function of spaces, tactile maps, Braille language on signs and British Sign Language images/symbols.</p>

#### 4. Consultation and Engagement

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

If the proposal proceeds, the Design Equalities Advisory Group (DEAG) and/or the Cardiff Council Access Focus Group (CCAFG) would be given the opportunity to comment at the design stage.
--

#### 5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	See Generic over-arching actions below
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Language	
Generic Over-Arching [applicable to all the above groups]	If the proposal were to proceed, an equality impact assessment would be carried out. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

#### 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: Rachel Willis	Date: June 2017
Designation: : School Organisation, Access & Planning	
Approved By: Michele Duddridge Hossain	
Designation: School Organisation, Access & Planning	
Service Area: Education	

**Environmental Report: Sustainability Appraisal (SA) Incorporating Strategic Environmental Assessment (SEA) of the School Organisation Planning proposal to provide additional English-medium primary school places in the Radyr and Morganstown area of the city.**

## **Background**

In 2008, a retrospective Strategic Environmental Assessment (SEA) of Cardiff's 21<sup>st</sup> Century: A Strategic Framework for a School Building Improvement Programme (published in 2006) was carried out based on the guidance that supports the European SEA Directive 2001/42/EC.

The retrospective approach to assessment was quality assured by an external consultant and their independent compliance review determined that the report detailing the assessment on the strategic framework met the key requirements set out for reporting the SEA process as required by the SEA Directive.

The retrospective assessment provides the basis for assessing current and future school organisation proposals at a strategic level.

If a proposal were to proceed, an environmental assessment would be carried out as part of the planning application process.

**To request a copy of the assessment on the Strategic Framework please contact Rachel Willis, 029 2087 3946, RWillis@cardiff.gov.uk**

## **Proposal**

To provide additional English-medium primary school places in the Radyr and Morganstown area of the city.



Key:

xx	= very incompatible; very negative effect
x	= incompatible; negative effect
✓	= compatible; positive effect
✓✓	= very compatible; very positive effect
0	= no links; neutral effect
? and/or mitigation	= uncertain effects
DNA	= data not available

See table headers below: \* Comparison of the preferred option to a possible alternative option(s) are required in a SA/SEA.

SEA objective	Proposal		Meet demand by directing pupils to other schools in the area or neighbouring schools and/or revising catchment areas		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
1. Promote a greener economy by delivering a sustainable pattern of schools across Cardiff	✓	Achieved by expanding an existing school to meet the projected demand for places.	x	<p>The nearest primary school to Radyr Primary School is Bryn Deri Primary School.</p> <p>Increasing primary provision at Radyr Primary School provides the opportunity to achieve high quality school places which meet the needs of Cardiff's growing and changing population, as outlined as a key goal in the Council's Cardiff 2020 document, "A renewed vision for education and learning in Cardiff".</p>	x	<p>There is an immediate need for the Council to provide additional English-medium primary school places in the Radyr area as projections indicate that demand for places will exceed the capacity of local schools in future years and therefore a permanent solution is required.</p> <p>Providing additional English-medium primary school places at Radyr Primary School meets the Council's vision of 4 Key Educational Aims:</p> <p><b>AIM 1:</b> To improve Educational Attainment;  <b>AIM 2:</b> To improve the Sufficiency and</p>

SEA objective	Proposal		Meet demand by directing pupils to other schools in the area or neighbouring schools and/or revising catchment areas		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
Page 160						Suitability of School Places across Cardiff and ensure we are providing a 21 <sup>st</sup> Century School Standard; <b>AIM 3:</b> To ensure that Cardiff achieves Best Value from its financial resources to improve the efficiency and cost-effectiveness of the education estate. <b>AIM 4:</b> To facilitate the development of Community Focussed Schools, for benefit of the wider community, across Cardiff.
2. Reduce greenhouse gas emissions through:  a) Energy efficient building design and disposing of poor quality surplus accommodation  b) Promoting sustainable modes of transport and integrated transport systems	0  x Mitigation	An increase in the number of children attending a school could increase the volume of traffic in the immediate vicinity.  However, if the demand for school places in an area of the city is not met, pupils without places travel outside of their locality to attend school and are more likely to use polluting modes of transport. Congestion is also exacerbated due to the volume of traffic transversing the city.  Traffic and transport implications including measures to encourage walking and cycling would be considered as part of the Transport Assessment for the proposal.  - Emphasis is placed on travel by active modes where this is possible and on providing the facilities and opportunities at school for students to travel by walking, cycling and public transport. Encouraging active travel to school is a very important means of increasing levels of physical activity in children and tackling the growing problem of childhood obesity. Reducing congestion at the school gate is key to ensuring the safety of pupils and to mitigating impacts on the local neighbourhood.  - Limited scope for parking would encourage walking and cycling to school.	N/A	N/A (See comments next to SEA Objective 1. above)	x	Doing nothing is not an option as additional capacity is needed to meet the demand for places.  If the demand for school places in an area of the city is not met, pupils without places have to travel outside of their locality to attend school and are more likely to use polluting modes of transport. Congestion is also exacerbated due to the volume of traffic transversing the city.

SEA objective	Proposal		Meet demand by directing pupils to other schools in the area or neighbouring schools and/or revising catchment areas		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
		<p>Provision of parent parking places is generally not supported by Cardiff Council. This is because such provision would promote travel to school by car, generate local traffic, contribute to congestion and reduce pupil safety. Parking facilities provided at schools is generally only for staff and to meet operational needs.</p> <ul style="list-style-type: none"> <li>- Consideration would be given to providing safe walking routes to existing designated parking in the wider locality.</li> <li>- Management of access to the school site prior/during parent drop off and pick up times would help with health &amp; safety.</li> <li>- School safety zones could be set up to address health and safety concerns from increased traffic flows in the school vicinity</li> <li>- A Traffic and Transport Assessment to assess the potential impact of the proposal has been undertaken (see Appendix 5). The assessment sets out a number of recommendations that would need to be considered in the event of the proposal being progressed to implementation.</li> </ul> <p>Cardiff's Supplementary Planning Guidance (Access, Circulation and Parking Standards 2010) sets out that all new or expanded schools are required to develop a Travel Plan for submission with a planning application. A Travel Plan is a policy and action plan to:</p> <ul style="list-style-type: none"> <li>• manage transport efficiently</li> <li>• improve access by all means of travel for employees, visitors and pupils/students</li> <li>• encourage sustainable transport – walking, cycling, public transport and car sharing</li> </ul> <ul style="list-style-type: none"> <li>- A School Travel Plan is specifically designed to address the transport needs of pupils and staff and will vary according to the nature of the education being provided and the catchment area of the school.</li> </ul>				
3. <i>Promote health and wellbeing</i> by protecting and enhancing Public Open Space (POS) and improving access to POS	<b>0</b>	As the open space in and around the school are not accessible to the public the only potential impact of the option on the open space would be loss of visual amenity value. However, given the nature of the proposal and the value of the open space it is considered that the impact would be minimal.	N/A	N/A (See comments next to SEA Objective 1. above)	N/A	N/A (See comments next to SEA Objective 1. above)



SEA objective	Proposal		Meet demand by directing pupils to other schools in the area or neighbouring schools and/or revising catchment areas		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
7. Conserve water resources and increase water efficiency in new developments and promote sustainable urban drainage systems	✓	Achieved by designing water efficient measures into the building design and addressing drainage through Sustainable Urban Drainage Systems (SUDS).	N/A	N/A (See comments next to SEA Objective 1. above)	N/A	N/A (See comments next to SEA Objective 1. above)
8. Promote regeneration by delivering inclusive schools that will improve equality of opportunity and access for all	0	If the proposal were to proceed, an equality impact assessment would be carried out on the accessibility of the design and to identify any reasonable adjustments that could be made to improve accessibility to existing accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.	N/A	N/A (See comments next to SEA Objective 1. above)	N/A	N/A (See comments next to SEA Objective 1. above)
9. Protect and enhance designated historic assets	0	There are no registered historic assets within the proposed site.	N/A	N/A (See comments next to SEA Objective 1. above)	N/A	N/A (See comments next to SEA Objective 1. above)

## Conclusion

The proposal has been assessed to be largely compatible with the environmental objectives used to assess the goal and principles of the “21<sup>st</sup> Century Schools: A Strategic Framework for a School Building Improvement Programme” underpin school organisation proposals.

There has been an increased demand for English-medium primary school places in the Radyr and Morganstown area in the past four years. The area is served by two English-medium community primary schools, Bryn Deri Primary School and Radyr Primary School.

There is an immediate need for the Council to provide additional English-medium primary school places in the Radyr and Morganstown areas as projections indicate that this demand for places will exceed the capacity of local schools in future years and therefore a permanent solution is required.

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# Radyr Primary School, Cardiff



Transport Projects,  
City Development,  
Cardiff County Council,  
County Hall  
CF10 4UW



## Highway Impact Report 22 November 2016

	Print name	Signed
Prepared by:	Spiro Panagi	
Checked by	Nicola Grima	
Approved by	Jason Rowlands	





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## **Photos**

Photo 1	Heol Isaf Junction with Park Road and Zebra Crossing Facility
Photo 2	Park Road and Zebra Crossing Facility
Photo 3	Park Road and Windsor Avenue Junction
Photo 4	Pedestrian Access
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## **Appendices**

Appendix A	Injury Collision Report
Appendix B	Traffic Surveys

# 1 Introduction

- 1.1 The Transport Projects team has been commissioned to assess the highway impact of a proposed increase of staff/pupils at Radyr Primary School. A site visit was undertaken to enable an assessment of the effect that the proposals will have on the highway infrastructure in the vicinity of the school and to identify any existing/potential road safety issues.

The information which has been provided sets out that the proposal is to increase capacity of the school from the published 315 pupil spaces of the school to 420 pupil spaces. This is against a background where the school is currently operating at around 380 pupil spaces through using demountable classrooms on site. The school configuration is slightly lower than the classroom requirements for a 2 Form of Entry (FE). There is also a nursery established on site which currently provides 20 pupil spaces in the AM and 24 in the PM, this will not be affected by the development proposals.

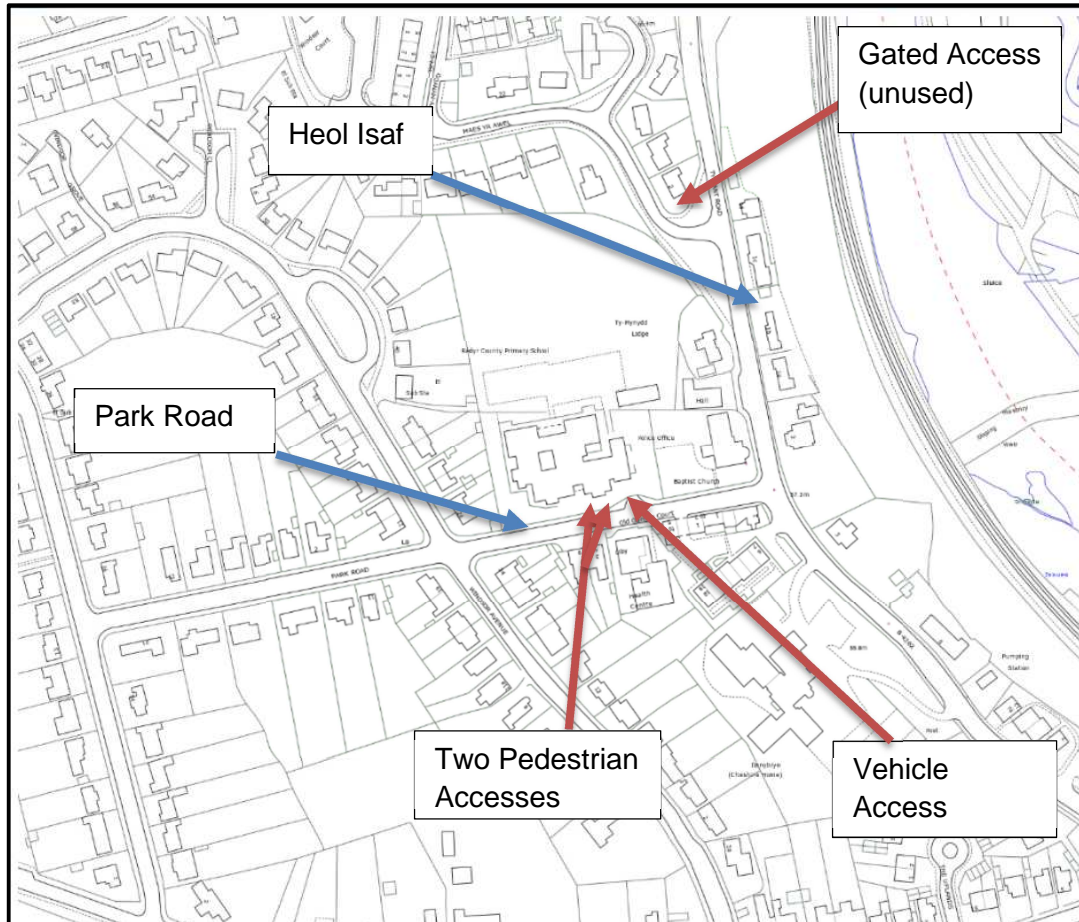
A site visit was undertaken on Thursday 22<sup>nd</sup> September 2016 between 1630 and 1745 hours. In addition to a site walkover survey this report has been informed through the following additional survey work:

- Speed Survey on Heol Isaf between 0800 and 0900 hours on Thursday 15<sup>th</sup> September;
- Peak hour turning count survey at the junctions of Park Road and Heol Isaf and Park Road with Windsor Avenue on Wednesday 14<sup>th</sup> September; and
- Parking surveys undertaken at and around peak network hours on Wednesday 14<sup>th</sup> September.

The survey work and the findings will be discussed later in this report.

The general location of the existing primary school is shown in the context of its local environs below on Figure 1.

**Figure 1 – Site Location and Access**



## 2 Existing conditions

2.1 **Pedestrian Routes to School** – There is only one current access approach route to the school this is on the north side of Park Road. A vehicular access is provided and two pedestrian accesses all within close proximity and gated. A further gated access is located to the north of the school entrance, this is accessed from Maes Yr Awel. These two residential streets, Park Road and Maes Yr Awel, are accessed from the local distributor route the B4262 Heol Isaf.

Heol Isaf connects Radyr to Morganstown, the A470 and the M4 to the north and Llantrisant Road, Danescourt and the city centre to the south. As the primary route through Radyr it is a busy commuter corridor. There have been numerous traffic schemes over the recent years to Heol Isaf. In the vicinity of the school a road narrowing and zebra crossing facility is provided to the north of the junction with Park Road. Photo set 1, below, shows the junction with Park Road and the crossing facility.

### **Photo Set 1 – Heol Isaf Junction with Park Road and Zebra Crossing**



Photo 1a



Photo 1b



Photo 1c



Photo 1d

Park Road is a short connecting route between Heol Isaf in the east to Dan-Y-Bryn Avenue to the west, passing through Windsor Avenue. The section of Park Road between Heol Isaf and Windsor Avenue is primarily of a community character, with some residential dwellings. There are multiple vehicular access points on Park Road, these include The Church Rooms car park, a residential courtyard, Radyr Library, Radyr Primary School, a salon and café.

There is a zebra crossing facility provide near the school pedestrian accesses. Park Road is a bus route and a bus stop for travel in either direction is located close to the school entrance adding to the busy street scene. Photo set 2, below, shows Park Road and the crossing facility.

### **Photo Set 2 – Park Road and Zebra Crossing**



Photo 2a

Photo 2b

Beyond the four arm junction with Windsor Avenue, Park Road is residential in character. The Park Road junctions with Heol Isaf and Windsor Road are built out, narrowing the Park Road width and provided dropped kerb and tactile paving crossing points. Built out parking areas are also provided in Park Road.

### **Photo Set 3 Park Road and Windsor Avenue Junction**



Photo 3a

Photo 3b

The northern gated access from Maes Yr Awel is signed as 'keep out' and 'danger men at work'. Maes Yr Awel is a residential cul de sac which appears to be quiet. Windsor Avenue and Maes Yr Awel route northwards and have links to Public Right of Way footpaths Numbers 12 and 11, respectively. These access onto a route named Pentwyn which is a part distributor of a wider residential estate. The access and Maes Yr Awel is shown below in the section 'School Access'.

The existing pedestrian desire lines to the school are split, east from Heol Isaf and west from Park Road and Windsor Avenue.

To the east the zebra crossing location on Heol Isaf allows safe movement across this busy route from Radyr north and south. To the north of the junction with Park Road, the western footway ends at the junction with Maes Yr Awel.

From the west the local roads are residential in character and likely to be easy to cross in comparison to Heol Isaf.

The Zebra Crossing to the school is positioned near the school pedestrian entrances. The southern side of Park Road is built out for the crossing. The existing guard rail on the school side limits the footway width at the pedestrian access points.

- 2.2 **School Access** – As described earlier, the school has two existing pedestrian accesses off Park Road, both close to the crossing facility (see photo set 4). The vehicular access is located further east and the footways do not extend inside the school entrance (see photo set 5). School gates are opened at 0730 hours and locked at 1800 hours. School Keep Clear and the crossing markings prohibit parking across the school frontage.

Park Road has double yellow line TROs around the bellmouths of the Heol Isaf junction and the Windsor Avenue junction. There are traces of previous TROs along Park Road. Parking is contained within built out parking bays, although vehicles can access the Salon and café area parking on both sides of the Zebra Crossing.

The guard rail, on the school side, which channels pedestrians to the Zebra Crossing reduces the effective footway width from 1.8 metres to 1.6 metres. This width is further reduced by the placement of a lighting column.

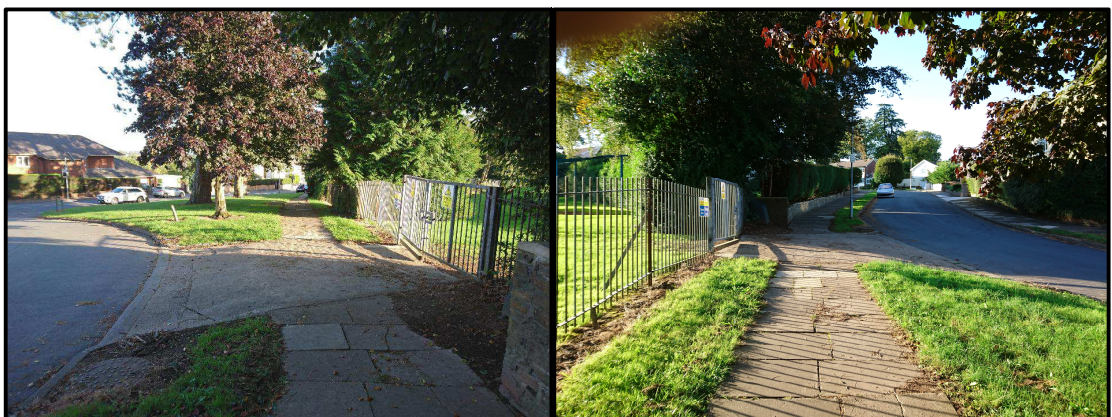
**Photo 4 –Pedestrian Access**



**Photo 5 –Vehicular Access**



**Photo Set 6 Northern School Access**



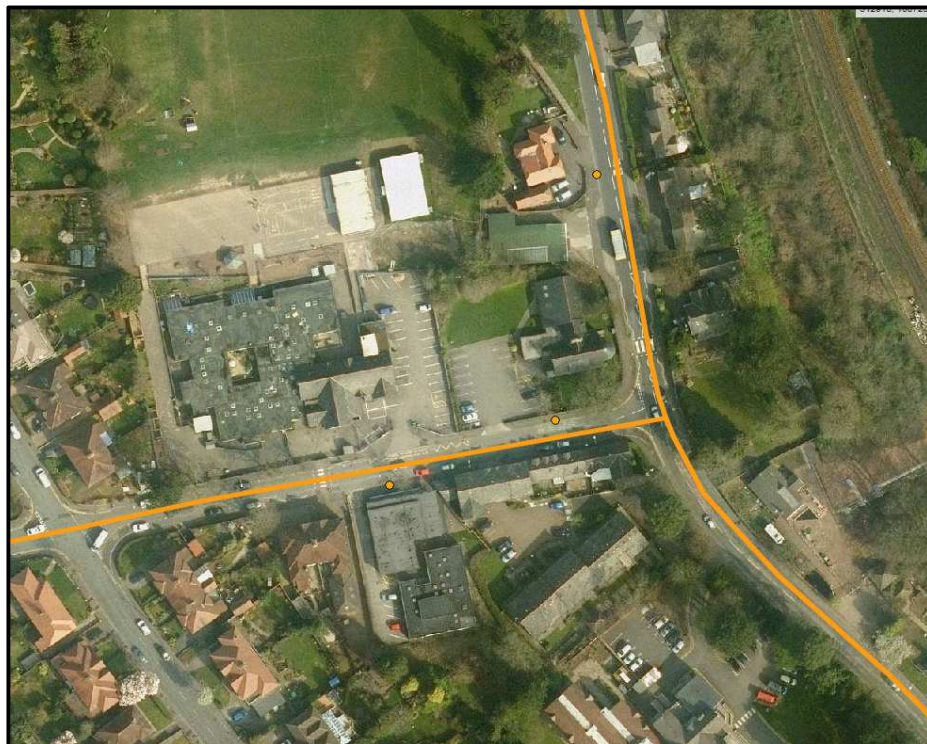
**Public Transport**

2.3 There is no school bus transport provision for this site.



Bus service Route 63 serves the bus stops on Park Road. The bus stops are located opposite the school entrance for westbound travel (Radyr Library Stop) and near the Heol Isaf junction for eastbound travel (Radyr Police Station Stop). The bus stops are simple flag and pole arrangement but do include raised kerbed boarding areas and marked out bus stop areas on the carriageway.

**Figure 2 – Bus stop locations**

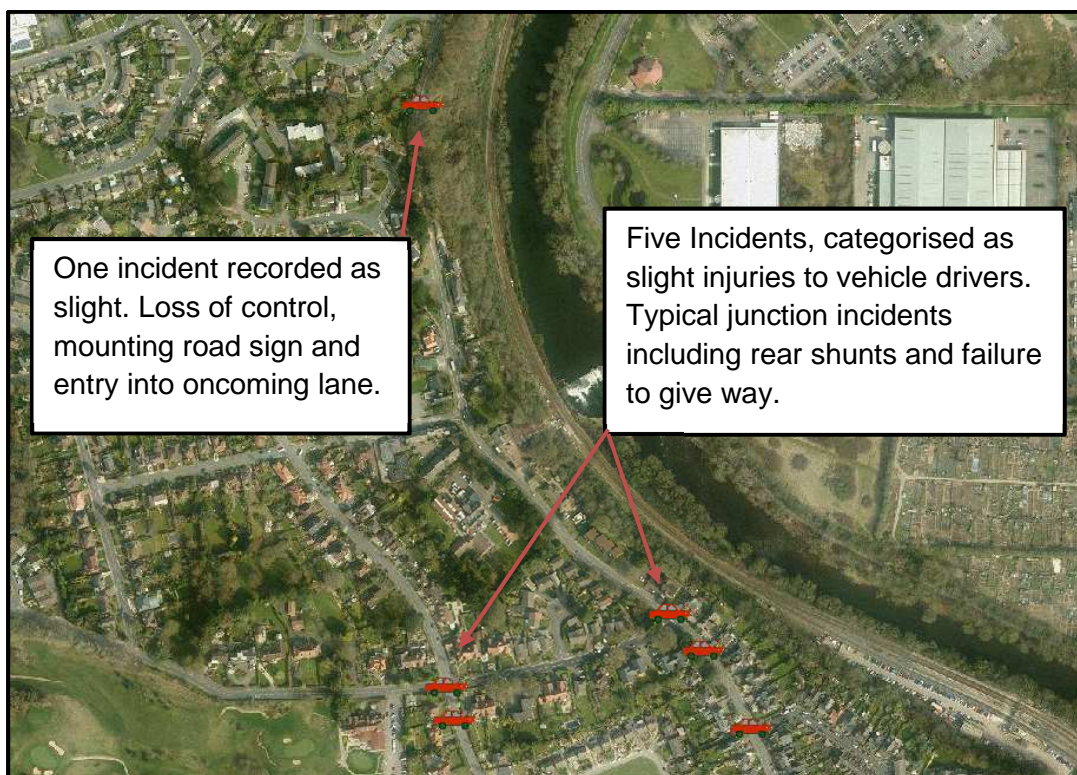


### **Injury Collision Report**

- 2.4 Police road casualty data for the most recently available 5 year period has been examined. There are no incidents recorded in the immediate vicinity of the school or the accesses. There are incidents recorded further out from the school site these are shown below. On inspection these do not raise particular concern given the small amount of cluster and the locations near junctions. The incident to the north was isolated but may allude to issues due to speed.

Full details of the collisions are contained at Appendix A; Figure 3 shows a plot of the Road Casualty Collisions.

**Figure 3 – Road Casualty plot**



### **Speed Survey Analysis**

- 2.5 A speed survey was carried on Heol Isaf at the junction with Park Road. The survey recorded speeds between 0800 and 0900 hours on Wednesday 15<sup>th</sup> September 2016.

The survey data has been interrogated and it can be reported that there appears to be no speed related issues. Heol Isaf is subject to a 30 mph speed restriction, the survey captured the free flow speeds of 101 vehicles. The 85<sup>th</sup> percentile speed result was confirmed as 29 mph, one vehicle was recorded as travelling 31 mph and exceeding the speed limit.

### **Traffic Survey**

- 2.6 Junction turning count surveys were undertaken at the junctions at either end of Park Road at the school location. The surveys were undertaken at the AM and PM network peak hours and an additional school peak PM peak survey.

The survey results confirm that in the school and network AM peak 66 vehicles were recorded travelling east and 36 entering Park Road from Heol Isaf. In the school PM peak 40 vehicles were recorded travelling east and 38

from Heol Isaf. The survey undertaken on Windsor Avenue generally reports less traffic in and out of Park Road. This confirms that parking and stopping occurs on Park Road, there were also vehicles recorded performing u turns to leave via Heol Isaf.

A pedestrian crossing survey was undertaken at the Park Road Zebra facility at the same survey times as the vehicle traffic. The survey recorded 144 crossings in the AM peak, 101 in the school PM peak and 33 in the network PM peak. The crossing is well used despite narrow footways and parking and accesses on the southern side of Park Road.

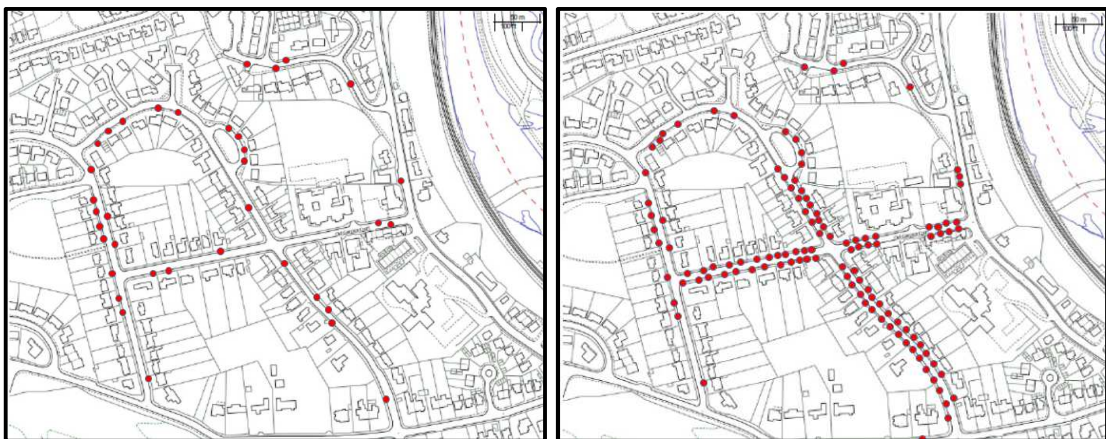
### **Parking Surveys**

2.7 Parking surveys were undertaken to establish the impact of the school start and finish times on the local area. The surveys were undertaken on Wednesday 14<sup>th</sup> September 2016 and comprised of four walkover surveys:

- 0700 hours, before school starts and residents leave for work to compare to below;
- 0900 hours, at school time to quantify parental parking;
- 1500 hours, school finish times to quantify parental parking; and
- 1630 hours, after school finish to compare to above.

The survey results are contained in Appendix B.

**Figure 4 – AM Parking Survey 0700 and 0900 hours**



**Figure 5 – PM Parking Survey 1500 and 1630 hours**



The surveys confirm that parents are willing to walk up to 5 minutes from a parking space to take their child to school. The local available parking is heavily used, an increase in pupils being driven to school will push the parking cordon out further and also increase the potential for illegal parking nearer the school and on Heol Isaf.

### **Existing Travel**

- 2.8 It has not been confirmed that there is an active Travel Plan at the Radyr Primary school site, although one will be required as part of a planning application. The school does record travel choices and provide this information to Cardiff Council to record and monitor the modal travel choices. The most recent data has been obtained and is shown in the table below

**Percentage Mode Splits for Travel to School**

<b>Radyr Primary School</b>	
Walk	30%
Cycle	0%
Scoot/Skate	2%
Bus	14%
Car	41%
Car Share	4%
Park/Walk	8%
Park/Cycle	0%
Taxi	0%
Other	0%

The modal split suggests that walking and private car are the two most popular travel choices, these could be higher if considered with the park and walk percentage. Bus use is higher than normally seen at other schools and could be a result of the close proximity of the bus stops and regular services.

### **3 Development Proposals**

- 3.1 There is no development proposal masterplan which can be reviewed.

The information which has been provided sets out that the proposal is to increase capacity of the school from the published 315 pupil spaces of the school to 420 pupil spaces. This is against a background where the school is currently operating at around 380 pupil spaces through using demountable classrooms on site.

The school configuration is slightly lower than the classroom requirements for a 2 Form of Entry (FE). There is also a nursery established on site which provides 20 AM pupil spaces and 24 in the PM, this will not be affected by the development proposals.

The current school operations are supported by around 40 staff. The level of additional teaching and support staff that would be required for the proposed development has not yet been determined.

#### **Vehicular Access and Parking**

- 3.2 It is likely that the existing vehicular access will remain as per the current arrangements. There are no concept plans at present to review and therefore assumptions have been made.

The current level of car parking provision on site is 29 and 1 disabled use space. It is therefore assumed that additional on-site parking will need to be catered for to meet the increase in demand.

It appears that the existing Traffic Order for the School Keep Clear will cover the current access layout, however these should be reconsidered should any alteration to the access points be undertaken. There are also outdated TROs on Park Road with single yellow lines at the parking bays near the library and older double yellow lines in parking bay near Heol Isaf junction.

It should be noted that any process to extend or alter the associated Traffic Regulation Order will need to be started well before alterations commence. The process usually takes a minimum of 6 months.

With the increase in the number of pupils at the school, there will be an increase in the number of parents using the Heol Isaf, Windsor Road and Park Road as pick-up/ drop off areas and parking motor vehicles. The parking survey confirms that almost all available parking opportunities in close proximity to the site are taken.

The existing access arrangements around the Zebra Crossing create a number of opportunities for conflict to occur with pedestrians. Access to the library is next to the access to the salon and both the salon and café have

perpendicular shop front parking at the back of the footway. Access to the shop front parking appears to be from over the footway to either side of the crossing.

### ***Suggested action***

- 3.3 Refresh existing school keep clear signs and remove any outdated TROs.

The provision of bollards around the Zebra Crossing to create a safe crossing area. This should help to achieve a formalisation the shop front parking to the salon access and moving the café parking access further west.

The introduction of a 20 mph speed restriction and school safety zone for the Park Road section between Heol Isaf and Windsor Avenue.

### **Public Transport**

- 3.4 As there are frequent services and good bus stop provision on Park Road, there are no further requirements as a result of this proposal. The general condition of the carriageway surface is degraded including the bus stop markings. Consider refreshing the road markings as part of the above scheme.

### **Pedestrian Facilities**

- 3.5 The number of pedestrians accessing the site from outside the site boundary will increase; through either being dropping off/collected in close proximity, by dropped off/collected within a 5 minute walking distance, or through living within walking distance of the school.

The short section of Park Road, the two pedestrian accesses being located close to each other and the proximity of various accesses could create an unsafe situation.

The footway width along Park Road varies from 1.7 to 1.8 metres. The guard rail at the school side of the crossing reduces the effective usable width to 1.6 metres. This width is below modern standard and is exacerbated further by the location of a lighting column in that section of footway.

### ***Suggested action***

Consider opening the northern gated access to pedestrians. This route could serve the pupils who live to the north and potentially shorten journeys to the school grounds, reducing the need for private car use.

The public right of way through to Maes Yr Awel offers a traffic free route into this cul de sac which in itself is a safer environment than Park Road.

Reconfigure the Zebra Crossing locating the built out area on the school side instead of the opposite side. This will increase the footway width and could be undertaken with the above provision of bollards.

***Suggested further actions***

There is an existing Cardiff Future Scheme which relates to the provision of a crossing facility on Heol Isaf. The location of the proposed crossing is to the north of Maes Yr Awel and in the vicinity of the Min-Y-Coed junction, which provides residential access. The footway provision in this area is poor with no footway on the western side of the carriageway, between the Min-Y-Coed junction bellmouth and Maes Yr Awel. Pedestrians need to cross Heol Isaf to access the eastern footway at a point which visibility is not ideal. A formal crossing is required in this area to ensure pedestrian safety.

The data base also shows an Area of Concern at the Park Road Zebra Crossing. The entry suggests a scheme to raise the crossing providing a speed restraint measure.



**Figure 6 – Suggested Measures**



### **Collision Analysis**

- 3.7 Due to relatively good safety record in the vicinity of the site, there are no suggested requirements in relation to casualty reduction in the area. The future scheme is proposed near the location of the incident which could have been caused speed issues.

## **4 Summary and conclusion**

The following works are recommended to mitigate any detrimental effects on the adjacent transport infrastructure.

### **Cycling**

Cycling has reviewed and there are no official cycle routes in the vicinity of the school. Given the age of pupils cycling to school would likely be undertaken on the footways and guided by parents. The footway on Park Road is narrow and the guard rails reduce width to an unsuitable level.

### **Pedestrian routes**

Introduce new pedestrian formal crossing facility on Heol Isaf in the vicinity of Min-Y-Coed to enable pupils to cross safely where the western footway ends.

Open the northern gate to form an additional pedestrian entrance to encourage more walking on quieter residential routes and alleviate congestion outside the school entrances on Park Road.

### **Access**

Refresh the road lining on Park Road, included the school keep clear markings, bus stops and removal of any outdated TRO markings. Install a school safety zone and reduce speeds to 20 mph on Park Road between Heol Isaf and Windsor Avenue.

Enhance the existing Park Road crossing to a raised Zebra, build out the school entrance footway. Additionally provide bollards on the opposite side to protect vulnerable road users from parking manoeuvres.

### **Public Transport**

Consider increasing the school bus services (if applicable) raise awareness of the public services and the convenient location of the bus stops.

**CARDIFF COUNCIL  
CYNGOR CAERDYDD****CABINET MEETING: 6 JULY 2017**

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**OUTTURN 2016/17****REPORT OF CORPORATE DIRECTOR RESOURCES****AGENDA ITEM: 8**

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**PORTFOLIO: FINANCE, MODERNISATION & PERFORMANCE  
(COUNCILLOR CHRIS WEAVER)****Reason for this Report**

1. This report serves to inform the Cabinet of the Council's financial position in respect of the year ending 31 March 2017.

**Background**

2. The report compares the outturn for the financial year ending 31 March 2017 with the budget for the year for both revenue and capital expenditure and also provides a summary Treasury Management Statement in respect of investments and borrowing. All figures are subject to external audit.
3. The final revenue outturn position indicates that the Council has maintained its spending within its overall net budget of £578 million in 2016/17 with a balanced position reported after contributions to and from reserves. Favourable variances within the Summary Revenue Account (SRA) including the previously reported savings of £600,000 against contingency budgets for voluntary severance and £700,000 from lower than anticipated costs of insurance has also enabled contributions to be made to two new strategic reserves that will benefit the Council in the medium term. This includes an allocation of £800,000 to support corporate landlord functions across the Council and to provide a cohesive and commercial operating model for those functions. Funding of £2.532 million has also been allocated to a new Strategic Budget Reserve which will assist the Council in managing the impact of budget reductions over the three year budget period within the Medium Term Financial Plan.
4. During the year the Council's monitoring process identified financial pressures in a number of directorates, notably Social Services, City Operations, Corporate Management and Education & Lifelong Learning. This reflected a range of factors including increased demographic and cost pressures, shortfalls in income and the failure to fully achieve the savings targets set as part of the 2016/17 budget. This is reflected in the overall directorate outturn position which shows an overspend of £7.630

million, an increase of £598,000 compared to the monitoring position at month nine. The most significant factor in the increase was additional costs in relation to looked after children including associated legal costs, with a significant increase in the number of children being placed in care during the final quarter of the year. The overall position on directorate budgets included overspends of £6.745 million in Social Services, £1.173 million in City Operations, £329,000 in Corporate Management and £178,000 in Education & Lifelong Learning however these were partly offset by savings in other directorates. The directorate overspends were also partially offset by the £4.0 million general contingency budget which was maintained as part of the 2016/17 budget in order to reflect the quantum, risk and planning status of the proposed savings in 2016/17. The overall position also includes savings in other areas including Capital Financing, Council Tax collection, NDR refunds on Council properties and the Summary Revenue Account.

## Issues

5. An overall summary of the position shows:

- A comparison of revenue spend against budgets shows a balanced position following transfers to reserves and the funding of voluntary severance costs in 2016/17.
- Directorate budgets showed an overspend of £7.630 million at the year end with overspends of £6.745 million in Social Services, £1.173 million in City Operations, £329,000 in Corporate Management and £178,000 in Education & Lifelong Learning. The issues faced by these directorates were set out clearly in monitoring reports during the year. These were offset by underspends in other directorates and by the £4.0 million General Contingency Budget.
- Overall, schools increased their individual reserves by £1.722 million (net). A reduction of £794,000 was also made to the previous on-going commitments arising from the 2014/15 overspend of £1.9 million on redundancy costs. When this is taken into account the overall increase in school balances is £2.516 million.
- The Housing Revenue Account (HRA) shows a balanced position after transfers to earmarked reserves. Contributions to reserves include £500,000 to meet future pressures in housing repairs and building maintenance services and £50,000 to reflect pressures in relation to the impact of Welfare Reform on Council tenants. Monitoring reports during the year reflected the intention to allocate the balance of any savings to a new reserve to fund housing development and acquisitions. The transfer to this reserve at the year end was £2.582 million.

- The Council spent £107.987 million on capital expenditure. A comparison of the capital spend against the budget shows an underspend of £21.817 million.

## Revenue

6. Appendix 1 shows the financial summary for the year while Appendix 2 provides further details in respect of variations against budget by directorates.
7. The 2016/17 savings targets are set out in Appendix 3(a) to this report together with the final outturn positions in terms of savings achieved and shortfalls against targets. An overall shortfall of £6.475 million is reported against the £25.892 million directorate savings targets for 2016/17 with a further shortfall of £1.881 million against the savings targets carried forward from 2015/16 as set out in Appendix 3(b). Compared to the position at month nine this represents an increased shortfall of £222,000 against the 2016/17 savings and £49,000 against the savings targets carried forward from 2015/16. The shortfalls are reflected in the directorate monitoring positions although where possible these have been offset by savings in other budget areas within the directorates. The £4.0 million General Contingency Budget which was allocated to reflect the risk and planning status of the proposed savings in 2016/17 partly offsets these shortfalls. The shortfalls do however represent a significant challenge particularly given the level of further savings targets approved as part of the 2017/18 Budget and the amounts required in future years. The risk of these savings not being achieved was considered as part of the 2017/18 budget process and as a result £1.073 million of these budget savings were written back in the budget. This still leaves an ongoing shortfall of £7.283 million to be achieved in 2017/18 in addition to the budget savings approved as part of the 2017/18 budget process itself. It is essential therefore that the directorates continue to progress any outstanding savings from 2015/16 and 2016/17 so that these are fully achieved in the current financial year. This will be reviewed as part of the financial monitoring process in 2017/18.
8. The Summary Revenue Account (SRA) consolidates the overall revenue position for the Council and includes various adjustments to the Council's accounts including the revenue impact of changes to the Council's bad debt provisions, the revenue effect of balance sheet adjustments and any prior year revenue items which have impacted on the overall revenue position of the Council. It also consolidates the final position in relation to contingency budgets and any adjustments arising from these and includes a number of commitments including transfers to earmarked reserves and provisions. Favourable variances within the SRA including the previously reported savings of £600,000 against contingency budgets for voluntary severance and £700,000 from lower than anticipated costs of insurance has enabled a number of contributions to be made to earmarked reserves at the year end. This includes contributions to three new reserves as set out in appendix 4 to this report, which are subject to Cabinet approval. This includes an allocation of £800,000 to support corporate landlord functions across the Council and to provide a

cohesive and commercial operating model for those functions. A new reserve has also been created to provide funding flexibility against the Council's costs in relation to the Shared Regulatory Service and an amount of £243,000 has been allocated to this reserve. This reflects the Council's share of the 2015/16 surplus on the Shared Service arrangement which was confirmed and received in 2016/17 and initially credited to the SRA as a prior year item. In addition, funding of £2.532 million has also been allocated to a new Strategic Budget Reserve which will assist the Council in managing the impact of budget reductions over the three year budget period within the Medium Term Financial Plan. A number of contributions to and from provisions were also reflected in the SRA. The most significant of these were a £187,000 contribution to a provision for anticipated commitments at the Cardiff Market and the write back of £248,000 in relation to a previous provision for water / drainage costs which is no longer required.

9. In total, the redundancy costs incurred during the year amounted to £1.051 million. This is lower than 2015/16 (£2.027 million) and significantly lower than in recent years with the comparative cost in 2014/15 totalling £11.861 million. The £1.051 million includes £636,000 in respect of school-based staff. The overall redundancy figure also includes £60,000 which was funded via the Housing Revenue Account. In line with the Code of Practice on Local Authority Accounting these figures include provision in the 2016/17 accounts for payments relating to severance costs paid in 2017/18 as a result of budget savings agreed in 2016/17. As set out in the month nine monitoring report, having considered the level of payments required to be met from the voluntary severance budget in 2016/17 and estimates of future costs an amount of £600,000 has been released from the contingency budget and is reflected as a saving in the SRA. As previously planned, the balance of £5.021 million on the voluntary severance budget was transferred to the Employee Changes Reserve in order to support staff costs associated with organisational change including the future impact of voluntary severance on the Council's budget. In addition, pension costs charged to the Council arising as a result of voluntary severance in 2016/17 total £830,000. These will be funded via the Pension Fund and will be repaid to the Fund over a five-year period.
10. A surplus of £365,000 was reported in relation to Council Tax collection, a reduction of £277,000 compared to the position projected at month nine. The surplus is mainly due to a lower levels of single person discounts than was anticipated when the Council Tax Base Report was approved in December 2015. These are partly offset by an increase in exemptions during the year. The surplus represents a variance of 0.2% of the estimated gross debit. A saving of £590,000 was also reported in relation to refunds of non domestic rates (NDR) on Council properties achieved through the appeals process. This is broadly in line with the position reported at month nine. These backdated sums represent an exceptional and one-off source of income to the Council.
11. During the year expenditure of £439,000 was incurred on various corporate initiatives. These include funding contributions towards the

Euro 2016 fan zone, the World Half Marathon, preparatory costs for the Champions League Final, the Extreme Sailing Event and the Children's Literature Festival. The final outturn position on corporate initiatives showed an underspend of £129,000 which was transferred to the Corporate Events and Cultural Services Reserve in order to provide funding for corporate events and initiatives in future years.

12. School balances currently stand at £4.243 million surplus, which is a total increase in balances of £2.516 million compared to 2015/16. The overall change is made up of a £1.722 million increase to individual school balances together with the repayment of outstanding redundancy costs from previous years of £794,000.
13. The outstanding balance brought forward into 2016/17 in respect of the £1.9 million 2014/15 redundancy overspend was £794,000. During the year there was a £400,000 budgeted repayment together with a further £394,000 repayment, which was possible due to lower than anticipated expenditure against the annual redundancy budget. Therefore, there will be no outstanding redundancy liability carried forward to 2017/18.
14. The table below sets out the balances held by individual schools as at 31 March 2017 -

<b>2016/17</b>	<b>£m</b>	<b>% of Delegated Budget</b>
Primary	5.236	4.43
Secondary	(1.601)	(1.64)
Special	0.608	4.98
<b>Total – Individual Schools</b>	<b>4.243</b>	<b>1.86</b>

15. The individual figures within the above table show a mixed trend with 37% of the schools across the phases reducing their balances and 63% increasing their balances.
16. Although the overall percentages of balances represent less than 2% of the total school budget, there are significant variations between schools. The number of primary schools holding balances in excess of the School Funding (Wales) Regulations guideline of £50,000 has increased from 39 to 46, whilst eight secondary / special schools hold balances in excess of the recommended level of £100,000.
17. It was anticipated, during the year, that primary schools, as a group, would reduce their balances considerably. However, a combination of grant funding, planned reductions in expenditure in anticipation of a challenging 2017/18 budget settlement and delays on the completion of work has led to greater than anticipated balances. The reduced total net deficit balances for secondary schools is partly the product of agreed medium term plans for the reduction in deficit balances held by individual schools.
18. In setting individual school budgets for 2017/18, indications are that individual school balances in surplus are being used to set balanced

budgets. However, this was also the case in 2015/16 and 2016/17 and overall school balances still increased in totality. The Council will continue to review individual school balances that are in excess of the Welsh Government recommended limits and consider if there is a need to claim back any excess surplus. Currently, the intention remains for it to only be in the case that where it is clear that the school is unable to spend their reserves in a responsible and reasonable manner. Currently, no school fits this criteria.

19. It is noted that there are 14 schools in Cardiff with negative balances amounting to £2.749 million. This represents a significant improvement compared to the 22 schools that were in deficit at the end of the 2015/16 financial year. Each of these schools has a medium term financial plan agreed with the Council. Of that figure, £2.573 million is in respect of seven schools in the secondary sector. Work will continue in partnership with the individual school governing bodies to ensure that these deficits are managed downwards over a period of time. Of the seven secondary schools, three have had financial delegation withdrawn from the Governing Body: Cantonian High, Michaelston Community College and Glyn Derw High School. Eastern High School has also had financial delegation withdrawn, however that school currently has a surplus balance.
  
20. In line with standard accounting practice a number of budgeted and anticipated contributions to and from reserves have been reflected in the 2016/17 accounts with the overall position excluding school balances and the HRA showing a net increase of £4.7 million in 2016/17. In accordance with Council Minute 799(8) transfers to new earmarked reserves have been effected and these are set out in Appendix 4 together with the purpose of the reserves. The new reserves and their purpose have been set out earlier in this report in reviewing the movements on the SRA. In summary, £3.575 million has been allocated to these new reserves, £2.532 million to the Strategic Budget Reserve, £800,000 to the Corporate Landlord Reserve and £243,000 to the Shared Regulatory Service Reserve. A further £175,000 has also been allocated to the Corporate Landlord Reserve as a result of realigning balances held on existing reserves, whilst in the case of the Shared Regulatory Service Reserve this has been partly utilised to offset costs in 2016/17. Other significant changes to the Council's earmarked reserves include increased net contributions of £3.924 million to the Employee Changes Reserve, £1.138 million to Insurance Reserves, £1.093 million to the Cardiff Enterprise Zone Reserve and £646,000 to the Apprenticeship Reserve. The net increase to the Employee Changes Reserve includes the planned transfer of £5.021 million from the voluntary severance budget in order to support staff costs associated with organisational change including the future impact of voluntary severance on the Council's budget. This has been partly offset by drawdowns from the reserve, most notably in relation to the planned repayment of previous year pension costs. Significant net drawdowns from reserves during the year include £1.709 million from the School Organisational Plan Reserve in order to meet planned commitments, £1.047 million from the Highways LABGI Reserve which was no longer



required and has been utilised as part of the funding for the Council's 2016/17 Budget, £742,000 from the Waste Management Reserve, £611,000 from the Welfare Reform Reserve and £357,000 from the School Formula Funding Reserve. A full list of the Council's earmarked reserves and movements during the year will be included within the Financial Statements for 2016/17.

21. Following transfers to earmarked reserves and provisions the revenue outturn shows a balanced position. The table below sets out the movement in the accounts that make up that figure.

	£000
Net service position - Deficit	7,630
Contingency	(4,000)
Capital Financing	(520)
Summary Revenue Account	(5,735)
Contribution to new earmarked reserves	3,575
Discretionary Relief	5
Council Tax collected in excess of budget	(365)
NDR refunds on Council properties	(590)
<b>Net Revenue outturn – Balanced Position</b>	<b>0</b>

22. A balanced position is reported in relation to the net revenue outturn for 2016/17 and therefore there is no consequential impact on the Council Fund Balance. A specific contribution of £1 million was transferred into the balance in 2015/16 in order to fund the 2016/17 budget and this has been drawn down and reflected as part of the 2016/17 Budget proposals.
23. The Council Fund Balance at 31 March 2016 was 15.255 million. Following the planned use of the £1 million to support the 2016/17 Budget the Balance at 31<sup>st</sup> March 2017 therefore stands at £14.255 million.
24. The Section 151 Officer has reviewed the Council Fund Balance and considers the balance prudent given the unbudgeted risks that the Council faces albeit that the position will be further reviewed as part of the 2018/19 budget preparation. These financial risks were set out in the 2017/18 Budget Report.

### Civil Parking Enforcement

25. Civil Parking Enforcement (CPE) manages parking, parking enforcement and moving traffic offences throughout the city. The income from these activities is used to support the operational costs and enforcement service. Any surplus or deficit is transferred to the Civil Parking Enforcement Reserve.

26. The following table provides a summary of the budget and outturn position.

<b>2015/16 Outturn £000</b>		<b>2016/17 Budget £000</b>	<b>2016/17 Outturn £000</b>	<b>2016/17 Variance £000</b>
	<b>Income</b>			
(4,271)	On street car parking fees	(4,242)	(4,362)	(120)
(805)	Off street car parking fees	(918)	(1,042)	(124)
(308)	Residents parking permits	(290)	(330)	(40)
(2,022)	Penalty charge notices	(2,129)	(2,019)	110
(2,840)	Moving Traffic Offences (MTO's)	(3,668)	(3,256)	412
(63)	Camera Car	(151)	(104)	47
(2)	Other income	0	0	0
<b>(10,311)</b>	<b>Total Income</b>	<b>(11,398)</b>	<b>(11,113)</b>	<b>285</b>
	<b>Expenditure</b>			
978	TRO, operational costs, parking a/c	1,573	1,037	(536)
4,376	Enforcement service	4,131	4,607	476
<b>5,354</b>	<b>Total Expenditure</b>	<b>5,704</b>	<b>5,644</b>	<b>(60)</b>
<b>(4,957)</b>	<b>Annual (Surplus)/Deficit</b>	<b>(5,694)</b>	<b>(5,469)</b>	<b>225</b>

27. The position for 2016/17 showed a net trading surplus of £5.469 million. Whilst this was £225,000 below target, due primarily to delays in implementing the planned additional bus lane enforcement, the overall position represents an increase of £512,000 (10%) on the previous year. This was mainly achieved through Increases in MTO enforcement and from off-street car parking fees.
28. Total gross income generated was £11.113 million. This included £4.362 million from on-street and £1.042 million from off-street parking fees with a further £330,000 from Residents Parking Permits. Enforcement generated £2.019 million from Penalty Charge Notices, £3.256 million from MTO's and £104,000 from the Camera Car.
29. Total expenditure was £5.644 million and was £60,000 below budget. Lower employee costs due to managed recruitment enabled earlier repayment in respect of the set up costs associated with the Moving Traffic Offences which will reduce future costs.

### **Parking Enforcement Reserve**

30. The use of the reserve is governed by Section 55 of the Road Traffic Regulations Act 1984. This specifies that the surplus may be used to fund operational costs including subsidising the enforcement service, supporting public passenger transport services, transport planning and road safety, maintaining off-street car parks and highway and environmental maintenance and improvements.

31. The following table illustrates the movements in the Parking Enforcement Reserve and the balance carried forward.

<b>2015/16 £000</b>		<b>2016/17 £000</b>
69	Brought forward balance	371
4,957	Annual trading surplus	5,469
<b>5,026</b>		<b>5,840</b>
	<b>Utilisation</b>	
4,655	Contribution to overall provision for transportation, highways and environmental maintenance and improvements	5,025
0	Budgeted contribution - Cardiff West Bus Interchange—design and contract	174
0	20 mph zones and 75% residential parking (lines and signage)	79
0	Digital, new signs, school keep clear zones, lining/patching	96
0	Car Free Day	15
0	A4232/A47 Resurfacing	100
<b>4,655</b>		<b>5,489</b>
<b>371</b>	<b>Reserve Balance</b>	<b>351</b>

32. When the 2016/17 trading surplus of £5.469 million is applied to the brought forward figure of £371,000 the balance in the Parking Enforcement Reserve is increased to £5.840 million.
33. Eligible expenditure totalling £5.489 million was drawn down from the reserve leaving a balance of £351,000 at the 31 March 2017. The drawdown included a budgeted sum of £5.025 million to support a range of Council services including ongoing support and improvements to transport, parking, highways and environmental services. It also included specific drawdowns for various improvement schemes and initiatives. These were approved by the Director of Operations in consultation with the Cabinet Member for Transport, Planning and Sustainability and the allocation from the reserve was approved by the Corporate Director of Resources. Whilst there were variances compared to the original plan these were broadly in line with the forecast position as reported at month nine.

### **Housing Revenue Account**

34. The Housing Revenue Account (HRA) shows a balanced position after transfers to earmarked reserves. Contributions to earmarked reserves include a transfer of £2.582 million to the new Housing Development and Acquisitions reserve to fund the development of the additional build programme, other land and property acquisitions and to support the Housing Partnership programme, £50,000 to a new earmarked reserve

for pressures anticipated in relation to the impact of Welfare Reform on council tenants and £500,000 to the Housing Repairs and Building Maintenance services earmarked reserve to be set aside for the specific costs of Health and Safety initiatives and improvements.

35. The overall position as set out in Appendix 5 includes a number of variances, the most significant of which is a £1.596 million underspend in the Housing Repairs Account. The main reasons for this significant underspend include lower than anticipated spend against the external painting budget due to a delay in the commencement of the programme. There was also a reduction in external contractor spend due to 92% of responsive repairs being undertaken by the in-house workforce. In addition, the variance included higher than anticipated levels of capitalisation of works and also a significant underspend on internal works employee costs largely due to vacancies.
36. Other variances within the HRA include an underspend of £505,000 on employee costs reflecting vacancies and other savings against the staffing budget. An underspend of £210,000 was also reported in relation to other premises costs. This includes reduced Facilities Management costs of £248,000 partly due to the transfer of staff to the Central Library from the now demolished Marland House and partly in relation to lower recharges to the Community Hubs and for Willcox House. There were also savings of £154,000 against utility budgets, partly offset by increased general repairs, compensation and cleaning costs. Supplies and services budgets were underspent by £43,000 mainly in relation to insurance costs but with savings also reported on other budget heads such as under-occupancy costs, bank charges and grants to outside organisations. Support services budgets were underspent by £184,000 mainly due to lower than anticipated central support costs which includes recharges in relation to Housing General Fund staff time spent supporting the HRA and from Central Transport Service recharges. Capital financing budgets were overspent by £176,000 due to an increase in direct revenue financing costs, partly offset by reduced capital financing charges mainly in relation to interest payments. A reduced contribution to the bad debts provision was also required providing a saving of £360,000. Other minor variances include savings of £10,000 on third party payments and a £1,000 overspend on transport costs. Income was £401,000 above target mainly due to a lower than budgeted level of void rent loss, with higher than anticipated staff recharges to capital schemes for staff time, and increased Supporting People grant funding.

## **Activities Inherited from Cardiff Bay Development Corporation including Harbour Authority**

### **Cardiff Harbour Authority**

37. The Welsh Government approved a three year budget covering the period 2014/15 to 2016/17 as part of a deed of variation dated 3<sup>rd</sup> April 2014 to the original S165 Agreement.

38. The budget for 2016/17 was set at £6.146 million but this was subsequently reduced to £5.891 million following discussions and agreement between the Council and Welsh Ministers.
39. The outturn position indicates an annual draw down of £5.811 million, resulting in a variance of £80,000.

<b>Budget Category</b>	<b>Budget £000</b>	<b>Out-turn £000</b>	<b>Variance £000</b>
Expenditure	6,365	6,536	171
Income	(820)	(1,015)	(195)
<b>Fixed Costs</b>	<b>5,545</b>	<b>5,521</b>	<b>(24)</b>
Asset Renewal	346	290	(56)
<b>Approved Budget</b>	<b>5,891</b>	<b>5,811</b>	<b>(80)</b>

40. The Fixed Cost budget shows an underspend of £24,000 and includes savings generated against the environment and groundwater monitoring budgets in addition to lower pest control expenditure. Furthermore a significant increase in income was achieved mainly through additional car parking fees, although higher levels were also achieved from harbour dues, water activities and various other sources. This enabled essential maintenance and improvement work to be undertaken on a range of activities.
41. In accordance with the Agreement any underspend against the Fixed Cost budget is to be shared equally between the Council and the Welsh Government. The Council's share of £12,000 has therefore been transferred to the Project & Contingency Fund.
42. The under spend of £56,000 against the Asset Renewal budget reflected lower than anticipated costs against some schemes, including the refurbishment of the Gantry Crane due to delays in the procurement.
43. The balance in the Project and Contingency Fund at 1<sup>st</sup> April 2016 was £756,000. This will increase by £12,000 in respect of the Council's share of the reported underspend on fixed costs. A further instalment of £186,000 in relation to the Volvo Ocean Race (VOR) hosting fee was made during the year and financed from the Fund. This leaves a net balance at 31 March 2017 of £582,000 which will be retained to fund the remainder of the VOR hosting fee and as a contingency against any unscheduled maintenance which may exceed the Fixed Cost budget.

### **Capital Outturn 2016/17**

44. The Council spent £107.987 million on capital expenditure across a range of services with £24.154 million of this in relation to Public Housing (HRA). Capital expenditure was funded from a number of sources including external grants and contributions, sale of assets and also by borrowing money which will need to be repaid in future from revenue budgets, future asset sales or increases council tax and rents.

45. The delivery of capital projects is complex and influenced by a number of external and internal factors. Directorates are regularly reminded of the need to set achievable expenditure profiles and to identify slippage at an early stage.
46. The paragraphs below summarise the Outturn position of the Capital Programme for both the General Fund and Public Housing, with further detail on schemes provided in Appendix 6 and 7.

### General Fund Expenditure and Funding

47. The Outturn for the year is £83.833 million, a variance of £19.164 million. This is represented by a net underspend of £1.159 together with slippage of £17.967 million. The main items of capital expenditure incurred by the Council during the year are described in the following table:-

Schemes	Detail	£m
Housing & Neighbourhood Regeneration	Disabled adaptation grants, allowing people to live independently in their homes, environmental improvements including shop fronts in Grangetown and the start of a comprehensive regeneration scheme for Maelfa Centre in Llanedeyrn.	7.0
Education & Lifelong Learning	Continued investment in a number of schools as part of the 21 <sup>st</sup> Century Schools Plan including the new Eastern High School, a new high school in West, three new primary schools and extensions of facilities at a number of schools. Additional investment in the condition of properties to address electrical compliance works.	32.7
Highways & Transportation	Road and footpath resurfacing, road safety improvements, LED street lighting energy efficiency, public transport and telematics. Also Windsor Road bridge replacement, cycling strategy implementation, investment in safe routes in communities, bus priority improvements on A469 and A470 and moving traffic offences expansion as well as other pedestrian and junction improvements.	14.1
Leisure Facilities and Citizen Hubs	Completion of refurbishment of Eastern Leisure Centre, Insole Court and the development of hubs in areas of need including the new STAR hub and pool, Llanedeyrn, Llandaff North and Gabalfa hubs.	7.1
City Development	Land acquisition at Dumballs Road, waste removal at International Sports Village and public realm design to allow regeneration of Central Square.	14.0
Parks and Energy Projects	New 3G football pitches, completion of the wet play area at Victoria Park and Hydro energy generation measures at Radyr Weir.	1.9
Waste Management	Development of Lamby Way household waste recycling facility.	1.9
Other	Modernising ICT to improve business process, business investment grants, investment in arts venues, relinquishment of Global Link offices, day centre opportunities strategy and purchase of investment property.	5.1

48. The Council pays for its capital expenditure from a number of sources including borrowing money. Borrowing and any associated interest costs must ultimately be repaid from the existing and future income of the Council. General Fund capital expenditure in 2016/17 was paid for from a number of sources as shown in the table below:-

<b>General Fund - Funding Source for 2016/17 Capital Expenditure</b>	<b>Amount £000</b>	<b>Percentage of Funding (%)</b>
WG Supported Borrowing	8.390	10.00
WG General Capital Grant	5.106	6.09
WG and other external grants	25.349	30.24
Additional Unsupported Borrowing	17.257	20.58
Invest to Save Unsupported Borrowing	17.418	20.78
Revenue & Reserves	4.453	5.31
Capital Receipts	4.502	5.38
External Contributions	1.358	1.62
<b>Total</b>	<b>83.833</b>	<b>100.00</b>

49. The Council received General Capital funding from Welsh Government of £13.496 million in 2016/17. This was made up of a cash grant of £5.106 million and capital financing support within the revenue budget settlement to undertake £8.390 million of borrowing. In addition the Council can enter into unsupported borrowing which has to be fully met through the revenue budget in future years. In 2016/17, the Council used unsupported borrowing of £34.675 million to support General Fund expenditure which equates to 41.7% of total funding. Of this £17.257 million of borrowing was required to balance the Capital Programme commitments and £17.418 million was for 'Invest to Save' borrowing, repayable from directorate revenue budgets. The latter includes 21<sup>st</sup> Century School building investment as well as schemes predicated on receiving income or making savings such as energy generation or usage reduction.

### **General Fund Capital Receipts**

50. The Capital Programme approved by Council in February 2016 included an estimate of £2 million for non earmarked General Fund capital receipts after making a deduction for revenue costs of disposal. Some receipts have either been earmarked for previous years' expenditure or for future expenditure. The significant cash receipts received during the year are shown in the following table-

	<b>£000</b>
<b>General Fund – Non Earmarked</b>	
Former Trading Standards Office, Bridge Street	566
Former Terrapin Offices, Bessemer Close	394
Suffolk House	768
Other	29
<b>Total</b>	<b>1,757</b>

<b>General Fund - Earmarked for Specific Capital Schemes</b>	
Former Caretakers Houses, Grangetown and Herbert Thompson	230
Former Hostel, Wedal Road	893
Former Procurement and Supplies Depot, Bessemer Close	1,600
Proceeds from Investment Properties	887
<b>Total</b>	<b>3,610</b>

51. The realisation of timing and value of capital receipts is unpredictable, however the above highlights the statement included in the Budget report of 2017/18 that the earmarking of capital receipts increases the pressure on the Council's borrowing requirement.
52. There has been no appropriation of sites between the General Fund and Public Housing during the year.

### **Public Housing (HRA) Expenditure and Funding**

53. Expenditure on Public Housing schemes was £24.154 million. Investment was made in estate regeneration, housing stock remodelling, investment in the fabric of dwellings, disabled adaptations and development of new Council Housing following the appointment of Wates Living as development partner.
54. The table below shows how capital expenditure was paid for in 2016/17:-

<b>Public Housing - Funding Source for 2016/17 Capital Expenditure</b>	<b>Amount £m</b>	<b>Percentage of Funding (%)</b>
Major Repairs Allowance (WG grant)	9.590	39.70
Additional Unsupported Borrowing	5.326	22.05
Revenue & Reserves	6.009	24.88
Other WG Grants and Contributions	0.055	0.23
Capital Receipts	3.174	13.14
<b>Total</b>	<b>24.154</b>	<b>100.00</b>

### **Public Housing Capital Receipts**

55. Capital Receipts of £2.637 million were generated from the sale of Council dwellings under the Right to Buy scheme. A further £620,000 has been generated from the sale of various freeholds and retained equity held from previous Council and developer home ownership support schemes. Receipts are retained within the Housing Revenue Account to pay for capital expenditure.

### **Treasury Management**

56. The Council continued to adopt a pragmatic approach to its treasury management activities in 2016/17. This was in accordance with the strategy approved at Council in February 2016.



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

### Investments

58. At 31 March 2017, investments arising from temporary cash balances stood at £68.5 million. The balance of investments is taken at a point in time and will fluctuate depending on the timing of income and expenditure e.g. payments to suppliers, receipt of grants and capital receipts.
59. The overall level of interest receivable from treasury investments totalled £607,000 with the average rate achieved for 2016/17 being 0.62% which compares favourably against the 7 day LIBID rate of 0.20% and the 3 Month LIBID rate of 0.32%. Whilst performance compared to industry benchmarks is positive, the low rates of return can be attributed to the Bank of England Official Bank Rate which decreased from 0.50% to 0.25% on 4<sup>th</sup> August 2016. This was the first amendment in the Bank Rate since 5<sup>th</sup> March 2009.
60. The counterparties (organisations) with whom the Council invests were closely monitored in accordance with the criteria set out in the Council's Investment Strategy for 2016/17. Where possible the Council sought to diversify investments across organisations.

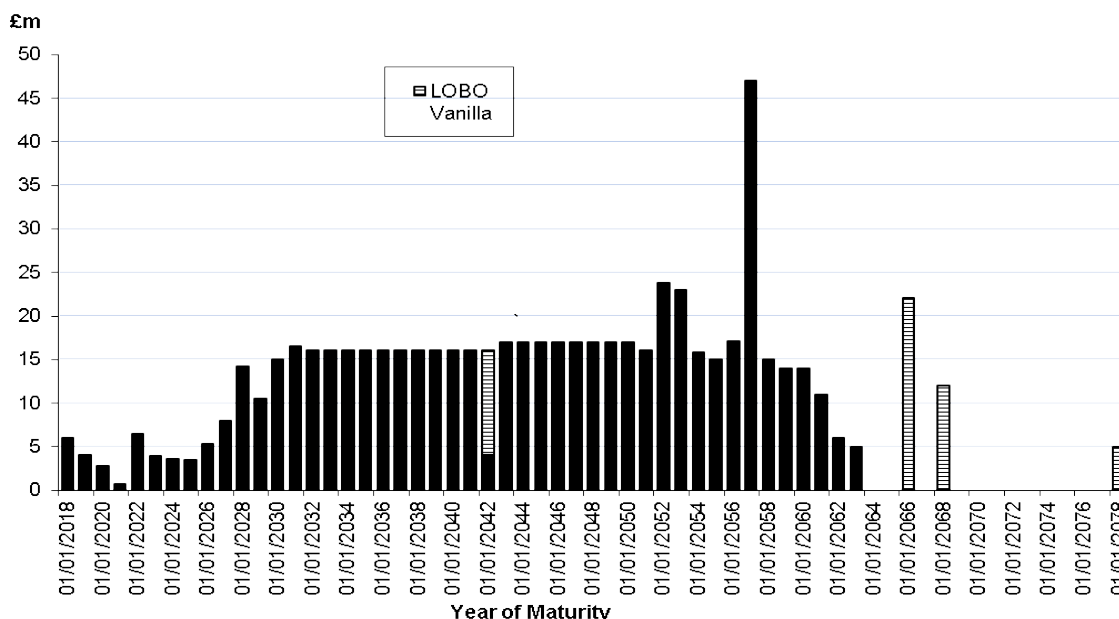
### Borrowing

61. At the 31 March 2017 the Council's total external borrowing was £674 million. This was predominantly made up of fixed interest rate borrowing from the Public Works Loan Board (PWLB) payable on maturity.

31 March 2016			31 March 2017	
£m	Rate (%)		£m	Rate (%)
612.8		Public Works Loan Board (PWLB)	617.2	
52.0		Market	51.0	
0.5		Welsh Government	3.0	
0.8		Other	2.8	
<b>666.1</b>	<b>4.84</b>	<b>Total External Debt</b>	<b>674.0</b>	<b>4.74</b>

62. The average rate on the Council's borrowing reduced during the year, from 4.84% to 4.74% primarily as a result of additional external borrowing at a lower rate. Total interest paid on external debt was £32.285 million, of which £12.498 million was charged to the HRA. All borrowing is in the name of the Council and a single pool of debt is maintained rather than having separate loans for the HRA.

63. The maturity profile of borrowing at 31 March 2017 is shown in the following chart.



64. During 2016/17 the Council repaid £6.754 million of maturing loans. Whilst borrowing rates have remained higher than investment rates in 2016/17, the Council has undertaken internal borrowing which involves using temporary cash balances in the short term rather than undertaking external borrowing. In addition to the short term financial benefits, it also reduces exposure to credit risk. The risk attached to internal borrowing is that the Council may have to borrow at higher rates in the future when borrowing becomes a necessity.

65. In recognition of these risks, £10 million of the Council’s long term borrowing requirement was undertaken to mitigate the risk of rising longer term rates. This new borrowing was taken at an average rate of 1.73% and has an average maturity of 30 years.

66. In addition, interest free loans e.g. from Salix and WG were received totalling £4.627 million.

67. The Council’s Capital Financing Requirement (CFR) i.e. capital expenditure incurred but not yet paid for is estimated at £723 million at 31 March 2017, of which the Housing Revenue Account CFR is £274 million. The latter is within the maximum Debt Cap set by WG of £316 million. The Council’s level of internal borrowing at 31 March 2017, subject to audit is £49 million.

**Reasons for Recommendations**

68. The report is for information and serves to complete the financial monitoring processes for 2016/17.

## **Legal Implications**

69. The report is submitted for information as part of the Authority's financial monitoring process. The Council's constitution provides that it is a Council responsibility to set the budget and policy framework and to approve any changes thereto or departures there from. It is a Cabinet responsibility to receive financial forecasts including the medium term financial strategy and the monitoring of financial information and indicators

## **Financial Implications**

70. The final revenue outturn position indicates that the Council has maintained its spending within its overall net budget of £578 million in 2016/17 with a balanced position reported after contributions to and from reserves. This is in line with the position reported at month nine.
71. Directorate budgets showed an overspend of £7.630 million at the year end with overspends of £6.745 million in Social Services, £1.173 million in City Operations, £329,000 in Corporate Management and £178,000 in Education & Lifelong Learning. These were offset by underspends in other directorates and by the £4.0 million general contingency budget. They were also offset by savings in areas such as Capital Financing, Council Tax collection, NDR refunds on Council properties and by savings arising from accounting adjustments within the Summary Revenue Account.
72. A shortfall of £6.475 million was reported against the £25.892 million directorate savings targets for 2016/17 with a further shortfall of £1.881 million against the savings targets carried forward from 2015/16. Although £1.073 million of these shortfalls was written back as part of the 2017/18 Budget this still leaves an on-going shortfall of £7.283 million to be achieved in 2017/18 in addition to the budget savings approved as part of the 2017/18 budget process itself. It is therefore essential that directorates continue to progress any outstanding savings from 2015/16 and 2016/17 so that these are fully achieved in the current financial year.
73. Overall, excluding school balances and the HRA the earmarked reserves held by the Council increased by £4.7 million in 2016/17. This includes contributions to two new strategic reserves that will benefit the Council in the medium term with allocations of £800,000 to a Corporate Landlord Reserve and £2.532 million to a Strategic Budget Reserve. These and other changes to the Council's earmarked reserves as a result of the outturn position will serve to improve the Council's overall financial resilience.
74. The Council Fund Balance at 31<sup>st</sup> March 2017 is £14.255 million. The Section 151 Officer has reviewed this and considers the balance prudent given the unbudgeted risks that the Council faces albeit that the position will be reviewed as part of the 2018/19 budget preparation.

75. Overall, schools increased their individual reserves by £1.722 million (net). A reduction of £794,000 was also made to the previous on-going commitments arising from the 2014/15 overspend of £1.9 million on redundancy costs. When this is taken into account the overall increase in school balances is £2.516 million.
76. The Capital Programme Outturn for the General Fund and Public Housing for 2016/17 is £107.987 million, a variance of £21.855 million. The table below shows the movements in projected General Fund slippage from Month 4 through to Outturn. Directorates are regularly reminded of the need to set achievable profiles and identify slippage at an early stage. This will be reinforced by the monitoring process in 2017/18.

<b>General Fund Slippage</b>	<b>Month 4 reported slippage</b>	<b>Month 6 reported slippage</b>	<b>Month 9 reported slippage</b>	<b>Outturn slippage</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
General Fund (excluding SOP)	7,701	9,695	623	2,945
SOP schemes	12,236	12,236	15,031	15,022
<b>Total</b>	<b>19,937</b>	<b>21,931</b>	<b>15,654</b>	<b>17,967</b>

77. General Fund Capital expenditure in 2016/17 required £43.065 million of unsupported borrowing. Of this, £17.418 million relates to funding required to be repaid by savings in the revenue budgets or income generation. Consideration needs to be given to the medium and long-term impact of this additional borrowing on the Council's revenue budget. Accordingly, local affordability and other indicators need to be continually reviewed and monitored to ensure investment is prioritised and the impact of increased levels of debt is sustainable and affordable.

## **RECOMMENDATIONS**

The Cabinet is recommended to:

1. Approve the report and the actions taken in respect of the Council's accounts for 2016/17
2. Note that this report will form an Appendix to the Financial Statements report to be considered at the Council meeting in September 2017

### **CHRISTINE SALTER**

**Corporate Director**

30 June 2017

*The following Appendices are attached:*

- Appendix 1 - Revenue 2016/17
- Appendix 2 - Directorate Variances
- Appendix 3 (a) - Budget Savings - 2016/17 Savings

- Appendix 3 (b) - Budget Savings - 2015/16 Savings
- Appendix 4 - Earmarked Reserves
- Appendix 5 - Housing Revenue Account 2016/17
- Appendix 6 - Capital Scheme Updates
- Appendix 7 - Capital Programme 2016/17

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**REVENUE 2016/2017**

	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES				VARIANCES		
	Gross Expenditure £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's	Contribs to new reserves £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
<b>Service Area</b>													
City Operations	87,796	(54,891)	32,905	90,011	(55,933)	34,078	2,215	(1,042)	1,173	0	2,215	(1,042)	1,173
Communities, Housing & Customer Services	234,283	(190,500)	43,783	234,411	(191,003)	43,408	128	(503)	(375)	0	128	(503)	(375)
Corporate Management	24,851	(515)	24,336	25,153	(488)	24,665	302	27	329	0	302	27	329
Economic Development	63,280	(50,160)	13,120	66,599	(53,504)	13,095	3,319	(3,344)	(25)	0	3,319	(3,344)	(25)
Education & Lifelong Learning	323,711	(79,692)	244,019	325,832	(81,635)	244,197	2,121	(1,943)	178	0	2,121	(1,943)	178
Governance & Legal Services	7,419	(2,648)	4,771	7,445	(2,904)	4,541	26	(256)	(230)	0	26	(256)	(230)
Resources	30,693	(10,848)	19,845	32,186	(12,506)	19,680	1,493	(1,658)	(165)	0	1,493	(1,658)	(165)
Social Services	172,457	(26,171)	146,286	179,430	(26,399)	153,031	6,973	(228)	6,745	0	6,973	(228)	6,745
Capital Financing	39,714	(4,404)	35,310	38,976	(4,186)	34,790	(738)	218	(520)	0	(738)	218	(520)
General Contingency	4,000	0	4,000	0	0	0	(4,000)	0	(4,000)	0	(4,000)	0	(4,000)
Summary Revenue Account	9,486	0	9,486	6,563	(2,812)	3,751	(2,923)	(2,812)	(5,735)	3,575	652	(2,812)	(2,160)
Discretionary Rate Relief	300	0	300	305	0	305	5	0	5	0	5	0	5
<b>Total</b>	<b>997,990</b>	<b>(419,829)</b>	<b>578,161</b>	<b>1,006,911</b>	<b>(431,370)</b>	<b>575,541</b>	<b>8,921</b>	<b>(11,541)</b>	<b>(2,620)</b>	<b>3,575</b>	<b>12,496</b>	<b>(11,541)</b>	<b>955</b>
NNDR refunds on Council properties	0	0	0	0	(590)	(590)	0	(590)	(590)	0	0	(590)	(590)
Council Tax Collection	0	0	0	0	(365)	(365)	0	(365)	(365)	0	0	(365)	(365)
<b>Total</b>	<b>997,990</b>	<b>(419,829)</b>	<b>578,161</b>	<b>1,006,911</b>	<b>(432,325)</b>	<b>574,586</b>	<b>8,921</b>	<b>(12,496)</b>	<b>(3,575)</b>	<b>3,575</b>	<b>12,496</b>	<b>(12,496)</b>	<b>0</b>

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The main variances against directorate revenue budgets were as follows:

**Capital Financing – (£520,000)**

**(£520,000) Month 9**

The overall outturn for capital financing is in line with the position as reported at month nine and reflects a range of factors. Firstly, following the determination of final capital expenditure in 2015/16 and slippage in the programme, the amount required to be set aside for the repayment of capital expenditure which is usually charged a year in arrears is lower than originally forecast for this year. Also, as part of the outturn report for 2015/16, it was reported that a technical adjustment was undertaken to pay off historic premiums and penalties amounting to £2.1 million in relation to rescheduling of borrowing undertaken in previous years. This cost would normally be spread over future years, however charging the full cost in 2015/16 has allowed a saving to be made in 2016/17 which will also support the Council's budgets in future years. A saving was also achieved through the use of temporary cash balances to defer any significant external borrowing requirement during the year. This is in line with the Treasury Management Strategy and takes into account the impact of the reduction in the Bank of England Base Rate earlier in the year. These are partly offset by a reduction to the share of external interest cost that can be charged to the Housing Revenue Account as part of the pooling arrangements and from lower interest receivable from directorates in the current financial year, mainly in relation to the Schools Organisation Plan. The position includes a shortfall of £150,000 against the budgeted dividend from Cardiff Bus following the decision at its Annual General Meeting in November not to award a dividend in relation to its 2015/16 accounts.

**City Operations +£1,173,000 (£32,000 underspend excluding the impact of the Leisure ADM) +£955,000 – Month 9**

The final position for the Directorate is an underspend of £32,000 however when the impact of the delays to the alternative delivery model (ADM) for Leisure are included, this results in an overspend of £1.173 million. This overall position represents an increase of £218,000 compared to the month nine position, predominantly due to an increased overspend within Leisure Services, partly offset by additional income within Planning Services. In addition to the shortfall against the savings target relating to the implementation of the ADM in Leisure Services, overspends were recorded in relation to cross-directorate budgets, mainly due to further shortfalls against savings targets. The mitigations against these overspends included savings and additional income in a number of areas across the Directorate. Within the overall position was a shortfall against savings targets totalling £2.675 million, of which £1.205 million relates to the Leisure ADM. However, overachievements against savings targets totalling £506,000 result in total net savings shortfalls of

£2.169 million in respect of savings targets for both 2016/17 and unachieved savings brought forward from 2015/16. The individual variances can be seen in Appendices 3(a) and 3(b) to this report.

The total overspend within Leisure Services was £1.450 million, including the £1.205 million savings shortfall relating to the ADM process. This shortfall was due to the delayed implementation date of 1<sup>st</sup> December 2016 for the transfer of leisure centres to the new operator. In addition, there were operational shortfalls in leisure centres prior to the transfer to the new operator totalling £11,000. A deficit of £108,000 was also recorded in respect of the Cardiff International White Water Centre, which was a consequence of a reduction in the subsidy provided by the Cardiff Harbour Authority. In addition, there was a deficit of £85,000 relating to Community Halls, mainly due to a savings shortfall at Canton as an alternative operator could not be identified and a trading deficit of £41,000 at other specialist facilities, including Cardiff Riding School.

The other significant overspend within the Directorate related to cross directorate savings targets, where shortfalls totalled £717,000. These incorporated the various service re-shaping exercises being undertaken within the Directorate, including a review of cross service support functions and a wholesale review of staffing levels. A delivery plan is in place which should ensure the achievement of these savings, including a new operating model for the Neighbourhood Services function, however this did not take effect in time to deliver the savings in full in 2016/17, although some mitigations were identified in year including staff reductions and changes to working hours.

The most significant underspend within the Directorate related to the Planning & Building Control section where there was a total underspend of £348,000 which related to increases in planning fee income as well as a surplus in the non-fee part of Building Control. There was a further underspend of £171,000 in relation to the Transport Planning, Policy & Strategy division where overstay charges for the Windsor Road and Beresford Road bridge upgrades, which are part of the railway electrification schemes, provided additional income as well as other income increases from road related activities. In addition, Infrastructure Services underspent by £201,000. This related to additional concessionary fares travel reimbursement income, in year vacancies and increased drawdowns from commuted sums. These underspends were partly offset by a financial pressure in relation to the South Wales Trunk Road Agency (SWTRA) cost recovery mechanism. Although there were delays in implementing the LED street lighting and traffic signal conversion saving, it was possible to offset these shortfalls by a draw down from the Energy Conservation Reserve.

Further underspends resulted in relation to Schools Transport, Street Cleansing, Bereavement Services and Energy & Sustainability. The School Transport underspend of £176,000 was due to route optimisation savings above agreed targets, plus additional income through the sale of seats. The Street Cleansing underspend of £96,000 was due to employee cost savings resulting from the phased appointment to vacant

posts. Bereavement Services is underspent by £146,000 due to increased income, whilst still enabling a transfer to the earmarked reserve totalling £119,000. The £94,000 underspend within Energy & Sustainability was the result of significant reductions in the cost of the Carbon Reduction Commitment (CRC) which offset shortfalls against various energy income schemes.

Broadly in line with the overspend positions reported at Month nine, Play Services and Registration Services overspent by £98,000 and £60,000 respectively. The Play Services overspend was due to various difficulties and obstacles associated with the community asset transfers, some of which are linked to the uncertainties surrounding future Communities First funding. The overspend within Registration Services represented an operational deficit due to income shortfalls, despite income received being higher than the previous year. In addition, there was an overspend in relation to Environmental Enforcement totalling £64,000, which was due to an income shortfall and represented a significant change from the projected underspend position reported at month nine. Other minor variances within the Directorate related to Management & Support, Cardiff Dogs Home, Parks & Sport and Regulatory Services and totalled a net overspend of £16,000.

The budget for 2016/17 provided one-off resource totalling £320,000 to repair an additional 3,000 potholes and a further £320,000 to improve neighbourhood and city-centre street cleansing, drainage and gully cleaning. This work was actively managed by the Directorate and the expenditure is reflected in this report.

**Communities, Housing & Customer Services (€119,000) – Month 9 (€375,000)**

The overall position shows an underspend of €375,000 against budget, compared to the €119,000 underspend reported at Month nine. This was due to an improvement in the Housing & Communities position. The overall position included underspends against the Housing & Communities, Partnership Delivery, Independent Living Services and Into Work Services Divisions, partly offset by overspends in relation to Customer Services and Libraries. The final outturn demonstrates savings totalling €814,000 were achieved against the 2016/17 target of €1.197 million, leaving a shortfall of €383,000. In addition, there was a shortfall of €186,000 in relation to unachieved savings targets brought forward from 2015/16. This represents a slightly increased shortfall on the position reported at Month nine. The shortfalls included €486,000 in relation to delays in the implementation of the Alarm Receiving Centre and this was reflected in the overall Directorate position.

The Housing & Communities division reported an increased underspend compared to Month nine, totalling €704,000, largely due to increased income from renovation grant administration fees. The position included an underspend of €40,000 in relation to Assessment & Support functions, resulting from savings on employees and the use of earmarked reserves

to fund postage overspends arising in respect of welfare reform change notifications. The underspend within Preventative Services amounted to £462,000 due to Renovation Grant administration fees in excess of the target, partly offset by reduced income levels relating to Targeted Elderly provision. Further underspends were recorded within Face to Face Customer Services and Service Development and Improvement. These totalled £70,000 and £132,000 respectively and were due to reduced staff recharges from the Housing Revenue Account and savings within Housing Strategy Grants payable. All other budgets within this division reported balanced positions. The final outturn in respect of the Council Tax Reduction Scheme was £28.652 million, which represents a reduction on previous projections. As a consequence there was no requirement for a contribution from the corporate contingency budget set aside for increased in-year demand.

Customer Services reported a final overspend of £500,000, primarily in relation to the aforementioned £486,000 savings shortfall in connection with the Alarm Receiving Centre together with other income shortfalls. This particular overspend was partly mitigated by employee savings within the Contact Centre. A number of alternative income sources were also identified, however these will not materialise until after 31 March 2017. A £79,000 underspend within Partnership & Delivery, primarily related to employee costs and reduced project expenditure although Neighbourhood Partnership individual funds were fully spent. A reduced underspend of £26,000 in relation to Into Work Services is also contained within the final position, due to alternative funding for employee costs. In addition, an underspend of £174,000 was reported for Independent Living Services, which is the result of additional employee savings and recharge income, and minor premises and support underspends.

The Libraries service recorded a final overspend of £164,000, largely due to the delay in the roll out of the Libraries and Hub Strategy. This savings shortfall totalled £83,000 and forms the balance of the total savings shortfalls outlined previously. The remainder of the Libraries overspend is because of additional employee costs and income shortfalls, both of which are partly offset by underspends against supplies and services budgets. Neighbourhood Regeneration and Adult & Community Learning both recorded balanced positions and Supporting People Services and Management & Support underspent by £34,000 and £22,000 respectively. The Supporting People grant was utilised in full and there was a small underspend against the Communities First grant which will be repaid to the Welsh Government.

**Corporate Management +£329,000**

**+£425,000 Month 9**

The Corporate Management outturn shows an overspend of £329,000, a reduction of £96,000 compared to the position reported at Month nine. The improvement reflects additional savings in a number of areas including higher than anticipated savings on pension fund contributions relating to past service and savings on bank charges and various other budgets. The overall position includes a shortfall of £275,000 against the 2016/17 budget savings target of £875,000 in relation to savings arising

from the implementation of digitalisation across the Council. Work is continuing to identify further savings and this is being supported through the Organisational Development Programme. All other budget savings targets for 2016/17 were achieved.

A shortfall of £193,000 is reported in relation to the budget for the release of savings through voluntary schemes including the purchase of leave. There were also overspends of £58,000 in relation to a shortfall in income from commission earned mainly in relation to insurance services and £45,000 in respect of payments for the Coroner's service. These were partly offset by a range of savings including £109,000 in reduced contributions to the Mid Glamorgan Superannuation fund relating to past employees. Other savings included reduced costs in relation to audit fees and bank charges, levies and contributions and by reduced costs against Senior Management budgets.

### **Economic Development (£25,000)**

**(£95,000) Month 9**

The final position for Economic Development shows an underspend of £25,000, compared to an underspend of £95,000 as reported at month nine. The overall position included underspends against Business & Investment and Workshops, offset by overspends within Major Projects, City Centre Management, Culture Tourism & Events and Office Rationalisation. It also included an underspend of £10,000 in Commercial Services. The overall Directorate position included savings shortfalls of £1.766 million in respect of 2016/17. In addition, there was a shortfall of £95,000 in relation to unachieved savings targets carried forward from 2015/16.

A significant underspend of £587,000 resulted against the budgets for Business & Investment. This was largely due to increased advertising income in connection with the contract for bus shelters totalling £475,000. In addition, there was a £95,000 underspend in relation to Cardiff Branding following a reduction in committed expenditure. An underspend was also reported in relation to Workshops totalling £42,000. This was due to additional rental income and savings in respect of non-domestic rates costs. Partly offsetting these underspends was a £72,000 overspend in relation to Major Projects, due to a shortfall in staff recharges to capital schemes. An overspend of £119,000 was reported against City Centre Management budgets and related to increased salary costs resulting from a delay in implementing a new operating model for the taxi marshalling service. These increased costs were partly offset by additional income and reduced premises and staffing costs. Service Management & Support overspent by £7,000.

An overspend was also reported in relation to the budget for Culture, Tourism & Events, totalling £62,000, despite previous projections indicating that an underspend would result. The change in position was largely due to income levels being lower than originally anticipated. The overall position is partly due to a £92,000 deficit within the Venues Division, primarily because of shortfalls in income across a range of venues, although Cardiff Castle and City Hall Functions both reported

surpluses. Cardiff Caravan Park also generated a surplus, however Mansion House and Functions & Retail Catering, in particular, recorded deficits albeit against very challenging income targets. Protocol Services achieved a balanced position and Commercial Activities achieved a minor surplus totalling £2,000. Partly offsetting the Venues position was an underspend within Cultural Venues & Arts, where a £21,000 surplus resulted despite challenging savings targets. In addition, there was an underspend within Tourism totalling £16,000, which was the result of vacancy savings. The Events section reported an overspend of £9,000 due to equipment store costs above budget.

The overall position in relation to the Property Division was a surplus of £2,000, despite previous projections suggesting an overspend would result. Within the position were rental income shortfalls totalling £284,000, however these were partly mitigated by one-off licence income resulting in an overall Land & Buildings position which showed a £97,000 deficit. In addition, there was a shortfall in respect of recharges against capital receipts amounting to £29,000, however employee savings totalled £35,000. The final position in respect of the Cardiff Market was a £15,000 underspend and the Property Service reported underspends of £77,000 in relation to staff recharges. Capital receipts under £10,000 were in line with the budget target. Further to the Property overspend was an overspend of £356,000 in connection with Office Rationalisation. This was primarily in relation to the delayed transfer of the Global Link building to the Local Health Board, as well as delays in the disposal of Bessemer Close, Suffolk House and Penhill, resulting in increased non-domestic rates and utilities costs.

The new Commercial Services Division reported an overall underspend of £10,000, compared to the £127,000 underspend reported at Month nine. The overall position is largely due to surpluses within the Building Services section of Facilities Management. The £955,000 savings shortfall, in respect of 2016/17 targets, primarily related to digitalisation, HWRC closures, depot security and renewable gas income within Recycling Waste Services and vehicle utilisation within Fleet Services. In addition, there were savings shortfalls in relation to Cleaning Services and Security Services. However, it was possible to identify mitigations to offset both these shortfalls and other emerging financial pressures.

The Council's 2016/17 budget included specific contingencies totalling £1.168 million in relation to waste disposal, reflecting the difficulty of predicting tonnage figures and the consequent impact on disposals, and £350,000 to offset potential income shortfalls in relation to the Materials Recycling Facility (MRF) to reflect the volatility in the market for recyclate materials. Having reviewed these areas as part of the monitoring process, this report reflects the full use of the contingency budget for the MRF together with £959,000 allocated in respect of the impact of increased tonnages. These allocations were incorporated within the Directorate position.

The overall position for Recycling Waste Services was an overspend of £261,000. This included a £387,000 shortfall in savings targets, as well

as significant in-year pressures. These in-year pressures related to higher third party payments associated with the treatment of glass and increased operating costs for the MRF. However, some mitigations were identified, including additional landfill income from inert materials, staff savings and an assumed transfer from earmarked reserves to offset the projected costs associated with the delay in the implementation of changes to the HWRC sites. Fleet Services reported an underspend of £31,000, representing a continuation of the position reported at Month nine, despite the savings shortfalls associated with vehicle utilisation and vehicle procurement efficiencies. A number of mitigations for the £389,000 savings shortfall were identified, including staffing savings and additional internal income. The main underspend within the division related to Facilities Management and amounted to £192,000, largely due to a significant surplus within the Building Services section, partly offset by a deficit on FM buildings. Pest Control also reported a surplus, as did the Accommodation Account, although Building Support, Cleaning and Security all reported deficits. The Design & Construction Unit improved upon the balanced position reported at month nine to record a surplus of £48,000. Underpinning the position was additional internal income.

#### **Education & Lifelong Learning £178,000**

**+£100,000 – Month 9**

The overall position was an overspend of £178,000, representing a £78,000 increase on the position reported at Month nine. The overall position was largely related to a significant overspend against out of county placements offset by savings elsewhere within the Directorate, particularly Catering. Total savings of £2.653 million were achieved against the 2016/17 savings target of £3.356 million, leaving a shortfall of £703,000. The shortfalls were largely in relation to out of county placements and Education Other than At School (EOTAS). In addition, there was a shortfall of £46,000 against the unachieved savings targets brought forward from 2015/16.

A total overspend of £699,000 was recorded in relation to the budgets for Inter-Authority Recoupment and Special Educational Needs (SEN). The majority of this related to the cost of out of county placements and shortfalls against savings targets totalling £560,000. The intention of the savings proposal was to reduce both the cost and number of placements and, whilst this was possible in a number of cases, it did not result in the full achievement of the target. In addition, there was an overspend of £192,000 in connection with the budget for EOTAS, as a result of delays in the implementation of a new approach to the delivery of one-to-one tuition and shortfalls in cost recovery relating to hospital tuition. Furthermore, there was an underspend in relation to the Pupil Referral Unit of £71,000, due, primarily, to the fallout of grant funding. Partly offsetting these variances was an underspend of £124,000 in relation to Services of a Specialist Nature, largely due to it being possible to make savings on the cost of resources and the use of earmarked reserves.

An additional overspend totalling £94,000 also resulted in relation to Management & Support Services, primarily due to the costs associated with the temporary closure of a number of school buildings and the non-

achievement of a budget savings target relating to the Performance team. These overspends were partly offset by savings against staffing budgets through the recharging of costs to other parts of the Directorate. Further minor overspends totalling a combined £35,000 were reported in relation to Education Grant expenditure and the Youth Service. The Youth Service position included the full achievement of significant savings targets. Partly offsetting these overspends was an underspend of £87,000 against the Wellbeing & Compliance budget due primarily to savings against training budgets.

The remainder of the overspend outlined in the previous paragraphs was partly offset by a £377,000 underspend in relation to the Catering service. This underspend resulted because of additional income, following a price increase, and the continued identification of efficiencies against expenditure budgets. In addition, there was a £111,000 underspend within Early Years & Childcare due to in-year savings in relation to payments for independent nursery settings. The overall position for the Centrally Held School Funds division showed an underspend of £75,000, despite a shortfall of income in relation to the Music Service. Savings relating to the Storey Arms Centre, Estates Management and ongoing pension contributions more than offset the Music Service position.

#### **Governance & Legal Services (£230,000)**

**(£55,000) Month 9**

The overall position for the Directorate shows a significantly increased underspend of £230,000 compared to the £55,000 underspend reported at Month nine. The main reason for the change in position is the increased income generated within Legal Services. The position included a shortfall of £24,000 in relation to the 2016/17 savings targets. The overall position comprised underspends against the Monitoring Officer budget, Legal Services and Democratic Services, partly offset by an overspend within Scrutiny Services. The Legal Services underspend of £225,000 was due to delays in appointing to vacant posts and additional income from both internal and external services, and was despite a shortfall against a previous initiative to reduce external legal costs totalling £200,000. The £44,000 underspend against the Monitoring Officer budget was the result of the vacant Monitoring Officer post, partly offset by the recruitment costs associated with filling the post. The overspend of £40,000 within Scrutiny Services was a combination of shortfalls against external income targets, partly offset by savings against staffing budgets. Democratic Services, Member Services and Electoral Services recorded a net underspend of £1,000, after transfers to earmarked reserves. Bilingual Cardiff reported a balanced position, however a transfer to earmarked reserves formed part of this position and was facilitated by additional external income.

#### **Resources (£165,000)**

**(£160,000) Month 9**

The outturn for the Resources Directorate shows a saving of £165,000, an increase of £5,000 compared to the position reported at Month nine. The change reflects an increased saving in ICT partly offset by increased



overspends in Human Resources and Health and Safety. Total savings of £1.681 million were achieved against the Directorate's 2016/17 savings target of £1.760 million leaving a shortfall of £79,000. In addition a shortfall of £16,000 was also reported in relation to the savings targets carried forward from 2015/16. These shortfalls are reflected in the Directorate outturn position.

Underspends were reported in a number of areas including £162,000 in ICT as a result of savings on printer rationalisation and across a range of other budgets including SAP support. An underspend of £104,000 in Performance and Partnerships reflected managed underspends and savings on employee costs as a result of vacancies in Performance Management, the Cabinet Office and Policy and Partnerships. The latter also includes savings on transport and support costs and grant income above budget. These were partly offset by a shortfall in income within the Corporate Communications budgets. Underspends of £67,000 in Finance and £21,000 against training and other directorate budgets were also reported. The underspend in Finance was mainly due to staff vacancies although this was partly offset by cost pressures and income shortfalls in the Revenue Service including a shortfall of £65,000 against the budget saving target relating to the extension of the income enforcement service. Work is continuing to ensure that this saving is fully achieved in the current financial year.

These were partly offset by overspends of £112,000 in Human Resources and £77,000 in Health and Safety. The overspend in Human Resources reflects a shortfall of £295,000 against the budgeted surplus for Cardiff Works. This was partly offset by a reduction in capital financing costs for HRPS systems and by additional support service income. The Academy reported a balanced position with underspends in the learning and development fund transferred to the Apprenticeship and Training Reserve to support costs in this area in future years. The overspend of £77,000 in Health and Safety was mainly due to a shortfall in central support income reflecting the need to prioritise work in other areas during the year thereby limiting the scope for income generation.

**Social Services +£6,745,000**

**+£5,981,000 Month 9**

The Directorate outturn shows an overspend of £6,745 million, an increase of £764,000 compared to the position reported at Month nine. The increase was mainly due to additional placement and external legal costs within Children's Services with costs in Adult Services reducing compared to Month nine mainly due to additional Intermediate Care Grant funding and some reduction in the demand for domiciliary care for older people. The overall Directorate position includes overspends of £4.277 million in relation to Children's Services and £2.468 million in Adult Services. The overspend reflects the impact of demographic and cost pressures, with significant increases in the number of placements and costs for looked after children particularly in relation to external fostering and increased levels of need and requirements for domiciliary care and nursing home placements. There have also been significant cost pressures particularly in relation to nursing home placements. The

overall position also reflects a significant shortfall against budget savings targets both in respect of the 2016/17 budget and in relation to on-going shortfalls against 2015/16 savings targets which had yet to be achieved. In terms of the overall Directorate, total savings of £4.010 million were achieved against the 2016/17 savings target of £5.539 million leaving a shortfall of £1.529 million. In addition a shortfall of £1.085 million was reported against the savings targets carried forward from 2015/16. These shortfalls are reflected in the Directorate outturn with details of individual variances set out in appendices 3(a) and 3(b) to this report.

Within the overall Directorate position, the Children's Services element of the budget reported an overspend of £4.277 million. This is after taking into account the allocation of the £950,000 specific contingency budget set aside to meet increased costs in relation to placements for looked after children. The requirement for the allocation of this contingency sum was set out in the Month four monitoring report and the allocation is incorporated into the Directorate budget position in this report. Although the service received an additional budget realignment of £1.6 million as part of the 2016/17 budget process, on-going pressures on the budgets for external placements, leaving care support costs and external legal costs have all contributed to the overspend. These pressures have been alleviated to an extent by mitigating actions taken in respect of guardianship allowances and by savings in Child Health and Disability Commissioning budgets and Internal Fostering and Adoption. The overall position for Children's Services includes a shortfall of £1.467 million against the savings targets for 2016/17 and carried forward from 2015/16 and this is reflected in the analysis of the variances below.

The Children's Services position includes an overspend of £3.788 million in respect of external placements for looked after children with on-going pressures on external residential placements and a significant rise in the number of external fostering placements during the year increasing costs in this area. This is after allowing for the drawdown of the £950,000 contingency budget which was set aside specifically to meet increased costs associated with external placements. Overall, the number of external fostering placements has increased by 47 during the year. The overspend on external placements includes a shortfall of £681,000 against the budget savings targets in this area with only partial savings achieved in 2016/17 in relation to a number of initiatives including the establishment of an Adolescent Resource Centre. These savings are anticipated to be fully achieved in 2017/18.

Other overspends include £461,000 on leaving care support costs for children aged 16+ reflecting the on-going high cost of supported accommodation and other support for those leaving care. An overspend of £988,000 was also reported in relation to Management and Business Support. This includes shortfalls in savings targets of £534,000 together with an overspend of £230,000 on external legal costs with significant pressures continuing to be experienced in this area. Other overspends include £133,000 on Safeguarding budgets, £168,000 on other social work terms and £28,000 in the Youth Offending Service.

A saving of £496,000 was reported in relation to guardianship orders with no increase in the level of residential order allowances taking place during the year. The saving arising from this was partly offset by the impact of an increase in the number of allowances. A saving of £350,000 was also reported in relation to Child Health & Disability Commissioning budgets mainly in respect of domiciliary and respite care. This reflects the continuing reduction in expenditure in this area following a process of reviews and a switch to direct payments in recent years. Other underspends include £229,000 in internal fostering reflecting reduced numbers and savings on staffing budgets, £123,000 on Adoption budgets and £91,000 on the Family Support/Personal Advisor Service mainly due to savings on staffing budgets.

The Adult Services element of the Directorate budget shows an overspend of £2.468 million a reduction of £217,000 compared to the position reported at Month nine. The improvement was mainly due to additional Intermediate Care Grant funding confirmed during the latter part of the year. There was also some reduction in the demand for domiciliary care for older people in the final quarter however this was largely offset by the on-going pressures in relation to the costs of nursing home placements. Overall, the overspend in Adult Services is due to a combination of shortfalls against budget savings targets for 2016/17 and on-going shortfalls from 2015/16 together with a number of demographic and cost pressures particularly in relation to domiciliary and nursing care for older people. The overspend takes account of the additional funding provided as part of the 2016/17 budget which included a budget realignment of £2.5 million in relation to savings targets from previous years, funding for demographic pressures of £1.6 million and additional funding set aside to meet fee increases including the impact of the National Living Wage. The overall position includes a shortfall of £1.147 million against the savings targets for 2016/17 and carried forward from 2015/16 and this is reflected in the analysis of the variances below.

Overall, the Commissioning budgets in Adult Services showed an overspend of £3.155 million. This includes overspends of £2.784 million on services for Older People, £641,000 on people with a physical disability including alcohol and drugs and £100,000 on people with a learning disability. The overspends include both shortfalls against savings targets and demographic and cost pressures particularly in relation to domiciliary and nursing care. The number of domiciliary care hours delivered to older people for example has increased by 9% in 2016/17 resulting in additional costs of £1.2 million. There has also been an increase of around 10% in the price of a nursing bed during the year increasing costs within services for older people by £1.3 million. There were also significant cost pressures in relation to domiciliary care and an increase in direct payment hours in services for people with a physical disability. The overspends are partly offset by an underspend of £370,000 in Mental Health Services. This is largely due to levels of expenditure on Deprivation and Liberty Safeguards (DOLS) continuing to be lower than anticipated, together with a reduction in residential placements compared to previous years.

The budget for directly provided Adult Services reported an underspend of £687,000. This is mainly due to a saving of £898,000 in Assessment and Care Management reflecting staff vacancies within the service together with Intermediate Care Grant funding which partly offset existing employee costs. Underspends of £57,000 in Internal Support and Management and £160,000 in relation to day care and reablement services for Older People were also reported reflecting a combination of employee and other cost savings including additional Intermediate Care Grant funding. These were partly offset by an overspend of £428,000 in relation to Learning Disabilities Supported Living and Day Care mainly as a result of shortfalls against savings targets.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
1	City Operations	<b>New operator for Canton Community Hall via "stepping up process"</b> - new management operation for Canton Community Hall.	43	0	43	Whilst there were initial expressions of interest these have not materialised. A review of the future plans is now required. In the meantime the saving will not be achieved and the target is planned to be written out as part of the 2017-18 budget proposals.
2	City Operations	<b>Alternative Delivery Model (ADM) for Cardiff International Sports Stadium - Lease of asset</b> - ADM for Cardiff International Sports Stadium (based on Cardiff & Vale taking over the facility in 2015/16).	78	78	0	The Lease with the Cardiff and Vale College was signed on 31st March 2016, therefore this saving has been fully realised.
3	City Operations	<b>Alternative delivery for Leisure</b> - a new operating model in Leisure.	850	0	850	The management of the Centres was transferred to GLL with effect from 1 Dec 2017. The saving generated over the first four months of the contract has been allocated against the saving target for 2015/16. This saving will now be delivered in 2017/18 as part of the new contractual arrangements.
4	City Operations	<b>Transfer of Insole Court to Community Trust, "stepping up process"</b> - transfer of Insole Court to Community Trust (Friends of Insole Court).	59	59	0	Friends of Insole Court have taken responsibility of the building following the refurbishment. A budget has been retained to cover FM costs but no other operational costs should be incurred therefore the saving has been fully realised.
5	City Operations	<b>New model for Children's Play</b> - a new delivery model for Children's Play responsive to the needs of children and young people. Play, including after school club activities, will in future be run from a range of community facilities within Neighbourhood Partnership areas.	270	172	98	A proportion of the saving was realised from action taken the previous year. A delivery plan is in place to deliver the remaining saving through the transfer of centres to alternative operators and the creation of a peripatetic team. Some of these transfers only took place in the latter part of the year thereby reducing the in year saving. In addition issues around Communities First funding has delayed other transfers.
6	City Operations	<b>Parks reduced business administration/ efficiencies</b> - reduced business support through deletion of a vacant post and savings across supplies and services.	24	24	0	This saving has been achieved through the deletion of a vacant post and reductions in overheads.
7	City Operations	<b>Tree Management efficiencies</b> - the Council in-house team will be reshaped, releasing capacity and enabling it to undertake work previously undertaken by a contractor.	25	25	0	Reduced maintenance costs realised £15k of the saving. The remaining £10k was delivered through increased income.
8	City Operations	<b>Optimise Parks Income</b> - optimise income by increasing sales of nursery plants stock and increasing income from Roath Park Conservatory and Royal Horticultural Show.	41	41	0	Whilst there is a saving shortfall forecast against Nursery and the Conservatory this was covered by an over achievement from the RHS Show.
9	City Operations	<b>Reshaping of grounds maintenance service</b> - reshaping of grounds maintenance services to protect core services whilst increasing productivity.	450	395	55	The saving plan was made up of a number of income and expenditure budgets of which £395k was been realised. The shortfall includes £40k of vehicle reductions which could not be agreed with CTS and £15k relating to catering concessions which proved challenging.
10	City Operations	<b>Outdoor Sports - Reduce subsidies and outsource sport facilities</b> - reduce subsidy through reductions in employee expenditure, supplies and services budgets, implementation of alternative delivery models and remodelling of fees and charges.	50	50	0	The saving has been fully realised through a combination of reduced employee costs, building costs following the transfer of some facilities and the generation of additional income.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
11	City Operations	<b>Victoria Park Paddling Pool Wet Play Improvements</b> - modernisation to a wet play area will result in lower maintenance, utilities, supplies and services costs.	45	45	0	The development of the wet play facility to replace the paddling pool has been completed and the saving has been achieved in full.
12	City Operations	<b>Landscape design fees - improve recharging process</b> - a new mechanism for fees and charges will be introduced as part of a review of the landscape design service.	128	96	32	A large proportion of the saving was delivered following a review of the business. The remainder was planned through the merging of the team with the Design & Delivery service but this has yet to take place and resulted in a shortfall.
13	City Operations	<b>New Operating Model for City Operations</b> - the business case for reshaping services within City Operations.	418	0	418	The saving is planned to come from various employee savings through VS, flex-retirement and the deletion of vacant posts. The delivery plan showed that implementation would not deliver the saving in this financial year.
14	City Operations	<b>Planning Fee Income increase</b> - through combination of volume and price increase.	100	323	-223	Increased income through fee increases and the number of large scale planning applications has resulted in an over achievement of the saving target.
15	City Operations	<b>Building Control</b> - improve Business Process Efficiency.	46	46	0	The saving has already been realised through reductions in employee costs and increased income from fire assessment work.
16	City Operations	<b>Transportation Policy</b> - improved recharging for services and deletion of vacant posts.	90	90	0	A proportion of the saving was realised following the deletion of vacant posts. Further savings were delivered through recharging of staff time to capital/grant funded projects.
17	City Operations	<b>Public Transport</b> - saving to be realised through transfer of Heliport to new operator.	40	0	40	The Heliport was transferred to an operator but residual maintenance commitments have remained resulting in this saving not being achieved.
18	City Operations	<b>Electrical Team</b> - contract rationalisation and improved business process efficiencies.	134	134	0	A new contract was introduced in July 2016 for Telematics and Tunnel contracts which has delivered the saving.
19	City Operations	<b>Butetown Tunnel</b> - contract rationalisation, Business Process Efficiency and continued review of maintenance costs.	20	20	0	A new contract introduced in July 2016 for Telematics contracts has delivered this saving in full.
20	City Operations	<b>School Crossing Patrols</b> - realignment of budget to reflect the staffing structure. There will be no change to the number of crossings supported by patrols. Locations will be reviewed as officers retire.	50	50	0	A number of vacant posts were deleted thereby achieving the saving in full.
21	City Operations	<b>Increase Civil Parking Enforcement contribution to fund Transport/Environment improvements currently funded by base revenue budgets</b> - increase in Moving Traffic Income (bus lane enforcement and yellow box junctions.) Delivery of on- line payments for residential permits.	370	370	0	The expansion of the enforcement programme for Yellow Box Junctions and Bus Lanes generated the additional income to meet this target.
22	City Operations	<b>Design Team</b> - improved business process efficiencies.	100	100	0	The increased target was achieved.
23	City Operations	<b>Riverwalk Bridge - Reduction in base budget for maintenance</b> - saving to be achieved through the revision of the level of maintenance to the Riverwalk bridge to reflect existing requirements.	8	8	0	Maintenance of the bridge was transferred to the Structures Division and future maintenance will be combined with existing structures thereby reducing costs.
24	City Operations	<b>Improved highway safety inspection will result in a reduction in the level of insurance claims</b> - enhanced safety inspection information (introduction of new Asset Management system) will result in improved defence to claims.	60	60	0	Inspection staff were retrained enabling them to improve defence to claims.
25	City Operations	<b>Maintenance Operations</b> - review of additional staff payments.	50	0	50	All standby payments were reviewed with a view to reducing the number of payments in each team. However it has not been possible to achieve this saving.
26	City Operations	<b>Maintenance Operations (Foul drainage)</b> - improved performance allowing for additional work to be undertaken internally.	40	40	0	A new recharging process was established which ensured a more accurate method capturing costs to be recharged.
27	City Operations	<b>Roads &amp; Pavements Highway Services</b> - improved performance allowing for additional work to be undertaken internally. In-house work becomes a priority.	25	3	22	A new recharging process was established to ensure correct costs are being captured and recharged but this was insufficient to meet the target in the current year.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
28	City Operations	<b>Highways Transport</b> - vehicle reduction/rationalisation	50	50	0	A review to reduce the overall number of vehicles and examine existing CTS charges was undertaken resulting in the saving being achieved in full.
29	City Operations	<b>High Speed Routes &amp; Public Rights Of Way</b> - saving to be achieved through staffing restructure.	7	0	7	This saving has not yet been delivered.
30	City Operations	<b>Drainage Staff recharging</b> - optimise recharging of staff costs to applicable grants.	50	50	0	A new recharging process was established to ensure correct costs are being captured and recharged.
31	City Operations	<b>Street Lighting Operations</b> - improved performance allowing alternative chargeable works to be undertaken.	33	33	0	A new recharging process was established to ensure correct costs are being captured and recharged.
32	City Operations	<b>Street Lighting Recharging</b> - improve recharging of design and inspection both externally and internally.	26	13	13	A new process is being established to ensure all rechargeable works are being captured and costs are appropriately recharged. This has not yet enabled this saving to be achieved.
33	City Operations	<b>One Directorate Synergies</b> - alignment of core processes within the new City Operations Directorate will result in synergies.	157	58	99	Some of this target was achieved through various employee savings from voluntary severance, flex-retirement and the deletion of vacant posts. There is however a shortfall but this should be delivered in the following year though the full year effect.
34	City Operations	<b>Commercialisation</b> - improved charging and income generation projects within the Transport Portfolio.	200	110	90	Progress was achieved through the marketing partnership (Bay Media) and other sponsorship. Whilst there was a shortfall in the current year, further opportunities are expected to deliver the remaining income target next year.
35	City Operations	<b>Litter Enforcement - Increase enforcement powers to reduce Environment Crime (Full Year Effect)</b> - implementation of the approved Cabinet decision to make use of new powers to set and apply levels of fines, in line with the Anti-Social Behaviour, Crime & Policing Act 2014. This includes Community Protection Notices (CPN) and consultation on Public Space Protection Orders (PSPO) for dog fouling, littering and highways.	50	50	0	New processes were developed for parking on verges and increased focus on littering fines and enabled this saving to be achieved in full.
36	City Operations	<b>Regulatory Collaboration</b> - ongoing savings through the single shared service which brought the Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure.	310	310	0	The saving represents the agreed reduction in payment to the Shared Regulatory Service.
37	City Operations	<b>Cessation of Automated Public Conveniences</b> - the Council has seven Automated Public Convenience (APC) Units with an average cost of £16 per use. Formal notice has been given on the contract and the units will be taken out of operation from 1st April 2016.	137	137	0	The APC contract was terminated on 31st March 2016 so the saving has been achieved in full.
38	City Operations	<b>Capital investment of Butetown Tunnel Fans resulting in reduced maintenance costs (6 years only)</b>	80	80	0	New contracts introduced earlier in the year delivered this saving.
39	City Operations	<b>Conversion of CCTV cameras from BT lines to WIFI/own fibre</b>	20	20	0	This saving has been achieved.
40	City Operations	<b>Managing reinstatement of road working for Utility street works</b> - street works to manage fines and reinstatement.	30	30	0	The Street Works Division has implemented new processes for the inspection and enforcement of utility reinstatements generating penalty charges and achieved the saving in full.
41	City Operations	<b>Trading - Street Lighting Maintenance (10 years)</b>	27	27	0	The contract was in place from 1st Jan 2016 for 10 years and delivered the saving.
42	City Operations	<b>Improve charging for bespoke Planning Applications</b> - support on design/master planning work	50	50	0	Charges agreed with applicants to secure an agreement on anticipated determination timescales generated additional income to meet the target.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
43	City Operations	<b>Bereavement Service - Improved efficiency and income generation</b> - saving to be achieved through reshaping services and delivering increased income opportunities.	100	84	16	A new fees and charges structure was introduced in April 2016. The shortfall relates to Registration Services and whilst income levels increased by 7% compared to the previous year it was insufficient to meet the new target.
44	City Operations	<b>Improved digitalisation of services and payments</b> - introduce E-auctioning to all areas of the City Operations directorate.	100	0	100	The income is anticipated to be generated from developing 'Chipside' into other charging areas. Lead in times have prevented the saving to be achieved in this financial year.
45	City Operations	<b>Reduction in requirements of insurance claims provision</b> - review of the level of cover based on current claims history	277	277	0	The saving was achieved in full.
46	City Operations	<b>Renewable Energy Generation</b>	20	0	20	Operational delays for Radyr Weir and the withdrawal of a partner for the Lamby Way solar farm due to policy changes means resulted in this saving not being realised.
47	City Operations	<b>Street Lighting Dimming</b> - The Council approved an invest to save scheme for the dimming of street lights in residential areas. The scheme is to be implemented over three years with a total of approximately 24,000 street lights being dimmed. It is planned to complete the installation of dimming units on 8,000 street lighting units this financial year with the result that savings will start to be made next year.	35	0	35	Savings from the dimming programme are being delivered but these have been allocated against an unachieved target brought forward from 2015/16. It is anticipated this will be realised in the following financial year.
48	City Operations	<b>Street Lighting Conversion to LED</b> - Replace main route lighting with LED to reduce long term energy expenditure.	150	79	71	The scheme was delayed due to a trial to ascertain the best product and as a result only part of the saving was achieved this year.
49	City Operations	<b>Traffic Signals/Bollards</b> - Conversion of traffic signals to LED lighting.	25	9	16	A plan is in place to deliver new improvements and savings via new Service Contract however it was insufficient to deliver the saving in full in this financial year.
50	City Operations	<b>School Transport</b> - the full year effect of the withdrawal of non statutory primary school transport. Withdrawal of non statutory primary school transport from Sept 2015 - six routes: 614,621,624,626,633,638.	81	81	0	This is the full year effect of routes being withdrawn in Sept 2015.
51	City Operations	<b>School Transport increase price of bus passes</b> - Increase bus passes from £300 to £325.	5	5	0	The additional income has been realised.
52	City Operations	<b>School Transport (Primary &amp; Secondary) continued route retendering/optimisation</b> - Continued route retendering/optimisation for mainstream primary and secondary transport. Mainstream school transport has reached its peak and should reduce as a result of the school reorganisation implementation.	60	60	0	Retendering and optimisation are an on-going process and as a consequence delivered this saving.
53	City Operations	<b>School Transport - Additional Learning Needs (ALN) route optimisation, retendering of routes/mergers</b> - continued route retendering/optimisation. Reviewing on a case by case basis and working closely with schools and Education. Review current transport provision - fits needs of pupil.	100	258	-158	Retendering and optimisation are an on-going process. The savings exceeded the target.
54	City Operations	<b>Additional Learning Needs (ALN) withdrawal of transport for pupils within 2-3 miles (primary/secondary school) and review and implement new ALN policy</b> - Review transport for statemented pupils who live within two miles from primary school and three miles from secondary. This will done on an individual case basis, to take into account of the individual child's needs based on ALN transport policy.	125	125	0	Discussions continue to take place with Education to review transport needs on a case by case basis, targeting pupils living within distance and Yr. 7/8/9/10 to encourage travel training to assist independent travel. The saving has been achieved across the whole of the school transport provision.
55	City Operations	<b>Facilities Management Budget for Cardiff Athletic Stadium</b>	175	175	0	The lease was signed with the Cardiff and Vale College on the 31st March 2016 and no further costs were incurred.



REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
56	City Operations	<b>Fees &amp; Charges</b>	60	60	0	This saving was achieved.
57	City Operations	<b>Travel/Mileage</b>	56	51	5	This saving was largely achieved.
58	City Operations	<b>Reduction in Agency (Sickness &amp; General) &amp; General Staffing Savings</b>	124	107	17	A significant proportion of the saving was achieved although there were shortfalls in Parks (£9k) Bereavement Services (£7k) and Enforcement (£1k).
		<b>Total City Operations</b>	<b>6,334</b>	<b>4,618</b>	<b>1,716</b>	
59	Communities Housing & Customer Services	<b>Refocusing Services from the Hubs</b> - currently advice in the Hubs is provided through a variety of approaches including via the Council, Partners and Council-funded partners. This review would reduce Council-funded partner advice services to specialist financial advice with lower level demand delivered by the Hub Advice Officers.	100	100	0	The CAB Advice Service Grants contract has already been extended at the reduced rate and this saving has been achieved. The service area is working proactively with partners to review the outreach advice provision.
60	Communities Housing & Customer Services	<b>Alarm Receiving Centre Additional Income</b> - further realisation of income opportunities following the creation of the Alarm Receiving Centre.	300	0	300	Delays to the implementation of this new service were experienced last financial year resulting in income shortfalls against the £250,000 savings target. Although five schemes commenced during 2016-17, the part year impact only partly offset the 2015-16 shortfall leaving this target unachieved. Early projections for 2017-18 indicate that 15/16 shortfall will be achieved in full and this target will be partly achieved.
61	Communities Housing & Customer Services	<b>Additional income in relation to Adult Community Learning</b> - this is the staged achievement of the council Adult Community Learning service to a nil subsidy position. The plan is to increase income in relation to the Learning for Life Programme, otherwise costs will be controlled in order that this element is cost neutral.	49	49	0	This saving was achieved in full through planned changes to course delivery with focus on the more popular and profitable courses within the Learning for Life programme.
62	Communities Housing & Customer Services	<b>Continued roll out of the Libraries/Hub Strategy</b> - this saving will be delivered through implementing the recommendations of the Cabinet Report in relation to Roath Library and the vacation of the Dominions Way storage facility.	250	167	83	This target was partly achieved through the release of budgets associated with the closure of Roath library and other rationalisations within the Library service.
63	Communities Housing & Customer Services	<b>Into Work Services - grant funded delivery</b> - Universal Credit Face to Face grant funding and the alignment of the Adult Community Learning Grant will be used to deliver the outcomes of the Into Work Services.	130	130	0	This target partly relates to the funding of an Into Work Services trainer through the Adult Community Learning grant thus releasing base budget within that service. A restructure of the Into Work Service has already achieved £45,000 savings towards this target. The balance of the saving has been achieved through additional Universal Credit grant funding.
64	Communities Housing & Customer Services	<b>Recharging of management costs to appropriate funding streams</b> - efficiencies to be found in the management costs of the directorate. This includes the correct allocation of management costs in respect of grant funded services.	65	65	0	This saving was achieved through the realignment of management costs to the Adult Community Learning grant and Rent Smart Wales fee income reflecting the level of management support.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
65	Communities Housing & Customer Services	<b>Additional Web Income Generation</b> - commercially exploit the expertise of the Council's web team to achieve additional income.	30	30	0	This saving was achieved in full.
66	Communities Housing & Customer Services	<b>Neighbourhood Regeneration</b> - recharging of service costs of the Neighbourhood Regeneration scheme to the appropriate funding source (either capital or housing revenue account), depending on the nature of the scheme.	142	142	0	This target was achieved through the realignment of staffing costs partly to Capital Programme recharges and partly to Housing Revenue Account recharges reflecting the appropriate level of staff support to those areas.
67	Communities Housing & Customer Services	<b>Fees &amp; Charges</b>	13	13	0	This saving was achieved in full.
68	Communities Housing & Customer Services	<b>Travel/Mileage</b>	24	24	0	This saving was achieved in full.
69	Communities Housing & Customer Services	<b>Reduction in Agency (Sickness &amp; General) &amp; General Staffing Savings</b>	85	85	0	This saving was achieved in full.
70	Communities Housing & Customer Services	<b>Reduction in requirements of insurance claims provision</b> - review of the level of cover based on current claims history	9	9	0	This saving was achieved in full.
		<b>Total - Communities, Housing &amp; Customer Services Total</b>	<b>1,197</b>	<b>814</b>	<b>383</b>	
71	Corporate Management	<b>Corporate Initiative Efficiencies</b> - reduction in the amount available to support events and market the city.	131	131	0	This saving is achieved in full.
72	Corporate Management	<b>Reduction in Corporate Banking Charges</b> - savings in relation to the banking contract.	15	15	0	This saving is achieved in full.
73	Corporate Management	<b>Reduction in Corporate Audit Fees</b> - anticipated reduction in audit charges for 2016/17 as a result of partnership working.	30	30	0	This saving is achieved in full.
74	Corporate Management	<b>Reduction in Agency (General)</b>	2	2	0	This saving is achieved in full.
75	Corporate Management	<b>General Staffing</b>	3	3	0	This saving is achieved in full.
76	Corporate Management	<b>Precepts and Levies</b> - a targeted reduction on precepts and levies paid to other bodies. The level of reduction targeted has been set at 3% which is in line with the Council's anticipated funding reductions from Welsh Government.	32	32	0	Although the required reduction has not been implemented in line with requests across all those organisations precepting upon Cardiff Council, the overall net saving achieved the total target.
77	Corporate Management	<b>Reduction in External Audit Fee</b> - review of the audit fee to ensure that all areas of the Council are appropriately charged for audit work incurred.	25	25	0	This saving is achieved in full.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
78	Corporate Management	<b>Reduction in requirements of insurance claims provision</b> - review of the level of cover based on current claims history	1	1	0	This saving is achieved in full.
79	Corporate Management	<b>Digitalisation</b>	875	600	275	Work is continuing to identify and realise savings arising from digitalisation in the current year with particular focus on initiatives to reduce spend on postages, printing and stationery. This is being supported through the Organisational Development Programme although the full saving was not achieved during the 2016-17 financial year.
		<b>Total - Corporate Management</b>	<b>1,114</b>	<b>839</b>	<b>275</b>	
80	Economic Development	<b>Economic Development Income</b> - generate additional income through sponsorship / advertising to cover a reduction in management costs.	88	88	0	This saving was achieved in full through additional bus shelter advertising income.
81	Economic Development	<b>Capitalisation of posts - Major Projects</b> - appropriate charging of staffing costs within Major Projects (two full time and one part time post) to reflect capital works undertaken.	86	45	41	This saving has been partly achieved from various staff recharges to capital schemes that were identified within 2016-17. Schemes will differ in terms of timing and potential for recharges and this will continued to be monitored closely in 2017/18.
82	Economic Development	<b>Service Redesign of Strategic Estates</b> - to release one full time post.	41	41	0	This saving has been achieved in full.
83	Economic Development	<b>Reduced service in Economic Development</b> - reduce part-time hours in economic development to release 0.3 FTE.	15	15	0	This saving has been achieved in full, as the reduction in hours has taken place.
84	Economic Development	<b>Increase in Income</b> - increase rental income from the managed industrial workshop estate over and above existing income targets.	47	47	0	This saving has been achieved in full
85	Economic Development	<b>Reduction in Revenue Budget</b> - reduction in miscellaneous revenue support budget.	7	7	0	This saving is achieved in full.
86	Economic Development	<b>Economic Development Revenue Budget Reduction</b> - remove budget for the provision of discretionary grants to Small to Medium Sized Enterprises (SMEs).	51	51	0	Discretionary grants are no longer granted to SME's, therefore this saving was achieved in full.
87	Economic Development	<b>Cardiff Business Council</b> - reduce revenue subsidy to Cardiff Business Council.	120	120	0	Cardiff Business Council have received a reduced budget allocation and this saving was therefore achieved in full.
88	Economic Development	<b>Alternative model for the delivery of the Taxi Marshalling service</b> – release revenue funding through a new approach to funding the taxi marshalling service for night time economy in the city centre on weekends.	122	0	122	Although alternative models for the delivery of the taxi marshalling service have been considered throughout the year, nothing has been implemented this financial year and therefore this saving remains unachieved. This will continue to be a budget issue for 2017/18 until resolved.
89	Economic Development	<b>Increase in City Centre Management Income</b> - through increased use of activity sites in the city centre.	45	0	45	Information received at the end of the financial year now indicates that this saving has not been achieved. This was as a result of the Street Food operator going into liquidation and failing to meet liabilities.
90	Economic Development	<b>Increase in Tourism Income</b> - through increased local business subscriptions to the Cardiff Convention Bureau and the Cardiff Tourism Network.	33	33	0	This saving has been achieved in full through additional income generated by the re-launch of the Visit Cardiff Network.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
91	Economic Development	<b>Arts Venues</b> - review of costs, income and service delivery in Arts Venues.	430	430	0	The final analysis of service area retained income and payments to promoters for the venues indicates that this saving has been achieved in full with no requirement to drawdown from the earmarked reserve as a result.
92	Economic Development	<b>Remove Cardiff Contemporary Project Budget</b> - release revenue saving by identifying alternative funding sources for the Arts Management budget associated with the Cardiff Contemporary project.	50	50	0	This saving was achieved in full.
93	Economic Development	<b>Rationalisation of Culture, Venues and Events Sales, Marketing &amp; Advertising Functions</b> - rationalise existing Culture, Venues & Events Marketing and Sales provision releasing savings through reduced FTE.	95	95	0	Detail has now been provided by service area management which identifies the vacant posts to be deleted as part of the service restructure. Therefore, this saving was achieved.
94	Economic Development	<b>Income and Business Process Efficiencies - Strategic Estates</b> - generate additional rental income from the Council's property estate through the periodic rent review process.	56	0	56	This saving has not been achieved as there were rental income shortfalls of circa £284,000 within 2016-17. Increased budget pressures in this area in 2017/18 will necessitate ongoing detailed monitoring.
95	Economic Development	<b>Fees &amp; Charges</b>	51	51	0	This saving has been achieved in full.
96	Economic Development	<b>Travel/Mileage</b>	5	5	0	This saving is achieved in full.
97	Economic Development	<b>Reduction in Agency (Sickness &amp; General) &amp; General Staffing Savings</b>	51	51	0	This saving is achieved in full.
98	Economic Development	<b>Reduction in requirements of insurance claims provision</b> - review of the level of cover based on current claims history	19	19	0	This saving is achieved in full.
99	Economic Development	<b>Office Accommodation</b> - next phase of savings from the office rationalisation programme. Ensuring more effective use of the Council's existing property estate and considering opportunities to rationalise where possible.	1,250	703	547	This saving has been partly unachieved mainly due to delays in vacating Global Link and other smaller council buildings within the Office Rationalisation division. This has been partly mitigated in year by an unbudgeted drawdown from reserves of £191,000.
		<b>Total - Economic Development</b>	<b>2,662</b>	<b>1,851</b>	<b>811</b>	
100	Economic Development (Commercial Services)	<b>New Operating Model for City Operations</b> - the business case for reshaping services within City Operations.	634	634	0	Details plans and modelling have been developed to re-balance the rounds and improve the efficiency of domestic collections. Further gains were made through the generation of additional trade waste income.
101	Economic Development (Commercial Services)	<b>One Directorate Synergies</b> - alignment of core processes within the new City Operations Directorate will result in synergies.	83	0	83	The achievement of this saving become challenging following the annexing of Commercial Services from City Operations. This saving will be achieved through a small staff restructure in Waste planned in early 2017/18.
102	Economic Development (Commercial Services)	<b>Commercialisation - Improved charging &amp; income generation projects within the Environment portfolio</b> - from areas such as sponsorship, selling services via the website, fees and charges.	200	200	0	This target has been achieved through the continuation of the landfill operation.
103	Economic Development (Commercial Services)	<b>Trade Waste - Increase commercialisation</b> - increase income through provision of new services and improved competitiveness.	78	78	0	This saving has been achieved through increased income and lower operational costs.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
104	Economic Development (Commercial Services)	<b>Waste Disposal - Prosiect Gwyrdd &amp; Interim Contract</b> - in July 2015 Cabinet approved the Interim Contract for residual waste with four Council partners. The benefits of this were significant in 2015/16. In addition the Prosiect Gwyrdd (PG) 25 year residual waste treatment contract with Viridor formally commences on 1st April 2016 with a 7 month contract commissioning period preceding that, bringing about further savings per tonne for that year. In addition Waste Collection changes have meant less residual waste per household being sent to treatment as more is recycled.	759	759	0	The saving was based on the original tonnage profile. This position changes due to demographics, however the full saving was achieved.
105	Economic Development (Commercial Services)	<b>Materials recycling Reshaping Services</b> - Increase productivity and plant maintenance of materials recycling processing. Improving flexibility to operate services for other Local Authorities and with partner operators.	252	252	0	Detailed plans were developed with the Partner which have resulted in the release of the night shift and the saving was achieved in full.
106	Economic Development (Commercial Services)	<b>Marketing Bulking facility</b> - income generated by optimising the marketing of transfer waste and recycling bulk loading facility with other local authorities and businesses.	90	80	10	The majority of the saving was realised although there is a small shortfall.
107	Economic Development (Commercial Services)	<b>Household Waste Recycling Centres</b> - full year effect of seasonal opening hours and charging for non-Cardiff householders. Full year effect of two-site operations for productivity and effectiveness once new planned Household Waste Recycling Centre opens in summer 2016.	76	0	76	This saving was planned through the rotation of staff and shift changes but is dependent on the site at Lamby Way and the reduction to two sites. As all three sites have been temporarily retained, this saving was not achieved this year.
108	Economic Development (Commercial Services)	<b>Improved automated security at Lamby Way depot</b> - security operation replaced by CCTV.	68	0	68	This is linked to new Lamby Way HWRC build which has been delayed and as a consequence none of the savings have been achieved in this financial year.
109	Economic Development (Commercial Services)	<b>Further increasing income opportunity from renewal of landfill gas generator contract</b> - contract negotiations in place.	100	0	100	The operator has reduced the number of generators from four to two reflecting the lower levels of gas extracted from the landfill. As a consequence this increased income target was not achieved.
110	Economic Development (Commercial Services)	<b>Cost reduction from implementation of improved Customer Management Processes</b>	105	105	0	This saving was achieved through action taken in the previous financial year.
111	Economic Development (Commercial Services)	<b>Improved digitalisation of services and payments</b> - introduce E-auctioning to all areas of the City Operations directorate.	100	0	100	The directorate are giving further consideration as to how this saving can be achieved, as it was not possible to achieve in the intended way in 2016/17.
112	Economic Development (Commercial Services)	<b>Building general savings</b> - general efficiency savings across a number of budget headings within Facilities Management Buildings.	11	11	0	This saving was achieved across a range of premises related budgets including security, pest control and cleaning.
113	Economic Development (Commercial Services)	<b>Deletion of two Grade 3 posts in Business Support</b> - the saving can be made without any impact on service delivery.	42	42	0	The employee budgets were reduced and the saving was achieved.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
114	Economic Development (Commercial Services)	<b>Alternative Delivery Model</b> - Security and Cleaning.	135	54	81	The Cleaning and Security services reported shortfalls of £24k and £57k respectively. This was primarily due to increased spend on temporary relief and agency staff to cover increased sickness levels.
115	Economic Development (Commercial Services)	<b>Efficiencies in Security and Cleaning</b> - maximising income and savings from partnership with the Alarm Receiving Centre.	30	30	0	This saving was achieved in full.
116	Economic Development (Commercial Services)	<b>Building Services Income</b> - maximise all internal sources of income and market services to public sector bodies.	50	50	0	This saving was achieved through additional internal work undertaken during the year.
117	Economic Development (Commercial Services)	<b>Staffing savings in Central Transport Services</b> - Impact of team restructure.	30	30	0	The employee budgets were reduced and the saving was achieved.
118	Economic Development (Commercial Services)	<b>Central Transport Services parts procurement &amp; supply framework</b> - improving the supply, stock and managing of parts.	20	20	0	This saving was fully achieved, as an underspend of £48,000 resulted on parts and stores in 2016/17.
119	Economic Development (Commercial Services)	<b>Vehicle replacement programme</b> - efficiencies through procurement.	68	0	68	The savings weren't achieved due to the priorities for CTS staff being the implementation of the new fleet management system, which has directed the resource required to achieve this saving elsewhere.
120	Economic Development (Commercial Services)	<b>Fees &amp; Charges</b>	53	53	0	This saving was achieved in full.
121	Economic Development (Commercial Services)	<b>Reduction in Agency (Sickness &amp; General) &amp; General Staffing Savings</b>	324	276	48	This saving has largely been achieved, however the element relating to the cleaning trading account was only achieved in part, due to continued expenditure on temporary and relief staff due to ongoing sickness levels.
122	Resources	<b>Energy</b>	70	70	0	The £70k saving was applied to the utilities budgets across FM Buildings. The saving was fully achieved via a reduction in bills across the estate through improved management and behaviour change (Carbon Reduction Strategy).
123	Economic Development (Commercial Services)	<b>Vehicle Utilisation</b>	400	79	321	The saving was implemented without any delivery plan being first developed. As no resources had been identified to work on the project, Peopletoo were asked to progress the work which commenced in September. From then, despite problems being identified with the vehicle trackers, good progress was achieved with an in year saving of £79k and annual equivalent saving of c£186k being achieved. Peopletoo has now handed over the vehicle utilisation project to the OD Team for full achievement of the target saving.
		<b>Total - Economic Development (Commercial Services)</b>	<b>3,778</b>	<b>2,823</b>	<b>955</b>	

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
		<b>Grand Total - Economic Development</b>	<b>6,440</b>	<b>4,674</b>	<b>1,766</b>	
124	Education & Lifelong Learning	<b>Rationalisation of centrally held budgets for school related issues</b> - a reduction in centrally held budgets that fund school initiatives which will fall out in 2016/17, or costs within schools for which the full responsibility will be delegated to schools as part of the 2016/17 school budget strategy. This will include savings identified nationally, through the revision of the All Wales Service Level Agreement with the WJEC for the provision of educational services to schools and the current energy efficiency invest to save scheme.	569	569	0	Specific budgets were identified where savings could be achieved and, therefore, the saving was achieved in full.
125	Education & Lifelong Learning	<b>Reduction in costs of placements with other Local Authorities</b> - when a pupil has a statement of Special Educational Need and has been placed in a school or educational establishment outside of Cardiff, the educational costs have to be met by Cardiff Council. In 2015/16 there are 146 pupils placed in local authorities other than Cardiff, an increasing number of whom have placements being charged at enhanced rates or with additional support costs. Officers will work with the Health Authority to improve joint commissioning arrangements with clear targets for reducing costs from other local authority placements.	150	75	75	Although some initial work has been undertaken on reducing the cost of external placements, further work is required to achieve this saving in full.
126	Education & Lifelong Learning	<b>Reduction in number of Looked After Children placed Out Of County</b> - 81 of the current Out Of County placements are children who are also Looked After. Officers will work with colleagues in Children's Services to identify children who potentially could be brought back into County and educated within an existing Cardiff provision.	100	50	50	Although some initial work has been undertaken on reducing the number of looked after children, which enabled some placements to be brought back into Cardiff, further work is required to achieve this saving in full.
127	Education & Lifelong Learning	<b>Reduction in number of new placements</b> - the age profile of children currently placed out of county will mean that there are a significant number who will cease to be the financial responsibility of the Council during 2016/17 financial year. Officers will work with the Health Authority, Children's Services, the Vale of Glamorgan Council and other neighbouring authorities to significantly reduce the numbers of new placements required outside of Cardiff. This will be complimented by the review work currently being undertaken with regards to the capacity and range of SEN Specialist provision within Cardiff.	680	245	435	Whilst the total cost of placements allowed part of this saving to be achieved, further work is required in 2017-18 to achieve this saving in full.
128	Education & Lifelong Learning	<b>Rationalisation of staff costs centrally retained to provide services of a specialised nature</b> - The savings will be achieved by a restructure of the Specialist SEN teams.	60	60	0	This saving was achieved in full as the necessary costs were identified for delegation to the school budget.
129	Education & Lifelong Learning	<b>Reduction in central costs for the Education of Children not in School</b> - over the past three financial years there has been a reduction in the level of central subsidy for pupils who are not educated in school. This saving will be achieved through the examination of a different delivery model for tuition through the commissioning of an external agency as opposed to direct employment of tutors which will reduce the overall cost of the service. Whilst it is expected that the full saving will be deliverable in this manner any shortfall will be recouped through an additional charge being levied on schools for providing tuition to pupils on roll in a school but educated elsewhere.	149	0	149	Changes made were delayed and did not result in the full cost recovery of the service from schools and other local authorities. Further work is required in 2017/18 as part of the ongoing EOTAS review.
130	Education & Lifelong Learning	<b>Reduction in centrally retained budgets for supporting Childcare Providers</b> - the Council has a statutory duty to assess the demand for, and supply of, childcare provision within the geographical area of Cardiff and provide a Family Information Service. In the past two years this team within the Education Service has been more closely aligned with the grant funded Flying Start provision which has facilitated significant savings. This proposal takes these savings further and will reduce the Childcare Team further. Support for childcare providers would be limited to that which is grant funded.	100	100	0	Despite challenges during the year, this saving was achieved in full.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
131	Education & Lifelong Learning	<b>Reduction in contribution towards the Central South School Improvement Consortium</b> - the Council currently contributes £1.5m towards the costs of providing an Education School Improvement Service across the Central South region of Wales. This accounts for 35% of the total costs of the service. This saving will be achieved through passing at least a 5% reduction in contribution onto the Consortium.	81	81	0	The final charge from the Consortium reflected a sufficient reduction to allow the saving to be achieved.
132	Education & Lifelong Learning	<b>Further rationalisation of Education Service business processes</b> - to achieve these savings the Education Service will work with the Council's Organisational Development Team to improve the efficiency and effectiveness of the current processes for dealing with pupil admissions, statements of Special Educational Need, fines for pupil non-attendance and parental payment for school delivered services.	100	100	0	Specific budgets were identified where savings could be achieved.
133	Education & Lifelong Learning	<b>Reduction in staffing for Performance Management</b> - the Performance and Information team provide a central resource to gather, analyse and disseminate the relevant pupil led, school level and authority level data necessary to allow the Council to discharge its statutory reporting duties. This saving will be achieved through a restructuring of this team which will align itself with other data functions both inside and outside the Council.	35	0	35	A restructure was undertaken but did not deliver the required savings as it was felt this would compromise service delivery within the directorate. The directorate are committed to making savings from other areas of the directorate to offset in 2017/18.
134	Education & Lifelong Learning	<b>Youth Service Budget</b> - this is a continuation of the 2015/16 budget decision to fundamentally change the provision of Youth Services in Cardiff and through this to save £1.7m of revenue budget over the medium term. This second year target of £650k will be achieved through a reduction in the numbers of full and part time youth workers delivering services across the City with a greater focus on meeting the needs of priority groups of young people.	650	650	0	This saving was achieved despite delays in the vacation of premises and staffing reductions.
135	Education & Lifelong Learning	<b>Annual Increase in the price of School Meals plus rationalisation of the service delivery model</b> - this saving will be achieved through a combination of an increase of 10p in the price of a school meal, alongside a review of all costs not directly associated with the production of a school meal.	300	341	(41)	The final outturn position for the Catering service indicates that the 10p price increase delivered this saving, as with a similar proposal for 15/16.
136	Education & Lifelong Learning	<b>Reduction of central budgets for the Education Welfare Service (EWS)</b> - in recent years much work has been done between schools and the Central Team to improve the attendance service, which has resulted in a significant improvement in pupil attendance across the city. The Central EWS Team has become involved in individual cases which have to be escalated sometimes through the legal process. This budget saving will be achieved through a reduction in the staffing capacity within the service.	100	100	0	This saving was realised through the reduction of staff within the section.
137	Education & Lifelong Learning	<b>Fees &amp; Charges</b>	39	39	0	This saving was achieved in full based on the additional income received within the Catering service and Storey Arms Centre.
138	Education & Lifelong Learning	<b>Travel/Mileage</b>	44	44	0	This saving was achieved through increased use of pool cars across the directorate
139	Education & Lifelong Learning	<b>Reduction in Agency (Sickness)</b>	25	25	0	This saving was achieved in full.
140	Education & Lifelong Learning	<b>Reduction in Agency (General)</b>	21	21	0	This saving was achieved in full.



REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
141	Education & Lifelong Learning	<b>General Staffing</b>	36	36	0	This saving was achieved in full.
142	Education & Lifelong Learning	<b>Reduction in requirements of insurance claims provision</b> - review of the level of cover based on current claims history	117	117	0	This saving was achieved in full.
		<b>Total - Education and Lifelong Learning</b>	<b>3,356</b>	<b>2,653</b>	<b>703</b>	
143	Governance & Legal Services	<b>Review scrutiny research function</b> - Reduction in vacant posts. Funding to be reinstated for 2016/17 to retain necessary resource and to carry out a review of the service.	50	50	0	Sufficient salary savings were identified during the year and, therefore, this saving was achieved in full.
144	Governance & Legal Services	<b>Provision of in-house welsh language translation at council meetings</b> - moving to a welsh translation service for public meetings that will be dealt with in house resulting in savings.	3	3	0	This saving was achieved in full.
145	Governance & Legal Services	<b>Reduce level of directorate printing</b> - a review of printing costs reflecting printing levels in the current year.	7	7	0	This saving was achieved in full.
146	Governance & Legal Services	<b>Additional land charges income</b> - additional income in land charges through a combination of increased demand and price.	41	41	0	The price increase did not come into effect until July, however, despite this, the saving was achieved in full.
147	Governance & Legal Services	<b>Welsh translation new income source</b> - via a proposed invest to save initiative.	24	0	24	This saving was not achieved as intended due to workload issues not allowing for the time to undertake simultaneous translation work. However the unachieved saving was more than offset during 2016/17 by generation of external income from other sources.
148	Governance & Legal Services	<b>Fees &amp; Charges</b>	3	3	0	This saving was achieved in full.
149	Governance & Legal Services	<b>Travel/Mileage</b>	2	2	0	This saving was achieved in full.
150	Governance & Legal Services	<b>Reduction in Agency (Sickness)</b>	9	9	0	This saving was achieved in full.
151	Governance & Legal Services	<b>Reduction in Agency (General)</b>	6	6	0	This saving was achieved in full.
152	Governance & Legal Services	<b>General Staffing</b>	6	6	0	This saving was achieved in full.
153	Governance & Legal Services	<b>Reduction in requirements of insurance claims provision</b> - review of the level of cover based on current claims history	1	1	0	This saving was achieved in full.
		<b>Total - Governance &amp; Legal Services</b>	<b>152</b>	<b>128</b>	<b>24</b>	
154	Resources	<b>Deletion of two posts within Exchequer and Development</b> - 1) voluntary severance of one Operational Manager in connection with on-going discussions regarding the future structure of Finance 2) voluntary severance of one Grade 7. Some of the work has been transferred to other areas within finance and there will be a merger of admin teams.	99	99	0	This saving was achieved as both posts were deleted and the occupants took voluntary redundancy.
155	Resources	<b>Reduction in Subscriptions</b> - a review to streamline subscriptions has generated savings in relation to health and safety and credit checks.	8	8	0	Neither subscription was renewed in 2016-17 and this saving was achieved in full.
156	Resources	<b>Projects and Technical Accountancy Additional Income</b> - additional income in respect of activities in relation to major projects.	14	0	14	The total savings target was £59k and consists of £45k for 2015/16 and £14k for 2016/17. Additional income of £29k was achieved in total in respect of various training initiatives and projects, including City Deal. This income was used to offset the 2015/16 target.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
157	Resources	<b>Deletion of two auditor posts and utilisation of reserve to enable fraud team to become self-financing</b> - 1) deletion of one principal auditor and one senior auditor post. 2) Use of fraud detection reserve (£54k) as an interim measure to allow the fraud team two years to become self-financing through income generation measures.	140	140	0	Two vacant posts were deleted to achieve £86,000. The balance of £54k was met from a contribution from the fraud detection reserve.
158	Resources	<b>Staff savings within Service Accountancy</b> - reduction of up to three posts in Service Accountancy. This will be achieved through a review of team structures and responsibilities and business process efficiencies.	80	80	0	This saving was achieved through the deletion of vacant posts.
159	Resources	<b>Extension of Income Enforcement Service</b> - continue with recent changes to bring more of the enforcement of Penalty Charge Notices (PCNs) directly under the control of Local Authority staff. The majority of compliance and enforcement activity required to collect outstanding PCN notices will be carried out by directly employed Council staff.	150	85	65	The total saving target in respect of this was £230,000. Only £23,000 of the 2015-16 target of £80,000 was achieved. Overall, £165k was achieved, meeting the full £80k target from 2015/16 and £85k of the £150k target in 2016/17.
160	Resources	<b>Business rates additional court cost income</b> - robust recovery procedures are in place for businesses that default on their scheduled payments. The proposal reflects securing additional income over and above the existing budget.	15	15	0	This saving was fully achieved.
161	Resources	<b>Commissioning &amp; Procurement Employee Owned Mutual 2016-17</b> - a proposed reduction in the fixed costs of the Strategic Procurement Team through 'sale' of full costed staff time to an employee owned mutual or local authority trading company.	60	60	0	Cabinet approved the creation of the company in June and the full target was met as well as the unachieved target from 2015/16.
162	Resources	<b>Corporate Digital Efficiencies</b> - the introduction of an income target to reflect the Enterprise Architecture Team's support in driving out the adoption of digital services across the organisation which will result in improved customer experience, increased automation and employee efficiencies.	125	125	0	This saving was achieved through charging directorates for work undertaken internally.
163	Resources	<b>Post Deletions – HRPS Partnership Co-Ordinator (Grade 6) and Service Delivery Advisor (Grade 4)</b> - in February 2015 Welsh Government announced that from September 2015 it would no longer require Careers Wales to have any involvement in the National Database which many schools use when sourcing potential placements. Instead, they now place the onus on schools to make their own arrangements directly with employers. The above posts are employed within HRPS to act as an intermediary which is no longer required. One expression of interest in voluntary redundancy has been received and one post holder is retiring in February 2016.	61	61	0	The relevant employee budgets were reduced and this saving was achieved.
164	Resources	<b>Post Deletion – HRPS First Point of Contact Team (1 x Grade 4 and vacant hours at Grade 4)</b> – This is based on reviewing demands and efficiencies in managing the Contact Team.	40	40	0	The relevant employee budgets were reduced and this saving was achieved.
165	Resources	<b>Post Deletion – HRPS Manage Team (2 x Grade 4)</b> - related to back office/systems efficiencies for example, the consolidation of the reduction to two Council payrolls, the roll out of DigiGOV to schools and proposed introduction of DBS on-line. This will reduce demand on the team. Post reduction will be made through the deletion of a vacant Grade 4 post and vacant hours at Grade 4.	50	50	0	The relevant employee budgets were reduced and this saving was achieved.
166	Resources	<b>Savings from vacant hours across HR People Services</b> - the permanent redesignation of full time employee posts to contracted hours.	24	24	0	The relevant employee budgets were reduced and this saving was achieved.
167	Resources	<b>Review of HR Organisational Development Team</b> - as Employee Engagement Programme is now more embedded and Directors are responsible for engagement activity within their Directorates, there will be a reduced requirement for this level of activity to be supported corporately from within the Council's HRPS OD Team. Consequently vacant hours at Grade 7 and Grade 4 post is deleted.	40	40	0	The relevant employee budgets were reduced and this saving was achieved.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
168	Resources	<b>Staff savings within ICT</b> - deletion of one vacant ICT Developer post and one vacant technical administrative post.	56	56	0	The relevant employee budgets were reduced and this saving was achieved.
169	Resources	<b>Reduction in spend on licences, network, telephony links, support and maintenance</b> - this will include negotiations with suppliers and driving down costs.	111	111	0	This saving was fully achieved through reductions in software licensing (Citrix, IBM Domino, One Modules, Fast) plus the migration of circuits to PSBA and voice circuits to SIP.
170	Resources	<b>Alternate Delivery Models (ADM) ICT implementation</b> - income in relation to two posts to reflect transitional support provided to ADMs.	105	105	0	This saving was fully achieved through a combination of recharging costs to various projects during the year plus savings on staff budgets.
171	Resources	<b>Training budget savings</b> - reduction in training budget.	5	5	0	This saving was fully achieved.
172	Resources	<b>Deletion of Grade 3 post or reduction of hours</b> - release or reduction in hours in this post will be linked to any decision to future Flexi Time arrangement.	10	10	0	The relevant employee budgets were reduced and this saving was achieved.
173	Resources	<b>Restructure of the Improvement and Information Team</b> - reduction in posts.	22	22	0	The relevant employee budgets were reduced and this saving was achieved.
174	Resources	<b>Streamlining business processes and income generation through delivering Information Governance responsibilities across Council services</b>	82	82	0	This saving was fully achieved.
175	Resources	<b>Competitive charging model for the Council's Record Centre</b> - reviewing the pricing and charging model for the Records Centre in order to generate additional income.	35	35	0	The charges for 2016-17 have been made and the savings target fully achieved.
176	Resources	<b>Cardiff Works Income</b> - securing additional income over existing budget.	29	29	0	This saving was fully achieved, as income achieved was £12k above the external income target.
177	Resources	<b>Reduction to Third Sector Infrastructure Funding</b> - following alignment of third sector infrastructure support within the city, further efficiencies would be sought in relation to increasing collaboration of back office functions (Cardiff Third Sector Council/VCS/Diverse Cymru and Race Equality First) and exploring joint opportunities with Cardiff & Vale UHB, Vale of Glamorgan Council and the Wales Council for Voluntary Action regional grant allocation.	60	60	0	This saving was fully achieved.
178	Resources	<b>Reduction in Community Safety Funding</b> - the existing community safety budget provides support to initiatives such as Victim Support; mobile CCTV; Operation Mistletoe to help manage the night time economy over the festive period; and additional support for major events. The saving includes £10k from removal of obsolete mobile CCTV cameras following cost benefit review, plus £25k reduction to the events/Operation Mistletoe budget (required December 2016). It is anticipated that by this date alternative funding mechanisms would be in place eg. BID/Late Night Levy (to be voted on in summer 2016).	35	35	0	This saving was fully achieved.
179	Resources	<b>Reduction in Cabinet Office</b> - staffing reductions in Cabinet and Policy.	54	54	0	This target was partly achieved through the deletion of a vacant post. Whilst the balance of the saving has not been found permanently at this stage, in-year mitigations enabled the balance of the target to be achieved.
180	Resources	<b>Efficiencies within Communications &amp; Media</b> - reduction in campaign budgets.	77	77	0	This saving was fully achieved.
181	Resources	<b>Fees &amp; Charges</b>	5	5	0	This saving was fully achieved by Cardiff Works.
182	Resources	<b>Travel/Mileage</b>	24	24	0	This saving was fully achieved.
183	Resources	<b>Reduction in Agency (Sickness &amp; General) &amp; General Staffing Savings</b>	84	84	0	The full saving was achieved through a combination of reduced spend on agency plus general staffing savings (reduced hours, vacant posts).
184	Resources	<b>General Staffing</b>	4	4	0	This saving was fully achieved.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
185	Resources	<b>Reduction in requirements of insurance claims provision</b> - review of the level of cover based on current claims history.	56	56	0	This saving was fully achieved.
<b>Total - Resources</b>			<b>1,760</b>	<b>1,681</b>	<b>79</b>	
186	Social Services	<b>Early Help Strategy</b> - introduction of 'Early Help Strategy' to promote and facilitate early interventions to tackle problems emerging for children, young people and their families. Steering Group developed with partners to establish and develop a multi-agency approach, promoting early support, better outcomes and more cost effective delivery of services. The aim is to reduce demand for external placements over a three year period. It is estimated that implementation of the early help strategy will lead to a 5% reduction in the looked after children population leading to savings of approximately £1.3m over three years. This proposal is a gross saving with an associated cost included in the financial pressures.	340	340	0	A range of early help initiatives were developed aimed at reducing the number of children looked after. These included the introduction of a rapid response team to provide a crisis intervention service plus the development of a family group conferencing service aimed at the prevention of family breakdown. The rapid response saving reflects referrals to the team and the length of time of the intervention. It is assumed that, for the period of the intervention, children are not 'looked after' and there is therefore a resultant cost avoidance saving. Similarly, referrals to family group conferences have helped children remain at home thus avoiding potentially high cost placements. As these are preventative initiatives, the saving largely reflects a cost avoidance as opposed to cashable saving. Due to underlying pressures, there was still an overall increase in the number of looked after children in 2016/17.
187	Social Services	<b>Establish an Adolescent Resource Centre</b> - this is a resource to assist in supporting young people to stay at home. It is based on a model operated in other authorities and will require some initial investment to establish the facility. This proposal is a gross saving with an associated cost included in the financial pressures.	700	218	482	The process for the establishment of the ARC was significantly delayed in 2016/17 due to issues surrounding the building identified for the project. There was therefore a significant shortfall against this saving in 2016/17. The recruitment process for the ARC did however commence and a limited outreach service provided. A location for 2017/18 has now been agreed. Although, specific savings from the ARC were limited in 2016/17, there were some offsetting savings arising from the over-achievement of the other early help initiatives referred to above, albeit these were cost-avoiding rather than cashable in nature. The offsetting saves were not however sufficient to prevent the significant savings shortfall identified.
188	Social Services	<b>Safer Families Initiative</b> - utilise and encourage volunteering in the community to provide a mentoring service aimed at reducing Looked After Children admissions. Based on pilot in other authorities, it is anticipated that the scheme will reduce the numbers of children coming into the care system. Research suggests an average saving of £5.4k per child referred. Forty referrals are targeted for 2016/17. This proposal is a gross saving with an associated cost included in the financial pressures.	210	136	74	The saving was predicated on volunteering groups providing respite and mentoring services aimed at preventing children becoming looked after or reducing the intensity and cost of any care requirement. The saving was dependent on the number of referrals. Take up was initially low and although efforts were made to increase the number of referrals the initiative did not have the desired impact. This has led to a significant saving shortfall. The initiative will be re-focused in 2017/18 in an effort to increase its effectiveness.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
189	Social Services	<b>Reduction in the Number of Children Placed in Out Of Area Placements</b> - Review of children currently placed in out of area placements. Aim to step down children who are currently in residential care into alternative care settings, including enhanced fostering. Combine with other preventative initiatives aimed at reducing the number of looked after children in external placements.	500	624	(124)	A number of children, previously in expensive out of county placements, have , on review, stepped down to lower cost forms of care in 2016/17. Other forms of care include fostering or independent living. The saving also reflects those whose package of care was reduced and those who returned home. The savings reflects the cost differential between the external residential package and the stepped down form of care. Due to the high cost of external placements and the number of step downs, this saving over achieved in 2016/17. The process of review will continue in 2017/18.
190	Social Services	<b>Restructure of Social Work Teams</b> - remodelling of social work service to reflect early help, targeted and specialist services that encourage prevention.	90	90	0	A number of vacant posts and hours were held in 2016/17 with a view to possible deletion. The service also received additional ICF grant funding in 2016/17 which offset the cost of existing posts.
191	Social Services	<b>Review of Commissioned Services</b> - a number of commissioning opportunities have been identified by the directorate to be targeted in 2016/17.	1,000	826	174	This saving was predicated on a number of different re-commissioning opportunities. Although, a number of these were realised in 2016/17, there were some shortfalls against certain initiatives, notably the dynamic purchasing bidding process and also, extra care, where some of the saving will slip into 2017/18. Some savings within this area over-achieved, notably the review of transitioned cases and transfers to continuing health care, helping offset shortfalls in other areas. There was also an element of offsetting ICF grant funding in 2016/17, which helped offset savings shortfalls in relation to initiatives such as the bridging team, which did not become fully operational until the latter part of the year.
192	Social Services	<b>Learning Disabilities Supported Living Contract</b> - full year effect of the saving realised on the re-commissioning of the supported living contract for service users with learning disabilities. New contract arrangements commenced in August 2015 and a part year saving achieved in 2015/16. The full realisation of the saving will thus be achieved in 2016/17.	350	350	0	This was the full year effect of the saving achieved in 2015/16 through the re-commissioning of the Learning Disabilities supported living contract.
193	Social Services	<b>Reshape Day Services for Older People</b> - develop a new model for Day Opportunities which will be subject to specific consultation with users of the service. Savings will be achieved through the development of day opportunities that will be more outcome focused. This will include a review of the organisational resources required to meet the changing needs of the population.	250	250	0	A number of vacant posts were identified for deletion following the re-structuring and re-modelling of the older people day care service in recent years, including the closure of Gabalfa day centre.
194	Social Services	<b>Review of Continuing Health Care eligibility for Physical Disability care packages</b> - review care packages for people with a physical disability to identify those service users who are eligible for continuing health care/joint funding.	100	236	(136)	A number of reviews were successful in securing continuing health care funding in 2016/17. The reviews concentrate on high cost packages so any agreement to share costs can provide significant savings. Given the number of CHC cases identified, the proposal over-achieved its target in 2016/17.
195	Social Services	<b>Review of Third Sector grants</b> - Review of third sector grants to identify areas where funding can be reduced.	75	75	0	A review of the level of commitments against third sector grants budgets ensured that the required saving was achieved in 2016/17.
196	Social Services	<b>Review of commissioning within the Community Alcohol and Drug Team</b> - Review of the use of residential placements for people with substance misuse issues.	100	0	100	Given the ongoing demand for commissioned care for service users with substance misuse needs, it was not possible to achieve any saving in this area in 2016/17.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
197	Social Services	<b>Review of administrative arrangements for Direct Payments</b> - This will include the current contract with a support provider. Consideration to be given to alternative service delivery focussing on quality and best use of resources whilst continuing to maintain existing service user support to those receiving a direct payment.	200	0	200	A new contract for the administration of direct payments has only recently been agreed and will not commence until August 2017. Although the outcome of the commissioning process suggests that savings will be achieved, these will not accrue until the latter part of 2017/18.
198	Social Services	<b>Reduction in external legal costs</b> - Proposed reduction in the external legal advice costs incurred in relation to Children's services, including the examination of alternative internal arrangements.	130	0	130	The cost of external legal advice commissioned in 2016/17 exceeded the level of expenditure incurred in 2015/16. This was due in part to the addition of a number of high cost, complex cases going through the courts. No saving was therefore achieved in this area in 2016/17.
199	Social Services	<b>Family Support/ Youth Offending Services (YOS) staffing review</b> - Review of staffing in Family Support/YOS, involving increased use of grant funding.	65	65	0	Part of saving was achieved by transferring staff costs to the YOS grant. Additional FIS related vacancies were identified and were frozen in advance of wider restructuring.
200	Social Services	<b>Reduction in Travel Costs</b> - arising from office rationalisation.	25	6	19	It was anticipated that the re-location of staff and the adoption of agile working would result in a travel saving in 2016/17. However, only a limited saving was achieved in 2016/17.
201	Social Services	<b>Efficiency savings due to integration of directorate's central functions</b> - Merger of directorates will enable business process efficiencies and facilitate a reduction in staffing, including finance assessment functions.	130	0	130	On review it was evident that no savings could be realised from central functions in 2016/17.
202	Social Services	<b>Review of staffing within Assessment &amp; Care Management</b> - There will be a review of case management roles, responsibilities and assessment processes to ensure optimum efficiency in service delivery.	100	100	0	This saving was achieved via the identification of specific posts for deletion plus the holding of a significant number of vacancies in 2016/17.
203	Social Services	<b>Demand Management - Signposted alternative provision</b> - increased sign-posting of service users (via the One Point of Contact service) to alternative forms of care and preventative services in order to reduce overall demand and cost. This will also contribute to a reduction in assessment activity via alternative models of care delivery, including equipment, alarm and universal services.	250	250	0	Initiatives such as the FPOC have assisted in controlling demand with a number of referrals being signposted to alternative forms of care. This is largely a cost avoidance rather than cashable saving, as although overall numbers in receipt of a service have been held constant (in spite of demographic pressures) there has been an increase in care hours for those already in receipt of a service.
204	Social Services	<b>Locality based service delivery</b> - initial mapping on a pilot basis would appear to indicate opportunities for improved service delivery and reduced costs through service redesign on a locality focused basis. This would include consideration of accommodation models, commissioned services and community opportunities. It is likely however that significant work will be required to implement a revised commissioning model for care services, with a roll out likely to take place over a number of financial years.	250	124	126	The locality based service delivery model was not fully operational in 2016/17. However, additional ICF grant was utilised in 2016/17 both to develop some of the initiatives implicit in the locality model and to offset existing costs in the Llanishen locality, thus providing a degree of offsetting saving.
205	Social Services	<b>Review of Reablement Services</b> - restructure of reablement services, refocussing towards reablement activities with fewer and better trained staff.	193	193	0	The service received a significant increase in ICF grant funding in 2016/17, aimed at intermediate care services such as reablement. This eased pressure on existing budgets, providing an offset against existing costs and helping the achievement of savings targets. There were also other small savings, such as in overtime, as a result of mobile, agile working.
206	Social Services	<b>Fees &amp; Charges</b>	26	26	0	General growth in income (e.g.. grants, domiciliary care and joint funding) has contributed to the achievement of the saving.
207	Social Services	<b>Travel/Mileage</b>	194	8	186	Limited savings on social work travel was evident in 2016/17.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings achieved in 2016/17 (£000)	Savings not achieved in 2016/17 (£000)	Comments
208	Social Services	Reduction in Agency (Sickness & General) & General Staffing Savings	241	73	168	There was no reduction in agency costs evident compared to 2015/16, however there were significant staff savings arising due to vacancies and staff turnover.
209	Social Services	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history.	20	20	0	This was achieved as part of corporate review.
		<b>Total - Social Services</b>	<b>5,539</b>	<b>4,010</b>	<b>1,529</b>	
<b>COUNCIL TOTAL</b>			<b>25,892</b>	<b>19,417</b>	<b>6,475</b>	

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REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Savings achieved in 2016/17 (£'000)	Savings not achieved in 2016/17 (£'000)	Comments
1	City Operations	<b>In House Improvements (Council wide) and Neighbourhood Services (Council wide)</b> - the saving involves delivering year one modified in-house services through an improved in-house infrastructure services and neighbourhood based approach to service delivery across council functions of several directorates. This cost benefit proposal is not confined to the Environment directorate as it is a cross directorate 'One Council' project to bring resilience to services that manage streetscene, parks, bereavement maintenance of land, open landscape, enforcement activities including waste and parking enforcement, highways maintenance, technical design. It will include savings for directorate areas that support them, e.g. fleet services, facilities management and depots.	600	304	296	188	108	The balance of savings was to be delivered through further voluntary severances and small scale staff restructures. The delivery plan indicated a shortfall in 2016-17 but that it should be fully deliverable in 2017-18.
2	City Operations	<b>Redesign of cleansing as part of Neighbourhood Services (Environment only)</b> - as part of neighbourhood services project and in-house improvements the cleansing of all Council land operational methods across the city would be redesigned. This is an approach taken by other authorities in Britain, which often results in a 'Streetscene' service that not only achieves efficiency in back office support and budgetary savings, but also see the services become more responsive to the needs of the local community and allows staff to have more autonomy in responding and addressing these needs. The service changes will be responding to needs of local communities rather than relying on frequency as a measure of quality, savings will be found by bringing service teams together, removing duplicate work, based on local areas, pooling skills and resources such as enforcement and cleansing activities. This will maintain current quality standards and build resilience in these critical frontline services.	450	431	19	19	0	This saving has now been fully achieved, due to the full year effect of posts deleted in 2015/16.
3	City Operations	<b>Bute Park Horticultural Nursery</b> - increase income from the nursery by selling hardy stock and bedding plants throughout the city.	40	26	14	14	0	The saving was achieved through various internal and external promotions.
4	City Operations	<b>Highways Income</b> - fee increases in line with inflation.	10	0	10	10	0	Fees were increased for 2016-17 and generated the income in full.
5	City Operations	<b>Highways Street Lighting</b> - LED conversion main routes - replace main route lighting with LED to reduce long term energy expenditure.	50	0	50	50	0	The LED programme was delayed in 2015-16 as additional trials were required due to public concern. The implementation went ahead in January 2017 and achieved the savings target.
6	City Operations	<b>Highways Charge for Land Searches</b> - bench marking exercise undertaken - other authorities charge for this service.	50	12	38	38	0	The increased income target has been achieved.
7	City Operations	<b>Renewable Energy Generation</b> - a number of renewable energy schemes will become operational by or during 2015/16. Income will be derived from these through government incentives related to energy generation (feed in tariffs, etc), the sale of energy to the grid and/or other rental income.	85	0	85	12	73	The Radyr Weir Scheme is complete and income is being generated however this is currently insufficient to meet the target.
8	City Operations	<b>Reduction in sport, leisure and culture staffing</b> - Deletion of 13 posts including vacant and VS in Parks (11) and Leisure (1) with the impact mitigated via flexible deployment of staff.	329	293	36	36	0	The deletion of a post has enabled this saving to be achieved.
9	City Operations	<b>Canton Community Centre</b> - new management operator for Canton Community Centre to be operational by September 2015.	53	11	42	0	42	Whilst there were initial expressions of interest these have not materialised. A review of the future plans is now required. In the meantime the saving will not be achieved and has been written out as part of the 17-18 budget.
10	City Operations	<b>New Operating Model for Leisure Centres</b> - the Council has agreed to progress with a procurement process to determine a new operating model for its leisure centres which will be tested against the current in-house provision. Saving expected to be generated for the final quarter of 2015/16. The level of saving is dependent on the procurement process that is being run in respect of leisure centre management throughout the first half of 2015/16. At this stage the level of savings to be achieved can only be estimated until the outcome of the procurement process in Autumn 2015.	435	0	435	80	355	The transfer to the new operator took place on 1st December 2016. The saving of £80k reflects the benefit the Council received for the four months of the year. This has left a shortfall but will be realised in the following year in line with the contract arrangements.
11	City Operations	<b>Leisure Centres</b> - reduced subsidy to be achieved through a combination of expenditure efficiencies and additional income generation.	340	102	238	363	(125)	Improved performance up to the transfer to the new operator was sufficient to exceed the target.
12	City Operations	<b>Cardiff International White Water</b> - increase income.	30	0	30	30	0	Turnover has increased compared to the previous year so the saving has been fully realised.
	<b>City Operations</b>	<b>Total City Operations</b>	<b>2,472</b>	<b>1,179</b>	<b>1,293</b>	<b>840</b>	<b>453</b>	

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Savings achieved in 2016/17 (£'000)	Savings not achieved in 2016/17 (£'000)	Comments
13	Communities Housing & Customer Services	<b>Alarm Receiving Centre Income</b> - additional income through the creation of an Alarm Receiving Centre	250	0	250	64	186	This target was linked to the construction of the new Alarm Receiving Centre (ARC) which experienced delays to the full implementation of the new initiative. Due to these delays, the target was not achieved in 2015-16 and was underachieved by £186,000 in 2016-17. The balance of this saving is expected to be fully achieved in 2017-18.
14	Communities Housing & Customer Services	<b>Implementation of Community Hub Strategy</b> - saving is associated with the implementation of the Hub Strategy. The strategy addresses the need for change including financial pressures and changing demand through a range of themes including co-delivering services through Community Hubs, greater community involvement and use of technology.	100	50	50	50	0	This saving target was linked to the creation of the Community Partnership Hub in Rumney and the closure of Rumney Library. A part year saving and a £50,000 shortfall was achieved due to the delays in property moves and closures with the transfer of the library completed in November 2015. The full year impact was achieved in 2016/17.
15	Communities Housing & Customer Services	<b>Development of a City Centre Superhub</b> - Central Library currently accounts for a significant amount of the overall Libraries' budget. In order to achieve the savings and safeguard Central Library, it is necessary to review the delivery options and/or the potential to bring services together.	349	233	116	116	0	This target was linked to the demolition of Marland House and the transfer of staff and services to the new Superhub at the Central Library. This transfer was not completed until August 2015 and part year premises costs at both venues resulted in part savings of £233,000 achievable in the year. The full year impact was achieved in 2016/17.
	<b>Communities Housing &amp; Customer Services</b>	<b>Total Communities Housing &amp; Customer Services</b>	<b>699</b>	<b>283</b>	<b>416</b>	<b>230</b>	<b>186</b>	
16	Corporate Management	<b>Management and Related Savings</b> - review of the Council's management structures.	650	563	87	87	0	Full achievement of this target was not possible due to part year impacts in 2015/16 and a final shortfall of £87,000 was reported last year. The full year impact of the changes to the Council's management structure fully achieved this target in 2016/17.
	<b>Corporate Management</b>	<b>Total Corporate Management</b>	<b>650</b>	<b>563</b>	<b>87</b>	<b>87</b>	<b>0</b>	
17	Economic Development	<b>Capitalisation of posts in Major Projects</b> - two part-time posts and one full time post in Major Projects to be funded via capital rather than revenue.	163	0	163	163	0	This saving has been achieved by a combination of various staff recharges to capital schemes that were identified within 2016-17 and the transfer of three members of staff who are no longer charged to Major Projects.
18	Economic Development	<b>Capitalisation of Posts in Strategic Estates</b> - two full-time posts in Strategic Estates that work on the disposal of Council properties generating capital receipts to be funded through capital rather than revenue.	96	38	58	58	0	The saving has been achieved in full.
19	Economic Development	<b>Rent review income</b> - generate additional income as result of future rent reviews that need to be negotiated in 2015/16.	120	0	120	25	95	Although rental income shortfalls of circa £284,000 were reported within 2016-17, this saving has been partly achieved due to rent reviews due throughout 2016-17. Increased budget pressures in this area in 2017/18 will necessitate ongoing detailed monitoring.
22	Economic Development	<b>Increased income through rent reviews of non-operational property - Strategic Estates</b> -Review rental income on properties across the Council owned non-operational estate.	100	25	75	75	0	This saving has been achieved in full as a result of rent reviews throughout the year.
	<b>Economic Development</b>	<b>Total Economic Development</b>	<b>479</b>	<b>63</b>	<b>416</b>	<b>321</b>	<b>95</b>	
20	Economic Development (Commercial Services)	<b>Waste Disposal Stop Post Sort</b> - the allocation is used to support the post sort of waste received to increase recyclables and reduce residual waste and to ensure that Local Authority recycling targets are met. Loss of this budget can only be accommodated if the Waste strategy with residual waste restriction in relation to collections is also implemented.	316	101	215	215	0	The Post sort budget was removed, with no post sorting undertaken in 2016-17.

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Savings achieved in 2016/17 (£'000)	Savings not achieved in 2016/17 (£'000)	Comments
21	Economic Development (Commercial Services)	<b>Remaining two Household Waste Recycling Centres (HWRC) with reduced operating days and hours</b> - the proposal is that both sites will operate five days per week with reduced opening times and that they would be closed on different days enabling access to a HWRC facility seven days a week. Both facilities will open on Saturdays and Sundays to manage the busiest periods of usage at weekends. Bank holiday opening will be maintained for the same reasons. Savings are generated from different working patterns and plant and equipment resources. The proposal enables the retention of sufficient resources and the ability to achieve high recycling and tonnage throughputs with customer care and education to further improve recycling rates.	42	0	42	42	0	A delay to the introduction of reduced opening hours at the HWRC's resulted in the 2015-16 saving being delayed until 2016-17. These savings have now been achieved.
	<b>Economic Development (Commercial Services)</b>	<b>Total Economic Development</b>	<b>358</b>	<b>101</b>	<b>257</b>	<b>257</b>	<b>0</b>	
	<b>Economic Development</b>	<b>Grand Total Economic Development</b>	<b>837</b>	<b>164</b>	<b>673</b>	<b>578</b>	<b>95</b>	
23	Education	<b>Education Other Than at School (EOTAS)</b> - the Local Authority has the statutory responsibility to provide full time educational opportunity for all pupils of statutory school age. There are occasions when individual tutors have to be engaged to provide ongoing educational support. Historically this has been achieved through the direct employment of tutors. With effect from 1 February 2014 the All Wales Framework Agreement for Educational temporary staff was introduced which included a single provider for the provision of all educational temporary staff and a maximum charge rate. By implementing the framework agreement the service area will make savings on the cost of providing tutors, current rates paid to tutors range from £27.00 to £45.00 per hour.	150	42	108	108	0	These savings were only partially achieved in 2015-16, due to the resistance from delegated schools in accepting the charges and charges not reflecting a recovery of total cost. Despite challenges within this budget, it was possible to achieve this saving.
24	Education	<b>Pupil Referral Unit</b> - an important part of the Council's provision for pupils with behavioural challenges is the Pupil Referral Unit based at Mynachdy. The unit provides educational provision for pupils at Key Stage 3 and Key Stage 4. Although managed through a management board its budget is not part of the schools delegated budget. Savings could be achieved through a rationalisation of provision and further exploration of the sharing of certain costs with schools.	100	50	50	50	0	The savings were only partially achieved in 2015-16. Despite other challenges within this budget, it was possible to achieve this saving this year.
25	Education	<b>Staffing Realignments and Restructures within Education</b> - the 2014/15 budget savings for the Education directorate included £450k to be achieved through a rationalisation of management arrangements. These further savings will be achieved through making further cuts to management capacity and exploring further opportunities for collaborative working with other directorates and possibly other Local Authorities.	348	188	160	160	0	The savings were only partially achieved in 2015-16. However, due to management actions taken to review the distribution of costs across the directorate and a vacant post, it has been possible to report this saving as achieved in full.
26	Education	<b>Admissions and Education Welfare</b> - increasing demands on school places has led to pressures on the admissions function with a significant increase in the number of appeals having to be administered. The current process, whilst meeting statutory requirements is particularly paper intensive. An online system has been in place now for two years and many more applications are received through this process, however this has not led to any efficiencies. Savings could be achieved through exploring business process efficiencies from the on line application process and potential greater use of the Council Hubs. Additionally the changes made to the Attendance Policy and greater delegation of funds and responsibilities to schools may provide further opportunity to reduce the size of the centrally held Education Welfare Team.	50	20	30	30	0	This saving was achieved in full.
27	Education	<b>School Effectiveness Grant</b> - following a reduction in Welsh Government grant funding, there will be a cut in the match funding element of the School Effectiveness Grant.	79	33	46	0	46	This saving was not achieved, however it is anticipated that it will be achieved in 2017-18.
	<b>Education</b>	<b>Total Education</b>	<b>727</b>	<b>333</b>	<b>394</b>	<b>348</b>	<b>46</b>	
28	Resources	<b>Projects Accountancy Additional Income</b> - additional internal income from support provided by Project Accountancy to Major Projects across the Council including an additional recharge in respect of city centre major project initiatives.	45	0	45	29	16	Additional income of £29k has been achieved in respect of various training initiatives and projects, including City Deal.
29	Resources	<b>Implementation of Corporate Debt Approach</b> - Implement a more Corporate and strategic approach to debt management by moving responsibility for the bailiff collection function of Penalty Charge Notices to Revenues and also consideration of the transfer of the accounts receivable function. These changes should enable a more holistic approach to debt management. There should also be opportunities to improve the level of income collected and the amount of internal bailiff fee income generated.	80	23	57	57	0	The total saving target in respect of this is £230k. Overall £165k has been achieved, meeting the full £80k target from 2015-16 and £85k of the £150k target in 2016-17.
30	Resources	<b>Commissioning and Procurement Local Authority Trading Company</b> - to allow the Strategic Commissioning team to trade through the creation of an alternative trading company.	30	12	18	18	0	The £30k saving was impacted by delays with company proposals resulting in a saving of only £12k in 2015-16. Cabinet approved the creation of the company in June and the saving of £18k was achieved.

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Savings achieved in 2016/17 (£'000)	Savings not achieved in 2016/17 (£'000)	Comments
31	Resources	<b>Recharge Mobile &amp; Scheduling Licenses to Directorate Services</b> - recover licence costs through service areas for utilising corporate technology	16	0	16	16	0	This saving was achieved through charges to directorates for work undertaken internally.
32	Resources	<b>Mediation Service</b> - this is a new mediation service which will be offered to directorates including Schools to support the Council in resolving disputes, thereby, reducing conflict and time involved in potentially lengthy disagreements. Human Resources People Services has trained mediators who will help resolve difficult situations and issues regarding employees, team leaders and senior managers using the mediator as an impartial third party.	10	0	10	10	0	The mediation service is built into the new Resolution Policy as a tool to achieve resolution of issues.
33	Resources	<b>Restructure the way in which Cardiff manages its partnership working</b> - we are working with our partners (particularly the Cardiff University Health Board) to join up our partnership support arrangements more effectively. The saving includes staff reductions however, partnership activity will also continue to be mainstreamed within Council services so that the activity is correctly funded as business as usual.	110	45	65	65	0	Following a detailed review of related budgets within the service area, savings were identified which have fully achieved the remaining savings target.
	<b>Resources</b>	<b>Total Resources</b>	<b>291</b>	<b>80</b>	<b>211</b>	<b>195</b>	<b>16</b>	
34	Social Services	<b>Supervised Contact Service</b> - the service provides supervised contact for Looked After Children who meet their parents in supervised conditions because other types of contact have been deemed unsafe. Currently half the service is provided in-house and half is provided by Barnardos under a contract that ends in June 2015. Efficiencies will be achieved by externally commissioning the whole service given its size and the desirability of the contract; we would not expect to reduce the level of service. Externally commissioning the service would also address the challenges we experience in identifying internal accommodation that is fit for purpose to meet demand.	60	0	60	0	60	The procurement process for re-commissioning contact service was completed towards the end of 2015/16 and the new contract with the new provider subsequently commenced. Although the tendered prices initially suggested that this saving would be achieved in 2016/17, subsequent increases in usage and costs have offset initial price reductions.
35	Social Services	<b>Payment by Results - Looked After Children &amp; Rehabilitation Project Year 1</b> - a Social Impact Bond (SIB) Feasibility study provided a robust business case for significant savings to be achieved by developing a local enhanced fostering scheme that provides wrap around support to enable children placed in residential care to step down into a family placement. Potential providers and investors have been identified and have indicated that they have finance to take this forward. The service will therefore tender for a payment by results contract rather than a SIB arrangement that would seek to secure external funding as well as identify an appropriate provider of the service. The approach identified by the winning provider will have an evidence base that has robustly demonstrated success. The saving could be achieved alongside improving outcomes for this cohort of looked after children. This proposal is supported by the on-going care planning to return young people from placements outside of Cardiff to home or local placements.	674	198	476	476	0	The scope of this saving was widened in 2015/16 to include the return or step down of children from out of county placements to lower cost forms of care or independence. The service identified a number of children who were out of area and suitable for step down and returned them to foster care or independence during 2016/17. This led to significant savings which also contributed to targets in relation to 2016/17.
36	Social Services	<b>Business Support Review (LEAN Review)</b> - a Lean Review has commenced in the directorate and four value stream analysis workshops have been held where it has been identified that efficiencies can be made in relation to a wide range of operational processes. This may include further savings being achieved against the directorate's business support provision in addition to the savings already put forward (CHD10) as a result of a further review of business support arrangements.	327	0	327	0	327	Although a BPR/lean review was undertaken in 2015/16 it is evident that no significant cashable savings could be generated as a result. A significant element of administrative savings were achieved separately in 2015/16 as part of a review of business support arrangements but these contributed to another specific savings target. The saving will be written off as part of the 2017/18 budget.
37	Social Services	<b>Block Purchase of residential beds</b> - this saving is attributed to work that will be undertaken with an external residential provider to achieve a volume discount reduction against a block purchase arrangement of nine placements for children. The pattern of previous and current usage strongly indicates that this level of demand will continue. The savings is attributed to a 5% discount in the overall spend of £1.3m which is felt to be proportionate and achievable.	25	0	25	0	25	This saving was predicated on a block booking arrangement with a specific provider. Demand for LAC ASD placements has however subsequently reduced meaning that block booking arrangements are not currently considered viable. The saving will be written off as part of the 2017/18 budget.

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Savings achieved in 2016/17 (£'000)	Savings not achieved in 2016/17 (£'000)	Comments
38	Social Services	<b>Leaving Care Support</b> - this saving can be broken down into two elements: a) negotiation with key incumbent providers to achieve efficiencies and better value for money based on volume discounts. b) six months saving on Accommodation 16-24 through a Joint Commissioning approach between Children's Services and Communities, Housing and Customer Services. Spend in this area of provision is £1.2m and therefore this level of savings is felt to be achievable based on current spend and the proposals to develop a different approach to re-commissioning that involve joint working with the Communities Directorate.	120	60	60	60	0	Jointly commissioned arrangements with Housing/Supporting People (SP) were not fully operational during 15/16 therefore there was a shortfall against the savings target. A number of savings opportunities have subsequently been pursued in relation to joint working and maximising the SP grant in light of the changes to Housing Legislation (making Leaving Care YP a priority). These include a gateway for all referrals and SP funded supported lodgings as well as direct negotiations/discussions with staffed accommodation providers.
39	Social Services	<b>Market and Demand Management of Commissioned Residential Services</b> - there is currently a spend of £8m on external residential placements for Looked After Children. The proposed review methodology has been tried and tested elsewhere and provides a price and cost challenge. The methodology is implemented via a project based approach and based on the current level of spend and the lessons learned from use of the methodology in adult social care.	200	35	165	0	165	Negotiations were undertaken in 2015/16 with a number of key specialist (non framework) residential providers who hold multiple placements. However, given the countrywide demand for this form of care, no significant cost reductions were obtainable. The saving will be written off as part of the 2017/18 budget.
40	Social Services	<b>Reshaping the Internal Supported Living Service for people with learning disabilities</b> - the current internal supported accommodation service supports 36 individuals living in community settings. There will be a review of the service to reflect changes in the needs of individual service users. The proposal will enable rationalisation of existing schemes and reduce the overall level of service provided.	250	0	250	0	250	Certain schemes were reviewed in 2016/17, however, the resultant savings were offset against the shortfall carried forward from 2014/15 and did thus not impact on the shortfall carried forward from 2015/16. An element of the saving will be written off as part of the 2017/18 budget.
41	Social Services	<b>Re-shape the Internal Day Opportunity Service for people with learning disabilities</b> - this service will be reviewed in order to develop a new service with two distinct functions. These will be support planning and brokerage that will provide support for people to organise the way their care needs are met. There will also be a specialist provision for service users who have complex and challenging needs. Following review of the service users we believe that some people's needs can be best met in the community rather than internal day provision. This will result in savings made from the reduction of agency staffing and some voluntary severance of posts. The uptake of Direct Payments will also be encouraged through the support planning and brokerage service.	550	450	100	100	0	Savings of £100,000 were identified in 2016/17 as a result of the full year effect of service reviews in 2015/16 and new reviews in 2016/17. Additional income was also received from the UHB in this area.
42	Social Services	<b>Review of Care Management across Health &amp; Social Care</b> - there will be a review of care management roles and responsibilities and assessment processes, arising out of the Business Process Review to support more effective delivery of the service. Implementation of mobile working and improvements in the support planning function will facilitate this.	681	660	21	21	0	The balance of this saving was met via the full year effect in 2016/17 of counselling staff who took voluntary severance in 2015/16.
43	Social Services	<b>"Closer To Home" service for people with Learning Disabilities</b> - service users currently living away from the city often in high cost residential placements will, where appropriate, move back to the city, to supported housing where their needs can continue to be met.	300	0	300	125	175	There was a full year effect saving in relation to service users who stepped down to lower cost forms of care in 2015/16. There were also savings arising from the new Meteor Street scheme that became operational in 2016/17. The savings were however insufficient to meet the whole of the target.
44	Social Services	<b>Full year effect of 2014/15 savings Review of Mental Health Out of County Placements in residential care and re-commission</b> - Service users have been consulted about moving from residential care to supported living within Cardiff. Care support would be provided to meet their needs in a model of accommodation with support in 2015/16.	200	0	200	87	113	A contract for floating support is in place and there was a full year effect saving in relation to a number of service users who stepped down to lower forms of care in 2015/16. Some further step downs and related savings were achieved in 2016/17 though not sufficient to meet the whole of the target brought forward.
45	Social Services	<b>Recommissioning of Direct Payments Support Provision</b> - the contract with the current Direct Payments Support Provider will expire on 31/03/15. The re-tendering process will focus on quality and competitive pricing for the service. The re-tendering process will be completed to maintain existing service user support to those receiving Direct Payments.	30	0	30	60	(30)	Negotiation with external provider in 2015/16 led to an agreement to reduce the management fee for direct payments in advance of a potential commissioning exercise. The saving reflects the additional impact of this new arrangement in 2016/17.
	<b>Social Services</b>	<b>Total Social Services</b>	<b>3,417</b>	<b>1,403</b>	<b>2,014</b>	<b>929</b>	<b>1,085</b>	

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Savings achieved in 2016/17 (£'000)	Savings not achieved in 2016/17 (£'000)	Comments
			9,093	4,005	5,088	3,207	1,881	

**APPENDIX 4**

<b>EARMARKED RESERVES</b>		
<b>In line with Council Minute 799(8) the following amounts were transferred to new earmarked reserves</b>		
<b>RESERVE</b>	<b>£</b>	<b>PURPOSE</b>
Strategic Budget	2,531,987	To support financial resilience and the future budget requirements of the Council over the three year budget period within the Medium Term Financial Plan.
Corporate Landlord Function	800,000	To support the corporate landlord functions across the Council in order to provide a cohesive and commercial operating model.
Shared Regulatory Service	242,688	To provide future flexibility in relation to the Council's costs of the Shared Regulatory Service.

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**HOUSING REVENUE ACCOUNT 2016/17 - OUTTURN****APPENDIX 5**

	<b>2016/17 Estimate £000</b>	<b>2016/17 Outturn £000</b>	<b>2016/17 Variance £000</b>
<b>EXPENDITURE</b>			
<b>Employees</b>	12,641	12,136	(505)
<b>Premises</b>			
Council House Repairs	18,000	16,404	(1,596)
Other Premises Expenditure	3,868	3,658	(210)
<b>Total Premises</b>	21,868	20,062	(1,806)
<b>Transport</b>	111	112	1
<b>Supplies &amp; Services</b>	2,220	2,177	(43)
<b>Third Party Payments</b>	10	0	(10)
<b>Support Services</b>	5,978	5,794	(184)
<b>Capital Financing</b>			
Capital Financing	21,012	20,579	(433)
DRF	5,400	6,009	609
<b>Total Capital Financing</b>	26,412	26,588	176
<b>Contributions to Funds/Doubtful Debts</b>	1,010	650	(360)
<b>Contribution to Reserves</b>	0	3,132	3,132
<b>GROSS EXPENDITURE</b>	<b>70,250</b>	<b>70,651</b>	<b>401</b>
<b>INCOME</b>			
<b>Rents</b>	(63,157)	(63,351)	(194)
<b>Service Charges</b>	(4,776)	(4,858)	(82)
<b>Interest</b>			
Mortgage Interest	(2)	(1)	1
Interest On Balances	(50)	(71)	(21)
<b>Total Interest Receivable</b>	(52)	(72)	(20)
<b>Grants income</b>	(506)	(580)	(74)
<b>Other Income</b>	(578)	(627)	(49)
<b>Total Recharges</b>	(1,031)	(1,163)	(132)
<b>Contribution from Reserves</b>	(150)	0	150
<b>TOTAL INCOME</b>	<b>(70,250)</b>	<b>(70,651)</b>	<b>(401)</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>



## **Appendix 6 - Capital Schemes Update**

The following provides an update of capital schemes to accompany the detailed list at Appendix 7.

### **City Operations**

1. The 2016/17 programme for the Directorate was £27.708 million, with a variance identified of £7.742 million. This variance is primarily in relation to the timing of schemes such as leisure centre investment as part of the new contract with GLL, LED lighting on principal roads, Greener Grangetown scheme, highways schemes and expenditure using funding from S106 agreements.

### **Energy Projects & Sustainability**

2. The energy retrofit scheme will implement energy saving technologies at various sites at a cost estimate for the first tranche of schemes of £1.23 million. Works in this phase will now be implemented in 2017/18 and relate to Cardiff Castle, City Hall, Lamby Way Waste Depot, Radyr Comprehensive School, Fitzalan High School, Willows High, Plasmawr School and Llanedeyrn Primary School. Funded by borrowing from the Welsh Government Green Growth Wales Fund, this will need to be repaid from savings arising from the measures introduced. Further buildings are under consideration as part of a second phase subject to a business case.
3. The Radyr Weir hydro scheme, became operational in July 2016 at a total cost of £4.2 million. This figure includes additional expenditure funded by grants which ensured that as well as the turbines, there is a specially constructed fish pass, picnic area and wider improvements for cyclists and walkers on this section of the Taff Trail. Options are being considered to create infrastructure that would allow direct sale of energy generated to nearby users, rather than supply to the National Grid
4. Expenditure of £269,000 was incurred on LED lighting installation at various schools with projects funded by SALIX with investment to be repaid by Schools from proposed energy savings.
5. During 2014/15, expenditure of £560,000 was incurred in connecting Lamby Way landfill site to the grid as part of a proposal for the creation of a solar farm. Feasibility studies are being undertaken to determine enhanced business cases and delivery models for such a scheme in the current context of reduced Government incentives for solar farms.

### **Regulatory**

6. The Council contributed towards a new software database, hardware and mobile working solutions for the joint regulatory service. Expenditure of £195,000 was less than anticipated resulting in an underspend of £104,000.

### **Parks & Green Spaces**

7. The property asset renewal budget was allocated for Splott Pavillion and improvements and boiler replacement at Hailey Park Changing rooms. The water play area at Victoria Park opened during the year, however delays in finalising the parks play equipment programme for the year has resulted in works at Sanatorium

Road, the Marl and Wilson Road extending into the new financial year. Slippage of £52,000 is reported.

8. In order to address flooding issues on land adjoining parks sites, investigations have been undertaken to determine the condition of existing drainage systems and to understand the underlying reasons for the flooding problems. The delay in implementation is reflected by slippage of £213,000 into next year. Expenditure includes surveys to Roath Park Dam as part of a review of dam safety required to be undertaken under the Reservoirs Act 1975.
9. Existing hard surface pitches at Trelai Park and at the Marl were upgraded to 3G pitches using a repayable loan of £432,000 from Welsh Government. Drainage issues, associated artificial turf system testing and planning permission requirements resulted in additional costs of circa £67,000, which were met from S106 developer contributions.
10. As part of the UEFA Champions League legacy, £98,000 of funding has been received from the Football Association of Wales for an artificial pitch installation at Grange Gardens. This is to be complete in June 2017, with limited spend (£2,000) in 2016/17.

#### **Leisure**

11. The building lease and operational transfer of Insole Court to Insole Court Trust was completed at the end of September 2016. The Council retains responsibility for external repairs and such obligations of the Council will need to be managed within existing budgets.
12. Eastern Leisure Centre opened following refurbishment in August 2016 at a cost of £6.5 million. Additional costs of £176,000 have been incurred in order to purchase the fitness equipment, instead of leasing it as this was specified in the Leisure Alternate Delivery procurement. The same issue applies in relation to equipment at STAR and this equipment has been purchased outright in 2017/18 by terminating the existing lease.
13. The Council's contract for leisure services includes contractor investment of £1 million as well as use of a £3.5 million recoverable investment to be provided by the Council over a 20-year period as an Invest to Save allocation. Full slippage of £1 million is currently shown whilst a process for drawing down investment and determining priorities are determined.
14. The Capital Programme also includes £531,000 of the initial £750,000 made available in 2015/16 to undertake priority works to leisure sites as part of any transfer. Works undertaken during the year include pool lighting and filter replacements at various sites, with slippage of £273,000 carried forward into 2017/18.

#### **Bereavement & Registration services**

15. Expenditure of £106,000 in the year reflects replacement plant and equipment, infrastructure works and building enhancements at Cathays Chapel.

#### **Highway Maintenance**

16. A capital budget of £750,000 was requested in 2016/17 for the reconstruction of structurally failed roads. Site investigations and data analysis was completed in December to determine the most appropriate treatment to address the problem. Procurement for the works took place at the end of 2016/17 resulting in works commencing in April 2017 with slippage of £747,000 for the following sites at Grand Avenue, Cae Glas Road, Rhydheilig Avenue, Caegwyn Road, Ty Gwyn Road and Llandennis Ave.
17. Expenditure of £2.661 million was undertaken on resurfacing and footpaths using a range of treatments. This included urgent resurfacing works on the A48 and A4232 as a result of deterioration due to poor weather and very high usage.
18. The Bridges and Structures budget of £759,000 for 2016/17 includes the balance of the Council's agreed £1.628 million contribution to Network Rail of 20% towards the cost of the works for Windsor Road Bridge. The route re-opened during the year, however slippage of £330,000 is shown until confirmation of the final account has been received by the Council from Network Rail. Works to install a new footbridge at Gelynis farm were completed in May 2017.
19. Installation of LED lighting on principal roads commenced in the year with circa 20% of the 13,600 units replaced by 31 March 2017 prioritising the most energy inefficient lanterns first. The estimated total cost is £4.8 million with £1.252 million spent in 2016/17 including purchasing materials in advance to allow quicker completion which is forecast to be in November 2017. Loan approval has been received from SALIX to fund expenditure.
20. In addition, the street lighting energy reduction scheme to introduce dimming technology to circa 22,500 columns in residential areas completed most modifications in July 2016. The financial savings from reduced energy usage from both these street lighting schemes will be used to repay initial investment and achieve revenue savings.
21. The Greener Grangetown scheme started in January 2017 and will retrofit sustainable drainage systems and in the process improve the public realm. The total cost of the scheme, including design, is forecast to be £200,000 higher than initial assumptions at £2.7 million. Given the infrastructure nature of the scheme, any risks of additional costs during the construction period will need to be closely monitored and the forecast overspend met from within existing Highways Capital Programme resources in 2017/18.

## **Traffic & Transportation**

22. Expenditure of £2.069 million on Transport, Traffic Management, Cycling and Telematics was undertaken on a range of schemes including:-
  - road safety schemes such as a new crossing on Tyndall Street and safety zone installation at Ysgol Bro Eirwg
  - replacement of fans in Butetown Tunnel
  - construction of A469 parallel cycle route and design of phase two
  - completion of phase one of the Cardiff to Newport cycle route
  - modelling and design to develop the main East to West and North to South cycling corridors
  - development of key city centre transport improvement projects to support funding bids for WG grants.

23. Fan installation in Butetown tunnel will be complete in July 2017 requiring slippage of £340,000. Council match funding budget of £250,000 is also being carried forward to support future WG grant bids.
24. Welsh Government grant allocations for Local Transport, Metro, Road Safety and Safe Routes in Communities were fully utilised during the year. Works included:-
  - construction of the A469 and A470 Improvement Scheme
  - pedestrian safety improvements in Splott & Pentwyn
  - safety improvements at the Newport Road / Cypress Drive roundabout, including traffic calming measures to reduced speed
  - construction and installation of a new bridge over the River Ely to make it easier for people living in Ely and Caerau to walk and cycle to destinations east of Ely Bridge and for access to the Ely Trail
  - Newport Road / Fitzalan Place junction improvements with the final section to be constructed in 2017/18.
25. Moving Traffic Offences enforcement expenditure of £831,000 included bus lane enforcement, yellow box junctions and replacement of aged pay and display machines. The borrowing to fund these costs will be repaid from use of the parking reserve as approved in the 2016/17 budget.
26. Cabinet in December 2016 agreed to proceed with the Western Transport Interchange at Waungron Road, with an estimated cost of £1.7m. Initial site clearance and preparation costs have been paid using the Parking Reserve. Additional contractor claims are likely on this first phase and the next steps include the procurement of a contractor for the main works.
27. A CCTV system upgrade budget of £340,000 was requested in 2016/17 to replace aged and unsupported software and IT equipment in the control room. A final specification is yet to be determined, with tenders now expected to be sought in June 2017.
28. A grant award letter of £500,000 was received from WG in March 2017 requiring sums to be spent by 31 March 2017 for purchase of bollards and equipment necessary to complete the higher level hostile vehicle mitigation protection of the St Mary Street and the Hayes. Installation works will be completed in 2017/18 with funding approved from the Financial Resilience Mechanism in the Revenue Budget and earmarked reserves.

### **Harbour Authority**

29. Harbour Asset Renewal expenditure was £290,000 and included street furniture renewal, replacement of equipment in the children's play area and replacement of vessels.

### **Communities, Housing and Customer Services**

30. The 2016/17 programme for the Directorate is £14.269 million, with an initial variance identified of £3.408 million in relation to the timing of implementation of remaining hub projects, disabled adaptations and neighbourhood regeneration schemes. Details of schemes within the Directorate are shown below.

## **Community Hubs**

31. The schemes included in the current programme will complete the Hub Strategy approved by Cabinet. Where cost estimates received have been in excess of budgets available, opportunities have been sought for external grant funding, utilisation of receipts arising from schemes or to reduce scope where feasible in order to remain within the overall budgets allocated for the programme.
32. Fairwater Hub opened in May 2016 and the new STAR Hub opened to the public at the end of September 2016 with a project cost of £6.9 million. Fitness equipment at STAR is currently leased, but will be purchased outright in 2017/18 in order to meet the requirements of the agreement with Greenwich Leisure Limited.
33. Phase 2 of the planned extension of St Mellons Hub involves a community hall, youth den, changing facilities, multi-use rooms, flying start provision and a café area. The expected start date is June 2017, with completion 12 months later. Slippage of £748,000 is currently shown.
34. Contractors have been appointed to undertake works to create Llanishen Hub and a start on site is expected in June 2017 with completion in November, resulting in slippage of £436,000.
35. Llandaff North & Gabalfa Hub opened in January 2017 with a project cost of circa £1.335 million of which £280,000 is a contribution from the public housing capital programme.
36. Llanedeyrn Hub is now scheduled to be completed in July 2017 with estimated costs of £1.9 million of which £450,000 is a proposed contribution from the public housing capital programme. Slippage of £906,000 is shown.

## **Neighbourhood Regeneration**

37. The Neighbourhood Renewal schemes utilised £724,000 to provide environmental, public realm, access and park improvements across the City. Particular schemes of note were Trenchard Drive and the Crystals Environmental improvements (£215,000), Sanquhar and East Tyndall 'Safer Splott' improvements (£177,000) and Heol y Delyn Park improvements (£82,000). Design delays and the need for stakeholder agreements for some schemes has resulted in slippage of £261,000.
38. The community shopping centre programme of shop front improvements in Penarth Road / Clare Road District Centre in Grangetown cost £369,000 in 2016/17, with £200,000 of additional WG Vibrant & Viable Places Grant made available during the year. In order to prioritise the use of grant, slippage of £214,000 is recognised.
39. The Maelfa regeneration scheme includes construction of new retail units for commercial rent, public realm improvements, and the delivery of affordable and private sale homes. In total £533,000 was spent in 2016/17 with £92,000 brought forward from future year's budgets for this scheme.
40. The ongoing alleygating scheme cost £119,000 in year to deliver additional security and reduced antisocial behaviour in areas of need.

## **Housing (General Fund)**

41. The Disabled Facilities Service budget of £4.905 million included a one off allocation of £1.9 million of revenue budget in order to help reduce waiting times and meet additional pressures on this budget during 2016/17. The number of referrals was as expected and the full budget of £4.905 million was committed. This ensured delivery times were reduced from 247 days to 200 days which is less than the current Welsh average and the waiting time for contact has reduced from 22 weeks to 8 weeks. However, it was not possible to commit and spend the budget within 12 months, therefore slippage of £605,000 has occurred, which will be spent by mid-June. The slippage is necessary to ensure the waiting list and delivery times do not increase in 2017/18.
42. The estate environmental improvements capital allocation supports the costs of works to owner-occupier properties to complement schemes being undertaken in public housing. This includes the Welsh Government grant funded Arbed warmer homes scheme (£177,000) which allows over 100 properties in Trowbridge to have additional insulation installed to raise energy efficiency. The remainder of the £733,000 grant will be drawn down in 2017/18.
43. The Enable Adaptations Project (£373,000) is fully funded by ICF grant, providing improvements to private homes to support, facilitate and encourage independent living.

### **Economic Development**

44. The 2016/17 programme for the Directorate is £10.012 million. Whilst slippage of £3.013 million is recognised in relation to Central Square projects, waste management and investment in arts venues, £12.075 million of budget from future years has been brought forward for land acquisition. Details of schemes within the Directorate are shown below.

### **Business and Investment**

45. The extended Voucher Scheme funded by the Department of Culture Media and Sports (DCMS) was launched on 1 April 2015 providing voucher applications towards the capital costs of installing new broadband connection in order to access high speed connectivity and capability. The scheme closed for applications in 2016/17 with £191,000 of support provided.

Schemes to support business and social enterprise investment include the Capital Cardiff Fund, which incurred support expenditure of £76,000 during the year. Loans previously provided under this scheme are being reviewed to determine recoverability. Two schemes were approved for the S4C Joint Investment Fund totalling £100,000, with slippage of £50,000. Slippage of £29,000 is shown for the Social Innovation fund pending a review of applications.

### **City Development & Major Projects**

46. Budget of £12.075 million in relation to Central Enterprise Zone (CEZ) has initially been brought forward from future years to purchase land at Dumballs Road. The Council will work with the development partner Vastint to redevelop the area through



a residential-led mixed-use development delivering up to 2000 new homes, including affordable homes, commercial and community uses.

47. A scheme to remove waste materials from land at the International Sports Village is complete and will allow land to be used for further development in line with the masterplan. Final verification of site levels and quantities have resulted in costs of £641,000 during the year. Planning permission has been received to develop the site into a surface car park during 2017/18.
48. Design work for the transport interchange is continuing as well as an options appraisal and costing to recommend a strategic approach to the delivery of the scheme at Central Square. An update was provided to Cabinet in September, where approval was given to underwrite the second phase of design works. The design costs will form part of a wider package of pre-development costs being incurred by the developer in progressing the scheme. Demolition of the NCP car park is currently being undertaken and slippage of £500,000 is shown for this scheme.
49. Central Square public realm design has now been finalised, with the developer delivering the scheme over the next two years with any Council contribution anticipated at circa £9 million as part of the original estimate when setting the Capital Programme. The actual cost is yet to be agreed along with any specified maximum or contractual ceiling. Expenditure of £1.097 million is recognised in the year, with slippage of £903,000.
50. As part of proposals for further development of the House of Sport in Leckwith, the Council is providing funding of £150,000 for allotment works, to be undertaken. This amount is repayable as part of an option agreement to undertake a lease for land.

### **Commercial Services**

51. Previous monitoring reports highlighted that the £1.941 million cost to replace the Household Waste Recycling Centre (HWRC) at Lamby Way was £396,000 in excess of the budget available. This was primarily due to an increase in size of the recycling facility in order to future proof the requirement and the addition of a canopy to keep recycling streams dry. Whilst there is slippage of £345,000 in 2016/17 the total forecast cost is now expected to increase by a further £613,000 resulting in an overspend in 2017/18. These additional costs are in relation to civil engineering works and are to discharge planning condition requirements relating to; drainage, landscape design and construction, unforeseen ground conditions and services for the recycling structure. Funding for these additional costs in 2016/17 and 2017/18 are to be from earmarked revenue reserves set aside to cover these costs.
52. The Property Asset Renewal expenditure for City Hall and County Hall is £308,000 and includes fire safety and electrical works to ensure continuity of power supply. Slippage of £71,000 is shown and carried forward for priority one issues in 2017/18.
53. A number of vehicles that have reached the end of their useful life for Facilities Management and Social Services were replaced as part of the £250,000 annual capital budget for outright purchase.

### **Venues and Cultural Services**

54. The property asset renewal allocation of £485,000 is for St David's Hall, New Theatre and Cardiff Castle. Of this £350,000 is to refurbish escalators at St David's Hall following repeated mechanical breakdown and slippage of £159,000 is carried

forward to complete the scheme. Property Asset Renewal works of £130,000 at the Castle include health and safety lighting, boiler renewal, emergency lighting upgrades to meet fire regulations, CCTV and intercom upgrades to the main car park.

55. A budget of £623,000 was available in 2016/17 for priority works at St David's Hall and New Theatre prior to any alternative service delivery. Work on the roof of the New Theatre was completed in May requiring slippage of £115,000 to be recognised along with the unspent allocation of £306,000 for St David's Hall.

### **Property and Asset Management**

56. In accordance with the Council's Investment Property Strategy, the leasehold interest of a former veterinary site on Bute Street was purchased for £273,000 and a short-term letting is being sought. Options for further investment from the proceeds of sold investment property are being considered and will be reported in future monitoring reports.
57. The outturn for the Office Accommodation Rationalisation budget which supports the efficient use of administrative buildings is £939,000. This includes expenditure to relocate staff to County Hall from Global Link and other accommodation as well as a £400,000 payment in full and final settlement for any dilapidations liability in the lease assignment to Cardiff and Vale University Health Board. This liability has been met from capital receipts arising from office rationalisation projects.
58. Further building rationalisation priorities in the short term are implementation of a Children's Services accommodation strategy allowing the relocation of the Youth Offending Service from Penhill and also a project reviewing depots across the City.
59. The Community Asset Transfer budget provides up to £25,000 for improvement works to individual buildings taken on by third party organisations. Expenditure during the year was £48,000 with £44,000 slippage into the following year.
60. Property asset renewal expenditure is £231,000 and includes the final contractor payment for the rebuilding of Longcross farm following a fire, boiler replacement at Enterprise House, works to the heliport alarm systems and boiler as well as roof fascia improvements to St Mellons Workshops.

### **Education & Lifelong Learning**

61. The 2016/17 programme for the Directorate is £47.587 million, with an initial variance identified of £14.873 million and therefore a total spend of £32.714 million. The variance relates to timing of costs expected in relation to a number of large schemes, most notably the new Eastern High School and three new primary schools. Further details of schemes within the Directorate are shown below.

### **Planning and Development**

62. The outturn position for expenditure on Schools Asset Renewal and Suitability works in 2016/17 is £7.951 million. The revised budget allocation for the financial year is £5.848 million and therefore funding to the value of £2.103 million has been brought forward from the 2017/18 capital programme allocations.
63. The revised budget allocation of £5.848 million includes a combination of budget virements and new approvals totalling £1.545 million agreed by Cabinet to fund the

works required to Cantonian High and Willows High to ensure electrical compliance and safety during the year.

64. The variance of £2.103 million relates to a number of schemes exceeding their anticipated costs during the financial year. The most substantial variance relates to works carried out at Cantonian High following electrical safety issues at the school. This scheme overspent by £800,000 during the financial year as additional requirements were being added to the works requested following feedback from the contractor. Another large contributor to the variance was an overspend of £400,000 on the 21<sup>st</sup> Century Schools project to upgrade the sports barn at Willows High School. As all approved 21<sup>st</sup> Century Schools funding had been utilised for the scheme, the overspend was required to be funded from Asset Renewal. Further significant overspends were incurred in relation to Kitchen Improvement Works at Bryn Deri Primary and Ton Yr Ywen.
65. Following the difficulties identified in 2016/17 in controlling expenditure against Asset Renewal schemes the Education Directorate have set up an Asset Programme Management Board. The aim of this board is to improve governance and provide control over the approval of Asset Renewal Schemes, effective utilisation of limited budgets and control and challenge over the level of expenditure incurred.
66. Flying Start scheme expenditure was £553,000, the majority of which related to the modular accommodation build at St Cadoc's Primary school. Expenditure on this scheme totalled £427,000, with a variance of £115,000 as follows; slippage of £64,000 and underspend of £51,000. Eight smaller flying start schemes were completed during the year at a cost of £126,000.
67. A budget of £2.0 million was approved within the 2016/17 Capital Programme for improvement works to comply with disabled accessibility requirements at Whitchurch High School. In year expenditure amounted to £1.025 million leaving slippage of £975,000 against this budget for 2017/18.

### **Schools Organisation Planning (SOP)**

68. Outturn expenditure on 21<sup>st</sup> Century Schools Projects and former SOP projects in 2016/17 totalled £22.015 million across a range of projects. This is lower than anticipated with delays to a number of schemes leading to net slippage of £15.022 million into later years of the capital programme. This is combined with net underspends against completed projects of £1.104 million to give a variance of expenditure to budget of £16.126 million for the financial year.
69. The largest project, with expenditure during 2016/17 of £13.744 million, is the new Eastern High School which is expected to be complete in December 2017. Delays in beginning work on site has led to significant slippage in profile of expenditure for 2016/17 of £8.454 million.
70. In addition to Eastern High a number of other projects were delayed in 2016/17 and have contributed to the large value of slippage into later years of the Capital Programme. Works at Howardian Primary, Ysgol Glan Morfa and Ysgol Hamadryad encountered a number of delays due to planning requirements and tender evaluation, resulting in combined slippage of £7.297 million from 2016/17.
71. Other projects with significant expenditure in 2016/17 include Adamsdown Primary extension (£2.092 million), Ysgol Y Wern extension (£1.347 million), Cantonian High super block installation (£1.0 million), Fitzalan High new science demountable block

(£1.034 million) and the demolition of Glyn Derw High School as part of the Cardiff West Community High project (£884,000).

72. The SOP Earmarked revenue reserve balance at 31 March 2017 is £6.415 million (£8.123 million at 31 March 2016) with a net drawdown from the reserve in 2016/17 of £1.708 million. The forecast SOP reserve balance over the life of the programme and repayment period is used as a measure of affordability. It was previously agreed at Investment Review Board that the balance on the future profile of the reserve should not fall below a threshold of £1.5 million.

### **Resources**

73. The 2016/17 programme for the Directorate was £2.830 million, with a variance identified of £1.795 million in relation to projects to improve business process. Details of schemes within the Directorate are shown below.

### **Technology**

74. The main priority for the Modernising IT to Improve Business Processes budget is to support key projects in the Organisational Development Programme and the digitisation of business services utilising modern technology. Expenditure is £670,000 from a budget of £2.446 million resulting in slippage of £1.776 million into 2017/18. Expenditure included purchase of equipment to support flexible mobile working to facilitate the release of the Global Link building and also expenditure on the further development of the SAP Corporate Resource Management System. Future expenditure includes the creation of several new eligible staff posts to accelerate delivery of digital services by creating technical capacity to build IT infrastructure.
75. Expenditure of £365,000 was incurred on ICT refresh projects to support resilience, capacity and capability.

### **Corporate**

76. The Capital scheme contingency budget of £250,000 has been vired towards the costs of addressing emergency electrical compliance works required in high schools during the year.
77. Of the original £500,000 invest to save budget, £150,000 was required to be allocated for an Economic Development scheme towards fencing and infrastructure at Leckwith allotments.

### **Social Services**

78. A total revised programme of £591,000 was made available in year with an outturn position of £333,000.
79. The refurbishment of Minehead Road Day Centre is due for completion in June with Grand Avenue Day Centre projected to begin October 2017 subject to a successful tender. Total spend across these projects stands at £290,000 for the year of which £185,000 has been secured via Intermediate Care Fund (ICF) grant funding.
80. Further ICF funding was made available for improvements to several sites across the authority late in the year. This was utilised to improve Market Road and Tremorfa sites to improve accessibility, security and functionality to improve respite services.

## **Housing Revenue Account**

81. The revised HRA Capital Programme of £26.845 million reported a net slippage of £2.691 million based on the level of works that was to be undertaken.
82. The Outturn included £5.156 million spent on estate regeneration. Schemes undertaken include Trowbridge Mawr (£1.962 million) which delivered much needed improvements including new boundary walls, railings, gully and courtyard enhancements. Similar schemes were also delivered in Hodges Square (£724,000) and Trenchard Drive (£374,000). Further spend (£1.359 million) has been used on the garage and asset improvements scheme with future phases brought forward due to the speed of works.
83. Housing Development works continue on Edinburgh Court (£1.712 million) and the development of Thornhill Road (£654,000) into eight homes for the over 50's.
84. Other City wide improvements to dwellings include kitchen and bathroom replacements (£1.128 million), roof replacement schemes (£1.078 million), and continued works on the upgrading and remodelling of sheltered accommodation (£1.826 million) to make it fit for purpose and offer flexible, independent living.
85. HRA funded Disabled Facilities Services reported slippage of £71,000 due to contractor delays with a total spend of £2.429 million in 2016/17.
86. The Housing Partnership Programme continues to deliver design and planning for new build sites along with demolitions and other associated costs. Against a revised programme of £3.316 million £2.082 million has been slipped into 2017/18 with the Willowbrook site due to commence in June.
87. The HRA's contribution to community hubs of £2.095 million will provide benefits for tenants utilising the facilities at Llanedeyrn, Llandaff North and STAR Hubs.

## **Section 106 and other contributions**

The table below shows the Section 106 and other contributions held at 31 March 2017 based on the area of expenditure. During the year, contributions are received in accordance with planning obligations or other agreements and then spent on capital or other schemes in line with those agreements. The amounts held below are proposed to be spent in future years, with the profile of expenditure to be updated at the next Cabinet monitoring report for 2017/18.

<b>Service Area</b>	<b>Balance as at 31.3.2017</b>
	<b>£000</b>
Traffic & Transportation	1,985
Parks & Sport	3,435
Neighbourhood Regeneration	907
Planning	309
Economic Development	1,613
Housing	2,756
Schools	568
Other	270
<b>Total</b>	<b>11,843</b>

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DIRECTORATE & SCHEME	PROGRAMME						VARIANCE						
	2016-17 Programme	2015-16 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2016-17	Outturn	(Underspend)/Overspend GF	(Underspend)/Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>CITY OPERATIONS</b>													
<b>Energy Projects and Sustainability</b>													
Energy Retrofit of Buildings	0	0	0	0	21	21	21	0	0	0	0	0	0
Radyr Weir	0	0	0	0	348	348	348	0	0	0	0	0	0
Salix Energy Efficiency Loan Scheme (SEELS)	0	0	0	0	269	269	269	0	0	0	0	0	0
Heritage Energy Efficiency Retrofit Grant	0	38	(32)	0	0	6	6	0	0	0	0	0	0
Performer Grant Grant Matchfunding	0	17	3	0	0	20	20	0	0	0	0	0	0
Solar Power	0	0	0	0	(245)	(245)	(245)	0	0	0	0	0	0
<b>Total Energy Projects and Sustainability</b>	<b>0</b>	<b>55</b>	<b>(29)</b>	<b>0</b>	<b>393</b>	<b>419</b>	<b>419</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Regulatory</b>													
Regionalising Regulatory Services	83	216	0	0	0	299	195	(104)	0	0	0	0	(104)
<b>Total Regulatory</b>	<b>83</b>	<b>216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>299</b>	<b>195</b>	<b>(104)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(104)</b>
<b>Parks &amp; Green Spaces</b>													
Asset Renewal Buildings	86	0	0	0	0	86	86	0	0	0	0	0	0
Asset Renewal Parks Infrastructure	140	0	0	0	0	140	117	(13)	0	0	(10)	0	(23)
Play Equipment	90	0	0	0	0	90	38	0	0	0	(52)	0	(52)
Flood Risk Prevention	100	144	0	0	0	244	31	0	0	0	(213)	0	(213)
Parc Cefn Onn	30	0	0	0	0	30	2	0	0	0	(28)	0	(28)
3G Pitches - Sports Facilities Loan (WG)	0	0	0	0	432	432	432	0	0	0	0	0	0
3G Pitches - Grage Gardens UEFA	0	0	0	0	2	2	2	0	0	0	0	0	0
Water Play Park at Victoria Park	0	185	0	0	0	185	168	(17)	0	0	0	0	(17)
Heath Park Tennis Courts	0	13	0	0	0	13	2	(11)	0	0	0	0	(11)
Hywel Dda Public Open Space	0	28	0	0	0	28	28	0	0	0	0	0	0
Bishops Palace & Llandaff Belltower	0	7	0	0	0	7	12	5	0	0	0	0	5
S106 schemes	1,324	705	(705)	0	0	1,324	595	36	0	0	0	(765)	(729)
<b>Total Parks &amp; Green Spaces</b>	<b>1,770</b>	<b>1,082</b>	<b>(705)</b>	<b>0</b>	<b>434</b>	<b>2,581</b>	<b>1,513</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(303)</b>	<b>(765)</b>	<b>(1,068)</b>
<b>Leisure</b>													
Asset Renewal Buildings	0	0	0	0	0	0	0	0	0	0	0	0	0
Insole Court Conservation	0	643	0	0	(42)	601	601	0	0	0	0	0	0
Eastern Leisure Centre Refurbishment	1,500	610	0	0	0	2,110	2,286	176	0	0	0	0	176
Pentwyn Leisure Centre Accessibility (Dome)	0	165	0	(31)	0	134	134	0	0	0	0	0	0
Leisure Centres Alternative Service Delivery (Loan)	1,000	0	0	0	0	1,000	0	0	0	(1,000)	0	0	(1,000)
Leisure Centres Priority Works	0	531	0	0	0	531	258	0	0	0	(273)	0	(273)
<b>Total Leisure</b>	<b>2,500</b>	<b>1,949</b>	<b>0</b>	<b>(31)</b>	<b>(42)</b>	<b>4,376</b>	<b>3,279</b>	<b>176</b>	<b>0</b>	<b>(1,000)</b>	<b>(273)</b>	<b>0</b>	<b>(1,097)</b>
<b>Bereavement &amp; Registration Services</b>													
Improvements funded by Bereavement reserve	140	0	0	0	(54)	86	86	0	0	0	0	0	0
S106 schemes	20	0	0	0	0	20	20	0	0	0	0	0	0
<b>Total Bereavement &amp; Registration Services</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(54)</b>	<b>106</b>	<b>106</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Highway Maintenance</b>													
Highway Reconstruction	750	0	0	0	0	750	3	0	0	0	(747)	0	(747)
Highway Resurfacing	1,350	86	0	637	100	2,173	2,173	0	0	0	0	0	0
Footpath Resurfacing	595	428	0	(535)	0	488	488	0	0	0	0	0	0
Bridges & Structures	500	259	0	0	0	759	429	0	0	0	(330)	0	(330)
Street Lighting Column Replacement	270	93	0	(102)	0	261	173	0	0	0	(88)	0	(88)
Street Lighting Energy Use Reduction (Invest to Save)	0	259	0	0	172	431	431	0	0	0	0	0	0
LED Lighting on Principal Roads (Invest to Save)	0	1,984	0	0	0	1,984	1,252	0	0	(732)	0	0	(732)
Greener Grangetown	1,687	1,389	(851)	0	0	2,225	450	0	0	0	(151)	(1,624)	(1,775)
Rhiwbina Flood Defence scheme	0	36	0	0	0	36	15	0	0	0	(21)	0	(21)
<b>Total Highway Maintenance</b>	<b>5,152</b>	<b>4,534</b>	<b>(851)</b>	<b>0</b>	<b>272</b>	<b>9,107</b>	<b>5,414</b>	<b>0</b>	<b>0</b>	<b>(732)</b>	<b>(1,337)</b>	<b>(1,624)</b>	<b>(3,693)</b>

DIRECTORATE & SCHEME	2016-17 Programme	2015-16 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2016-17	Outturn	(Underspend)/Overspend GF	(Underspend)/Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Traffic &amp; Transportation</b>													
Asset Renewal Transport & Traffic Management	670	4	0	0	32	706	706	0	0	0	0	0	0
Asset Renewal Telematics/Butetown Tunnel	860	0	0	0	150	1,010	670	0	0	0	(340)	0	(340)
Cycling Development Asset Renewal	400	0	0	0	0	400	362	0	0	0	(38)	0	(38)
Transport Grant Matchfunding	375	206	0	0	0	581	331	0	0	0	(250)	0	(250)
Local Transport Fund - Active Travel Mapping	0	0	0	0	21	21	21	0	0	0	0	0	0
Local Transport Fund - Western Corridor Active Travel	0	0	0	0	531	531	531	0	0	0	0	0	0
Local Transport Fund - Eastern Corridor Active Travel	0	0	0	0	292	292	292	0	0	0	0	0	0
Local Transport Fund - Newport Rd/Fitzalan Place	0	0	0	0	767	767	767	0	0	0	0	0	0
Local Transport Fund - A469 Corridor Cycle Route	0	0	0	0	89	89	89	0	0	0	0	0	0
Local Transport Fund - Cathedral Road	0	0	0	0	39	39	39	0	0	0	0	0	0
Metro Ph1 - A469/A470 Bus Corridor Improvements	1,523	1,713	(1,523)	0	431	2,144	2,144	0	0	0	0	0	0
Road Safety Grant - Highway Junction Improvements	0	0	0	0	325	325	325	0	0	0	0	0	0
Safe Routes in Communities	0	0	0	0	595	595	595	0	0	0	0	0	0
Moving Offences Enforcement	750	0	0	0	81	831	831	0	0	0	0	0	0
Cardiff West Interchange	500	0	0	0	23	523	173	0	0	0	(350)	0	(350)
CCTV System Upgrade	340	0	0	0	0	340	3	0	0	0	(337)	0	(337)
Hostile Vehicle Mitigation Grant	0	0	0	0	500	500	500	0	0	0	0	0	0
S106 schemes	703	31	(31)	0	0	703	349	0	0	0	0	(354)	(354)
<b>Total Traffic &amp; Transportation</b>	<b>6,121</b>	<b>1,954</b>	<b>(1,554)</b>	<b>0</b>	<b>3,876</b>	<b>10,397</b>	<b>8,728</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,315)</b>	<b>(354)</b>	<b>(1,669)</b>
<b>Strategic Planning</b>													
S106 schemes	133	93	(93)	0	0	133	22	0	0	0	0	(111)	(111)
<b>Total Strategic Planning</b>	<b>133</b>	<b>93</b>	<b>(93)</b>	<b>0</b>	<b>0</b>	<b>133</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(111)</b>	<b>(111)</b>
<b>Harbour Authority</b>													
Harbour Asset Renewal	350	0	0	0	(60)	290	290	0	0	0	0	0	0
<b>Total Harbour Authority</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(60)</b>	<b>290</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CITY OPERATIONS</b>	<b>16,269</b>	<b>9,883</b>	<b>(3,232)</b>	<b>(31)</b>	<b>4,819</b>	<b>27,708</b>	<b>19,966</b>	<b>72</b>	<b>0</b>	<b>(1,732)</b>	<b>(3,225)</b>	<b>(2,854)</b>	<b>(7,742)</b>
<b>COMMUNITIES, HOUSING &amp; CUSTOMER SERVICES</b>													
<b>Citizen Hubs</b>													
Hubs proposals - ongoing schemes	200	0	0	(200)	0	0	0	0	0	0	0	0	0
STAR Hub	1,450	171	0	213	100	1,934	1,934	0	0	0	0	0	0
STAR Hub - MALD Grant	80	0	0	0	40	120	120	0	0	0	0	0	0
St Mellons Hub Phase 1	0	0	0	0	0	0	17	17	0	0	0	0	17
St Mellons Hub Phase 2	900	0	0	0	0	900	152	0	0	0	(748)	0	(748)
Llanishen Hub	490	0	0	0	0	490	54	0	0	0	(436)	0	(436)
Llandaff North & Gabalfa Hub	941	0	0	(180)	255	1,016	971	0	0	0	(45)	0	(45)
Llanedeyrn Hub	1,129	89	0	198	0	1,416	510	0	0	0	(906)	0	(906)
Fairwater Hub	90	0	0	0	0	90	80	(10)	0	0	0	0	(10)
<b>Total Citizen Hubs</b>	<b>5,280</b>	<b>260</b>	<b>0</b>	<b>31</b>	<b>395</b>	<b>5,966</b>	<b>3,838</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>(2,135)</b>	<b>0</b>	<b>(2,128)</b>
<b>Neighbourhood Regeneration</b>													
Neighbourhood Renewal schemes	595	390	0	0	0	985	724	0	0	0	(261)	0	(261)
Local Shopping Centre Regeneration	442	(59)	0	0	200	583	369	0	0	0	(214)	0	(214)
Maelfa Centre Regeneration	100	341	0	0	0	441	533	0	0	0	92	0	92
Alleygating	155	(21)	0	0	0	134	119	0	0	0	(15)	0	(15)
<b>Total Neighbourhood Regeneration</b>	<b>1,292</b>	<b>651</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>2,143</b>	<b>1,745</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(398)</b>	<b>0</b>	<b>(398)</b>
<b>Libraries</b>													
Asset Renewal Buildings	33	0	0	0	0	33	33	0	0	0	0	0	0
S106 schemes	0	6	0	0	(6)	0	0	0	0	0	0	0	0
<b>Total Libraries</b>	<b>33</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>(6)</b>	<b>33</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



<u>DIRECTORATE &amp; SCHEME</u>	<u>2016-17 Programme</u>	<u>2015-16 Slippage</u>	<u>Budget revision</u>	<u>Virements</u>	<u>Changes &amp; New Approvals</u>	<u>Total Programme 2016-17</u>	<u>Outturn</u>	<u>(Underspend)/ Overspend GF</u>	<u>(Underspend)/ Overspend Other</u>	<u>Invest to Save slippage/SOP 'reserve'</u>	<u>Slippage GCF</u>	<u>Slippage Other</u>	<u>Total Variance</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
<b>Housing (General Fund)</b>													
Disabled Facilities Service	4,970	(65)	0	0	0	4,905	4,300	0	0	0	(605)	0	(605)
Enable Adaptations Support for Independent Living	0	0	0	0	398	398	373	(25)	0	0	0	0	(25)
Assisted Living Technology	0	0	0	0	100	100	81	(19)	0	0	0	0	(19)
Step Down Accommodation	0	0	0	0	80	80	24	(56)	0	0	0	0	(56)
Estate Environmental Improvements	280	124	0	0	0	404	227	0	0	0	(177)	0	(177)
WG ARBED ECO Grant	0	0	0	0	177	177	177	0	0	0	0	0	0
Traveller Site Refurbishment	0	0	0	0	63	63	63	0	0	0	0	0	0
<b>Total Housing</b>	<b>5,250</b>	<b>59</b>	<b>0</b>	<b>0</b>	<b>818</b>	<b>6,127</b>	<b>5,245</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>(782)</b>	<b>0</b>	<b>(882)</b>
<b>TOTAL Communities, Housing &amp; Customer Services</b>	<b>11,855</b>	<b>976</b>	<b>0</b>	<b>31</b>	<b>1,407</b>	<b>14,269</b>	<b>10,861</b>	<b>(93)</b>	<b>0</b>	<b>0</b>	<b>(3,315)</b>	<b>0</b>	<b>(3,408)</b>
<b>ECONOMIC DEVELOPMENT</b>													
<b>Business &amp; Investment</b>													
Urban Broadband	0	0	0	0	191	191	191	0	0	0	0	0	0
Cardiff Capital Fund	0	0	0	0	76	76	76	0	0	0	0	0	0
Council/S4C Investment Fund	0	150	0	0	0	150	100	0	0	0	(50)	0	(50)
Cardiff Social Innovation fund	0	48	0	0	0	48	19	0	0	0	(29)	0	(29)
<b>Total Business &amp; Investment</b>	<b>0</b>	<b>198</b>	<b>0</b>	<b>0</b>	<b>267</b>	<b>465</b>	<b>386</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(79)</b>	<b>0</b>	<b>(79)</b>
<b>City Development and Major Projects</b>													
Dumballs Road Regeneration	0	0	0	0	0	0	12,075	0	0	12,075	0	0	12,075
Cardiff Enterprise Zone	0	163	0	0	0	163	163	0	0	0	0	0	0
ISV Waste Removal	600	0	0	41	0	641	641	0	0	0	0	0	0
ISV Temporary Car Park	200	0	0	(41)	0	159	46	0	0	0	0	(113)	(113)
Central Square Integrated Transport Hub	500	0	0	0	0	500	0	0	0	0	(500)	0	(500)
Central Square Public Realm Detailed Design	2,000	0	0	0	0	2,000	1,097	0	0	0	(903)	0	(903)
Leckwith Allotments	0	0	0	150	0	150	0	0	0	(150)	0	0	(150)
Llanrumney Hall	294	250	(250)	0	0	294	0	0	0	0	0	(294)	(294)
Tennis Centre Ocean Way	88	0	0	0	0	88	0	0	0	0	0	(88)	(88)
<b>Total City Development &amp; Major Projects</b>	<b>3,682</b>	<b>413</b>	<b>(250)</b>	<b>150</b>	<b>0</b>	<b>3,995</b>	<b>14,022</b>	<b>0</b>	<b>0</b>	<b>11,925</b>	<b>(1,403)</b>	<b>(495)</b>	<b>10,027</b>
<b>Commercial Services</b>													
New HWRC Lamby Way	0	1,545	0	0	696	2,241	1,896	0	0	0	(345)	0	(345)
Waste Material Recycling Facility Upgrades	45	13	0	0	0	58	58	0	0	0	0	0	0
Recycling Bins 2015/16	0	0	0	0	(19)	(19)	(19)	0	0	0	0	0	0
Asset Renewal Buildings FM	308	0	0	0	0	308	308	0	0	0	0	0	0
Asset Renewal - Spare Non-Schools	171	0	0	(100)	0	71	0	0	0	0	(71)	0	(71)
Asset Renewal - Vehicle Replacement	250	0	0	0	0	250	254	0	0	0	4	0	4
<b>Total Commercial Services</b>	<b>774</b>	<b>1,558</b>	<b>0</b>	<b>(100)</b>	<b>677</b>	<b>2,909</b>	<b>2,497</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(412)</b>	<b>0</b>	<b>(412)</b>
<b>Venues &amp; Cultural Facilities</b>													
Asset Renewal Venues	485	0	0	0	0	485	326	0	0	0	(159)	0	(159)
New Theatre	0	295	0	0	0	295	180	0	0	0	(115)	0	(115)
St David's Hall	0	328	0	0	0	328	22	0	0	0	(306)	0	(306)
<b>Total Venues &amp; Cultural Facilities</b>	<b>485</b>	<b>623</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,108</b>	<b>528</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(580)</b>	<b>0</b>	<b>(580)</b>
<b>Property &amp; Asset Management</b>													
Office Accommodation Rationalisation	681	338	0	0	(80)	939	939	0	0	0	0	0	0
Investment Property Strategy	0	0	0	0	273	273	273	0	0	0	0	0	0
Community Asset Transfer	0	92	0	0	0	92	48	0	0	0	(44)	0	(44)
Asset Renewal Buildings	231	0	0	0	0	231	231	0	0	0	0	0	0
<b>Total Property and Asset Management</b>	<b>912</b>	<b>430</b>	<b>0</b>	<b>0</b>	<b>193</b>	<b>1,535</b>	<b>1,491</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(44)</b>	<b>0</b>	<b>(44)</b>
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>5,853</b>	<b>3,222</b>	<b>(250)</b>	<b>50</b>	<b>1,137</b>	<b>10,012</b>	<b>18,924</b>	<b>0</b>	<b>0</b>	<b>11,925</b>	<b>(2,518)</b>	<b>(495)</b>	<b>8,912</b>
<b>EDUCATION &amp; LIFELONG LEARNING</b>													

<u>DIRECTORATE &amp; SCHEME</u>	2016-17 Programme £000	2015-16 Slippage £000	Budget revision £000	Virements £000	Changes & New Approvals £000	Total Programme 2016-17 £000	Outturn £000	(Underspend)/ Overspend GF £000	(Underspend)/ Overspend Other £000	Invest to Save slippage/SOP 'reserve' £000	Slippage GCF £000	Slippage Other £000	Total Variance £000
<b>Schools - General</b>													
<b>Planning &amp; Development</b>													
Asset Renewal Buildings	2,910	272	(50)	350	1,315	4,797	6,900	0	0	0	2,103	0	2,103
Suitability and Sufficiency	1,000	171	0	(120)	0	1,051	1,051	0	0	0	0	0	0
Early Years - Flying Start	0	51	0	0	617	668	553	0	(51)	0	0	(64)	(115)
Whitchurch High School	2,000	0	0	0	0	2,000	1,025	0	0	0	(975)	0	(975)
<b>Total Planning &amp; Development</b>	<b>5,910</b>	<b>494</b>	<b>(50)</b>	<b>230</b>	<b>1,932</b>	<b>8,516</b>	<b>9,529</b>	<b>0</b>	<b>(51)</b>	<b>0</b>	<b>1,128</b>	<b>(64)</b>	<b>1,013</b>
<b>Other schemes</b>													
Schools Challenge Cymru	0	35	0	0	49	84	49	0	(35)	0	0	0	(35)
Cantonian SRB	0	0	0	120	226	346	474	128	0	0	0	0	128
Bryn Deri Nursery Kitchen	410	0	0	0	90	500	647	147	0	0	0	0	147
<b>Total Other schemes</b>	<b>410</b>	<b>35</b>	<b>0</b>	<b>120</b>	<b>365</b>	<b>930</b>	<b>1,170</b>	<b>275</b>	<b>(35)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>240</b>
<b>Total Schools</b>	<b>6,320</b>	<b>529</b>	<b>(50)</b>	<b>350</b>	<b>2,297</b>	<b>9,446</b>	<b>10,699</b>	<b>275</b>	<b>(86)</b>	<b>0</b>	<b>1,128</b>	<b>(64)</b>	<b>1,253</b>
<b>Schools Organisation Planning</b>													
21st Century Schools	39,186	18,246	(19,291)	0	0	38,141	22,015	(1,104)	0	(12,895)	0	(2,127)	(16,126)
<b>Total Schools Organisation Planning</b>	<b>39,186</b>	<b>18,246</b>	<b>(19,291)</b>	<b>0</b>	<b>0</b>	<b>38,141</b>	<b>22,015</b>	<b>(1,104)</b>	<b>0</b>	<b>(12,895)</b>	<b>0</b>	<b>(2,127)</b>	<b>(16,126)</b>
<b>TOTAL EDUCATION &amp; LIFELONG LEARNING</b>	<b>45,506</b>	<b>18,775</b>	<b>(19,341)</b>	<b>350</b>	<b>2,297</b>	<b>47,587</b>	<b>32,714</b>	<b>(829)</b>	<b>(86)</b>	<b>(12,895)</b>	<b>1,128</b>	<b>(2,191)</b>	<b>(14,873)</b>
<b>RESOURCES</b>													
<b>Technology</b>													
Modernising IT to improve Business Processes	1,670	776	0	0	0	2,446	670	0	0	0	(1,776)	0	(1,776)
ICT Refresh	400	(16)	0	0	0	384	365	0	0	0	(19)	0	(19)
<b>Total Technology</b>	<b>2,070</b>	<b>760</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,830</b>	<b>1,035</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,795)</b>	<b>0</b>	<b>(1,795)</b>
<b>Corporate</b>													
Contingency	250	0	0	(250)	0	0	0	0	0	0	0	0	0
Asset Renewal Building Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0
Invest to Save annual allocation	500	0	0	(150)	(350)	0	0	0	0	0	0	0	0
<b>Total Corporate</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>(400)</b>	<b>(350)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL RESOURCES</b>	<b>2,820</b>	<b>760</b>	<b>0</b>	<b>(400)</b>	<b>(350)</b>	<b>2,830</b>	<b>1,035</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,795)</b>	<b>0</b>	<b>(1,795)</b>
<b>SOCIAL SERVICES</b>													
<b>Adult Services</b>													
Day Centre Opportunities	140	0	0	0	185	325	290	0	0	0	(35)	0	(35)
Asset Renewal	16	0	0	0	0	16	16	0	0	0	0	0	0
ICF Respite	0	0	0	0	250	250	27	0	(223)	0	0	0	(223)
<b>Total Adult Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>435</b>	<b>591</b>	<b>333</b>	<b>0</b>	<b>(223)</b>	<b>0</b>	<b>(35)</b>	<b>0</b>	<b>(258)</b>
<b>Childrens Services</b>													
Childrens Social Services Asset Renewal	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL SOCIAL SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>435</b>	<b>591</b>	<b>333</b>	<b>0</b>	<b>(223)</b>	<b>0</b>	<b>(35)</b>	<b>0</b>	<b>(258)</b>
<b>TOTAL GENERAL FUND</b>	<b>82,303</b>	<b>33,616</b>	<b>(22,823)</b>	<b>0</b>	<b>9,745</b>	<b>102,997</b>	<b>83,833</b>	<b>(850)</b>	<b>(309)</b>	<b>(2,702)</b>	<b>(9,725)</b>	<b>(5,540)</b>	<b>(19,126)</b>
<b>PUBLIC HOUSING (HRA)</b>													
Housing Development	2,500	0	0	0	0	2,500	2,374	37	0	0	(163)	0	(126)
Estate Regeneration and Stock Remodelling	2,750	0	0	0	1,720	4,470	5,156	745	0	0	(59)	0	686

<u>DIRECTORATE &amp; SCHEME</u>	<b>2016-17 Programme</b>	<b>2015-16 Slippage</b>	<b>Budget revision</b>	<b>Virements</b>	<b>Changes &amp; New Approvals</b>	<b>Total Programme 2016-17</b>	<b>Outturn</b>	<b>(Underspend)/ Overspend GF</b>	<b>(Underspend)/ Overspend Other</b>	<b>Invest to Save slippage/SOP 'reserve'</b>	<b>Slippage GCF</b>	<b>Slippage Other</b>	<b>Total Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
External and Internal improvements to buildings	13,150	0	0	250	(1,506)	11,894	10,749	554	0	0	(1,699)	0	(1,145)
Disabled Facilities Service	1,800	0	0	0	700	2,500	2,429	0	0	0	(71)	0	(71)
Housing Partnerships Project	2,400	0	0	0	916	3,316	1,281	47	0	0	(2,082)	0	(2,035)
Hubs	2,055	0	0	0	40	2,095	2,095	0	0	0	0	0	0
Modernising IT to improve Business Processes	250	0	0	(250)	70	70	70	0	0	0	0	0	0
<b>TOTAL PUBLIC HOUSING</b>	<b>24,905</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,940</b>	<b>26,845</b>	<b>24,154</b>	<b>1,383</b>	<b>0</b>	<b>0</b>	<b>(4,074)</b>	<b>0</b>	<b>(2,691)</b>
<b>TOTAL</b>	<b>107,208</b>	<b>33,616</b>	<b>(22,823)</b>	<b>0</b>	<b>11,685</b>	<b>129,842</b>	<b>107,987</b>	<b>533</b>	<b>(309)</b>	<b>(2,702)</b>	<b>(13,837)</b>	<b>(5,540)</b>	<b>(21,855)</b>

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 6 JULY 2017**

**2016-17 QUARTER 4 PERFORMANCE REPORT**

**REPORT OF CORPORATE DIRECTOR RESOURCES**

**AGENDA ITEM: 9**

**PORTFOLIO: FINANCE, MODERNISATION AND PERFORMANCE  
(COUNCILLOR CHRIS WEAVER)**

**Reason for this Report**

1. To present the City of Cardiff Council's Performance Report for Quarter 4 of the 2016-17 financial year, providing Cabinet with an opportunity to review full year performance.
2. The report on the 2016-17 performance of the measures in the Corporate Plan is attached at **Appendix A**.
3. The Performance Report for Quarter 4 2016-17 is attached at **Appendix B**.

**Background**

4. The Performance Management Framework includes the production of quarterly performance reports designed to provide an overview of directorate performance. Effective scrutiny of performance is an important component of the Framework as it provides the opportunity to challenge performance levels, and helps the Council reprioritise efforts to deliver the Council's priorities and targets.

**Performance Overview**

5. This report provides a summary of the progress and challenges faced by each directorate, in key performance areas during 2016-17.

**Quarter 4 Performance Report Structure**

6. Attached at Appendix A is a report on the 2016-17 performance of the measures included in the 2016-18 Corporate Plan.
7. Attached at Appendix B is the Performance Report for Quarter 4 2016-17.

8. The report includes a Council Overview Scorecard, which gives an at-a-glance picture of the health and effectiveness of the organisation. The Scorecard covers four key areas:
  - Financial
  - Customer
  - Internal Processes
  - Learning & Growth
  
9. The report includes directorate scorecards that:
  - Show performance and describe progress against the Corporate Plan priorities and Improvement Actions.
  - Show performance against the commitments and actions in the Corporate Plan
  - Provide commentary on the directorate’s achievements, challenges and mitigating actions.

### Summary of 2016-17 Performance

#### Corporate Plan 2016-18

10. The Corporate Plan included 75 performance measures that supported the delivery of the Corporate Plan priorities and Improvement Objectives.
  
11. Appendix A provides a report on the performance of these measures at the end of 2016-17. Information on the 2016-17 targets and the performance in 2015-16 is also provided, to allow a means of comparing current performance.
  
12. For some measures in the report, data may not yet be available. Here is a summary of what data may be missing and for what reason:
  - 2016-17 result – This may not yet be available
  - 2016-17 target – The measure may be new for this year and so the 2016-17 result will be used to create an accurate baseline
  - 2015-16 result – The measure may be new for this year and so no result was produced for last year.
  
13. Comparison of 2016-17 performance against 2016-17 targets.

	<b>Green</b>	<b>Amber</b>	<b>Red</b>	<b>Not available</b>	<b>No comparison</b>	<b>Total</b>
<b>No. of measures</b>	30	14	17	10	4	<b>75</b>
<b>% of all measures</b>	40%	19%	23%	13%	5%	<b>100%</b>
<b>% of results available</b>	49%	23%	28%			

14. Comparison of 2016-17 performance against 2015-16 performance.

	<b>Improved</b>	<b>Deteriorated</b>	<b>No change</b>	<b>Not available</b>	<b>No comparison</b>	<b>Total</b>
<b>No. of measures</b>	27	19	1	10	18	75
<b>% of all measures</b>	36%	26%	1%	13%	24%	100%
<b>% of results available</b>	58%	40%	2%			

**National Strategic Indicators / Public Accountability Measures (NSIs / PAMs)**

15. Of the performance measures collected and monitored by the Council, 28 are national measures. These measures are referred to as either a National Strategic Indicator (NSI) or a Public Accountability Measure (PAM). All Local Authorities (LA) in Wales are required to collect and report on these measures on an annual basis, in line with detailed and specific guidance provided by the Local Government Data Unit, Wales (referred to as the Data Unit).
16. Each LA was required to submit their 2016-17 results to the Data Unit in May 2017 so the results can be validated. Once this validation has been completed, usually towards the end of August, the Data Unit send each LA their validated results.
17. In September 2017, the Data Unit will publish the Local Government Performance Bulletin for 2016-17, which contains information on a range of Local Authority services, using data to highlight the overall level and range of performance across the 22 Wales LAs. This Bulletin contains comparisons of results for all LAs on a range of, but not all, national measures. Until the release of the Bulletin in September all national indicator results are embargoed.
18. Therefore, the summary provided below is indicative as it is based on the provisional results of the NSI / PAM results. These results are not validated and may change.
19. 2016-17 performance against 2016-17 targets.

	<b>Met target</b>	<b>Not met target</b>	<b>Total*</b>
<b>Number of measures</b>	14	12	26
<b>% of all measures</b>	54%	46%	100%

\* The results for 2 further measures, in addition to the 26 stated above, are not yet available.

20. 2016-17 performance against 2015-16 performance

	<b>Improved</b>	<b>Deteriorated</b>	<b>No change</b>	<b>No comparison</b>
<b>Number of measures</b>	12	12	2	26
<b>% of all measures</b>	46%	46%	8%	100%

21. 2016-17 performance against 2015-16 performance, by directorate.

<b>Directorate</b>	<b>Improved</b>	<b>Maintained</b>	<b>Declined</b>	<b>Total</b>
City Operations [inc. SRS]	2 (22%)	0 (0)	7 (78%)	<b>9 (100%)</b>
Communities, Housing & Customer Services	2 (100%)	0 (0%)	0 (0%)	<b>2 (100%)</b>
Economic Development*	2 Results not yet available			<b>2 (100%)</b>
Education	7 (67%)	2 (18%)	2 (18%)	<b>11 (100%)</b>
Resources	0 (0%)	0 (0%)	1 (100%)	<b>1 (100%)</b>
Social Services	1 (33%)	0 (0%)	2 (67%)	<b>3 (100%)</b>

## Overview of key performance areas – Council Overview Scorecard

### Sickness Absence

22. The Sickness Absence Outturn for 2016-17 is 10.77 days lost per FTE; this is 1.21 days lost per FTE higher than the "all time" low result in 2015-16.
23. Additional scrutiny and focus has come on the areas of the Council that saw a significant increase in sickness absence between quarters 1 and 3.
24. Additional reporting and analysis has taken place to ensure that at all levels of management have a clear and shared understanding of sickness absence across the Council. This has informed efforts to understand and reduce sickness absence, with many different actions being taken across the Council to provide the best possible support to staff to help them avoid the need for a period of absence from work, or to return to work as soon as they are able.

### Customer Insight

25. Satisfaction levels remain very high across Library and Hub services (100% in Q4), calls to C2C (98% in English and 100% in Welsh) and calls to Repair Reporting Line (98% in Q4).

### Online applications / requests

26. These remain high for Parking Permit applications (75.6%) and requests for caddies and extra bags (76%).



## Overview of key performance areas – City Operations

### City Development Planning

27. There has been significant success in terms of developing a strong growth momentum – this is crucial to the long term prosperity and welfare of Cardiff. A range of major strategic mixed use schemes have been worked up and consented, including Plas Dwr (6,000 homes, £2.5bn GDV), Junction 33, and St Edeyrns (now on site). The KPI for major planning applications determined during the year achieved 58.33% against the target of 25%, significantly improving on the result of the previous year which was 12%.

### Integrated Street Improvements

28. The Highways Asset funding and Cycling Capital programme for 2017-18 have seen improvement over previous years. Major improvements are being implemented using a 'one council' approach, including early engagement with stakeholders, common master-planning, to bring together information is held for like assets (public realm, streets, parks etc). The KPI measuring principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition achieved 6.07% in 2016-17 against the target of <7%.

### Transport Policy & Strategy

29. Following consultation this was approved by Cabinet in October 2016. The Engagement questionnaire was published in December 2016 and the period for public / stakeholder feedback was extended to 24<sup>th</sup> March 2017. Cycle Strategy - The Integrated Cycle and Walking Network Map (INM) consultation was launched on 3/1/17 and closed on 28/3/17. Cabinet approved the launch of the consultation on the Cycling Strategy, which started on 1/2/17 and closed on the 28/3/17. A major improvement programme is planned to kick off in 2017/18 to potentially deliver a best practice cycling and walking network. The KPI measuring the mode of travel to work by sustainable transport achieved 44.9% in 2016-17 against target of 44.6%, improving on the result for 2015-16 (43.9%).

### Neighbourhood Services

30. During the past year the enforcement team has become part of a new delivery model for neighbourhood services and as such a number of improvements have been made to processes to streamline operations and more accurately and proactively report fly-tipping incidents, and clear within stipulated timescales, this together with the recruitment of new staff has increased the teams capacity to meet and exceed set targets (90%), the relevant KPI result this year was 98.35% compared to 97.91% the previous year. The KPI for high standard of street cleanliness also exceeded target of 90%, achieving a result of 90.46% during 2016-17.

## Staff Engagement

31. Significant improvement was achieved in the Employee Survey for 2017 with all red outcomes from previous survey mitigated to amber, particularly across operational functions of the directorate. An action plan has been developed and will be taken forward in conjunction with planned engagement sessions, the introduction of operational balanced scorecards and team plans to improve employee engagement matters further.

## Visits to Sports and Leisure Centres

32. The decrease in physical activity participation figures has been largely attributed to a fall in visitors to leisure centres. A number of factors have impacted on the reported figures including:
  - The procurement process to secure an external leisure operator
  - Lack of investment in facilities and replacement gym equipment, leading to a gradual decrease in attendance.
  - Increased competition with private companies opening new gyms.
  - Delay in re-opening the redeveloped Eastern Leisure Centre and brand new STAR Hub.
  - Membership cancellations from customers that did not wish for their data to be transferred to a new operator.
  - Initial issues with recording attendance.
33. The 2016-17 result is 7277 visits per 1,000 of population, which is worse than the 2016-17 target (8855) and the 2015-16 result (8028). To give this context, the actual figure used for the number of visits to local authority sport and leisure centres in 2016-17 is 2,599,355, compared to 2,844,378 in 2015-16, a fall of nearly 9%.
34. To mitigate this, the Leisure Services Client Team are working closely with GLL to ensure a consistent approach and to ensure that future reporting is accurate. A combination of the above factors resulted in a significant drop in the numbers recorded. Figures for February and March 2017 have demonstrated an improvement in the data capture. There will be significant investment in leisure facilities in terms of improving the assets and equipment in the next few years, which will contribute to improving attendances and physical activity levels.

## Shared Regulatory Services

35. The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April which were returned to occupation during the year through direct action by the local authority – the result for 2016-17 for this KPI is 0.76% against target of 6.60%.
36. The creation of the Shared Regulatory Service (SRS) caused an unintended hiatus in this area of work. Reports to the Scrutiny Committee have explained the reasons behind this break in service delivery and confirmed consequently that the SRS has committed an additional resource dedicated to the work of bringing empty properties back into beneficial use.

Following a recruitment process a new officer has been appointed and this will allow a resumption of proactive work by the SRS in 2017-18 and will augment the work undertaken within Cardiff Council through the running of the Houses into Homes loan scheme to improve progress against the indicator.

## **Overview of key performance areas – Communities, Housing and Customer Services**

### Supporting people to be job ready

37. The Into Work team has worked closely with other partners throughout the year to help over 40,000 clients in 13 locations throughout the city in 'drop in' job clubs. As well as working with over 100 employers to secure guaranteed interviews for clients and to support local and central jobs fairs run by the team.
38. In the Academic year 2015-16, Adult Community Learning achieved a success rate of 93% against a target of 88%.
39. Through the Cardiff Communities First, Communities for Work and Cardiff Lift Programme, a total of 550 job outcomes were achieved.

### Visitors to Libraries and Hubs

40. Our Libraries and Hubs received over 3.2 million people visits in the year and this reflects the hugely successful Community Hubs programme and the range of activities that take place across the city. This is an extra 200,000 visits on the previous year and is the highest footfall per head of the local population in Wales, as well as achieving the best cost per visit ratio in Wales.

### Welfare Reform

41. Money Advice Team successfully supported clients to claim £11,995,475 additional weekly benefit. Despite the backdrop of Welfare Reform changes, evictions from Council properties reduced from 58 evictions in 2015-16 to 38 evictions in 2016-17.
42. 63,994 repairs were completed during the year, 92% of these were carried out by our internal workforce.

### Housing

43. Vacant properties – At the end of March 2017 the number of vacant properties was 0.99%. This is the lowest year-end position for 5 years and the excellent performance is a result of a range of initiatives including the quick turnaround process and improved contractor performance.
44. Through the Cardiff Living programme, work has started on both Braunton / Clevedon and Willowbrook West. In all, five Phase 1 sites have been granted planning permission with a timetable for the other five agreed.

45. Supporting People recommissioned Generic Floating Support Services, resulting in a financial saving of £900,000 for 2017-18. This money is being reinvested in a range of initiatives to support and prevent homelessness Supporting People projects supported over 6,000 people during 2016-17.

#### Preventative Services

46. Preventative Services has seen huge progress this year, including a 25% increase in the number of people being dealt with at First Point of Contact (FPOC) between Q1 and Q4. Over the year, the Independent Living Service completed 3,275 visits identifying 1,969 alternative solutions for clients, which included £4.3 million in extra income. 88% of clients felt the service improved their quality of life.
47. The net impact of the Preventative Services agenda has resulted in a plateau of older people receiving care in Cardiff. The number of people receiving either domiciliary care or direct payments is at the same level as it was 3 years ago, despite a significant increase in the over 65 population in Cardiff.

#### Cardiff Council Website - SOCITM - Better Connected 16-17

48. Cardiff.gov.uk/caerdydd.gov.uk has successfully maintained our 3 star rating SOCITM rating, missing out on achieving an overall 4 star rating by a single point. The website was commended for our responsive site and received the maximum 4 stars for its accessibility.

### **Overview of key performance areas – Economic Development**

#### Employment

49. The number of jobs created or safeguarded through Council support during the year in 1250, compared to an annual target of 500.

#### Land development and regeneration

50. The quantity of Grade A office space committed for development in the year was 317,732 sq. ft., compared to a year-end target of 150,000.
51. Work to deliver 300,000 sq. ft. of office space in a Cardiff Enterprise Zone by March 2018 is on target.

#### Bulky Waste

52. The new bulky recycling collection service (implemented at the end of November 2016) is receiving a significant volume of requests for the service. The impact on tonnage is yet to be calculated, though it is envisaged that this will have a positive impact on recycling tonnages.

	<b>Oct-16</b>	<b>Nov-16</b>	<b>Dec-16</b>	<b>Jan-17</b>
Requests	1,184	1,071	1,495	1,888
		0	+424 (Nov 16)	+817 (Nov 16)

#### New Lamby Way HWRC

53. Teams have been working to deliver the new HWRC at Lamby Way – this is scheduled to open in early 2017-18. Contractors are now finalising the site in preparation for a soft opening, with a view to announce formal opening in the near future.

#### Overall Recycling Performance

54. The unaudited position places the authority at 58-59%, which would meet the statutory target and be in line with last year's performance (58.17%). The recycling performance of kerbside household waste has improved by 6% in line with expectations following the 'Black into the Green' campaign. However, challenges in international markets of wood and glass created a net impact. The growth of commercial waste has exceeded net income targets and continues to positively grow, one impact of this though is the choice commercial customers have to recycle, therefore performance on this work stream is low. The strategy for the HWRC's has been delayed due to contract issues and performance in the HWRC for recycling is below target. These need addressing to meet the 64% target by 2019-20.

#### Commercial Services – Corporate Landlord

55. A Corporate Landlord Programme has been established with the objective of bringing together the management of all the property within the Council into a single entity to create a compliant, uniform, cost effective, and cost efficient service. Programme work-streams include strengthening of health and safety compliance across all non-domestic assets, the non-domestic building services framework and corporate landlord systems architecture. Significant progress has been made to date including:
- Undertaking a review of all statutory obligations compliance across the Council's wider non domestic building estate (including schools);
  - Creating a database of all the Council's non-domestic building assets. This has been populated to identify gaps across the statutory obligations spectrum;
  - Procuring a statutory obligations compliance management system, RAMIS. Details of the Council's non-domestic building estate have been added into the system and staff are being trained regarding its use;
  - Identifying gaps in respect of statutory obligations compliance. Any remedial works identified will be programmed on a priority basis;

- Commissioning an independent strategic review of the Council's statutory obligations and related health and safety issues, in respect of its property portfolio.

## **Overview of key performance areas – Education and Lifelong Learning**

56. Cardiff has seen an acceleration in performance of its schools across all phases of education. Cardiff is now performing above the national averages in a wide range of national performance indicators.
57. The leadership in Cardiff schools is strengthening. New leadership in some schools has resulted in a better quality of learning and teaching, raised expectations and delivered improvements in standards. The number of schools requiring red level of support decreased from 10 in January 2016 to 6 in January 2017. There has been a decrease in the number of Governor vacancies, from 8.78% in 2014-15 to 8.13% in 2015-16.
58. With regard to the School Organisation programme, the planning of the Band B investment programme is underway. New primary buildings have been opened at Adamsdown, Ysgol Y Wern and Coed Glas Primary schools. The new Eastern High School is set to open in the Autumn term and Cardiff West Community High School will open in the following year.
59. A pilot scheme to implement Co-ordinated admissions with the Faith / Foundation Sector will operate for 2018-19 Admissions to High Schools.
60. There continues to be a strong emphasis and shared commitment to developing the capacity of schools to lead and support their own improvement through the Central South Wales Challenge. Arrangements have been put in place to continue financial support to the three remaining School Challenge Cymru Schools, since the cessation of WG funding. Significant progress has been made since September 2016 to engage a wide range of partners in shaping the Cardiff Commitment to youth engagement and progression:
  - On 7<sup>th</sup> December 2016, the Council hosted an event in City Hall that welcomed over 70 individuals from the private, public and voluntary sectors, Careers Wales, Job Centre Plus, Welsh Government and Schools to share ideas and opportunities.
  - Over 40 employers attended a follow up event on 14<sup>th</sup> February 2017 in Central Square and more recently employers joined a workshop at Atradius, Cardiff Bay to focus priorities for action.
  - Cardiff and Vale College have collected input from employers at three employer advisory boards, in Catering & Hospitality, Construction and the Creative Industries and completed a student survey.
  - Without exception, all parties engaged in all sessions, agreed with the aims of the Cardiff Commitment and were supportive of plans to establish a citywide partnership to deliver improved outcomes for young people.

## NEET

61. The year 11 NEET figure for 2016 is 3% (100 pupils), a reduction of 52 pupils (1.5 percentage points) from 2015. However, this area continues to be a challenge when compared to other Wales Local Authorities, with Cardiff ranked 21 out of 22 and worse than the Welsh average of 2%.

	2015		2016		Variance	
	All Wales	Cardiff	All Wales	Cardiff	All Wales	Cardiff
<b>Year 11</b>	2.8%	4.5%	2%	3%	-0.8%	-1.5%
<b>Year 13</b>	3.76%	2.96%	3.11%	3.1%	-0.65%	+0.14%

Source: Careers Wales destination survey 2015 and 2016 – verified by Welsh Government

62. All local authorities in Wales have similar processes to Cardiff in terms of follow up of pupils together with improved relationships between and with both schools and Careers Wales. In Cardiff the cohort is larger and more diverse than every other Welsh LA, which is often where our challenge lies.
63. Resources are being targeted to pupils identified as vulnerable and work is happening to engage with these youngsters earlier and with more bespoke provision e.g. Junior Apprenticeships Scheme with CAVC targeting Year 10 & 11 pupils.

Increasing Needs in Cardiff – reducing the reliance on out of county placements.

64. By the end of 2016-17 the number of Out of County Placements for pupils with SEN increased by 5% (from 193 to 204 pupils). In 2017-2018, these existing placements will cost £5.032m compared to an available budget of £4.839m. Any new placements will add to the existing budget overspend position.
65. In 2016-17 a project group has been established with officers from Education, Children's Services and Organisational Development. A complete analysis of out of county education placements in 2016-17 has been completed and has identified a high reliance on out of county places for some groups, particularly behaviour emotional social difficulties (BESD) and autism spectrum disorders (ASD). This reflects a shortfall in Cardiff maintained specialist provision for these groups.
66. The prioritisation exercise for SOP Band B is underway and includes an analysis of sufficiency and suitability of current specialist provision in Cardiff.
67. BESD provision funded through the independent sector is being evaluated with a view to commissioning the most cost effective options, and providing more secure routes into post-16 education employment and training opportunities for this group of learners.

68. The cost of places funded through the Vale of Glamorgan are being reviewed in partnership with the school and local authority.

### **Overview of key performance areas – Governance and Legal Services**

69. To date 21 complaints in relation to alleged breaches of the Welsh Language Standards have been received. However, three investigations have been discontinued, in four investigations the WLC found that the Standards had been breached, decisions notices are awaited in ten cases and a 'provisional breach' decision has been made in four further cases.
70. The city-wide Bilingual Cardiff Strategy has been agreed by full Council.
71. External legal budgets from across the Council have been centralised into Legal Services.

### **Overview of key performance areas – Resources**

#### Revenue collection

72. Council Tax – The % of Council Tax due, which was received by the authority during the year was 97.52%. This exceeds the result from 2015-16 (97.28%).
73. Non-Domestic Rates – The % of NNDR collected (net of refunds) during 2016-17 was 96.45%. This exceeds the result from 2015-16 (96.08%).

### **Overview of key performance areas – Social Services**

#### Staff vacancies

74. The percentage of social worker vacancies in Children's Services has increased slightly during the year to 23.5% (from 22.2% in 2015-16). Vacancy rates have not reduced due to internal promotions and transfers – there are some good examples of staff achieving promotional appointments, thereby supporting career development and staff retention. A significant drive by Operational Managers to accelerate further recruitment resulted in 6 successful appointments being made from 10 applications for Principal Social Worker posts in Quarter 4 and 17 applications for Social Worker posts that are currently being shortlisted. The message from this recruitment drive is that Cardiff Children's Services is being recognised as a good employer for social workers.
75. As a result of work to improve recruitment and retention, a more stable workforce across the service is emerging and, except where essential maternity cover is required, there is less reliability on agency staff. In Adult Services recruitment to social worker posts is emerging as a significant challenge, particularly in attracting experienced practitioners.



## Children

76. Children supported to remain living within their family – 55.5% (898) of the 1,619 children with a Care and Support Plan at 31st March 2017 were being supported to live at home (i.e. were not being looked after).
77. Looked after children – 64% of looked after children in regulated placements were placed in Cardiff at 31<sup>st</sup> March 2017 – an increase from 62% at 31<sup>st</sup> December 2016. This means that a smaller proportion of looked after children have been placed out of area in the context of an overall increase in the looked after children population from 644 at 31st March 2016 to 721 at 31st March 2017. This reflects the Directorate's determination to reduce out of area placements. There has also been an increase in the number of looked after children who are placed with relatives, as opposed to being placed in public care (i.e. non-relative foster care or residential placements) - the number of children placed with relatives or being looked after under Placement with Parents regulations rose from 112 at 31<sup>st</sup> March 2016 to 134 at 31<sup>st</sup> March 2017. 11.5% (113) of the 982 children who have been looked after during the year have returned home.
78. Looked After Children Traineeship Scheme – received 56 referrals during the year with 48 young people becoming engaged. Of the 48, 31 have started in a Traineeship Placement and 7 young people were offered and accepted an Apprenticeship. Currently there are a total of 8 Apprentices as one became an apprentice during the previous financial year. The Directorate is currently exploring the possibility of creating opportunities within the service to support and further develop the scheme.

## Adults

Delayed Transfers of Care (Information also provided by Communities, Housing and Customer Services)

79. The Regional Partnership Board continues to implement the Home First agenda to improve both the number of delayed transfers of care and the flow of citizens across services. Recruitment continues, to secure the appointment of further Social Work Assistant roles, and enable Social Workers to focus on more complex cases.
80. The numbers show a continued improvement in this area. A mid-year change to the way we are required to record performance has brought some uncertainty, but we can get a clear picture of the situation by looking at the underlying numbers of people being delayed, which shows things are going in the right direction. The Integrated Health and Social Care Partnership reported during Quarter 4:
  - All adults – In February 2017, 46 adults were delayed being discharged from hospital, compared to 70 in January 2017. This was a significant improvement from February 2016, when there were 105 people delayed.

- Adults aged over 75 – In February 2017, 26 adults aged over 75 were delayed being discharged from hospital, compared to 40 people in January 2017. This was a significant improvement from February 2016, when there were 70 people delayed (aged over 75).
81. The Integrated Health and Social Care Partnership reported during Quarter 4 that domiciliary care capacity appears to be more settled with packages being sourced without extended delays.
  82. Adult Social Services now has a Bridging Team working alongside the Community Resource Teams (CRTs) which is helping to expedite discharges from Hospital and CRT and is also providing community support to avoid admissions.
  83. Preventative Services have worked with Adult Social Services and Health colleagues throughout the year to reduce delayed transfers of care, with the Housing Resettlement officers assisting with 80 delayed transfers of care discharges. Housing Resettlement officers also attend the multi-disciplinary meetings for some of the major wards to support access to Step Down accommodation. 44 of the 56 users of Step Down accommodation in the year, were also delayed transfers of care who were then able to leave hospital as a result of the service. As at February 2017, the Regional Partnership Board achieved its aim of a 25% reduction on the February 2016 position.
  84. Adult protection enquiries – during the year there were 1,054 enquiries and 1,033 of these were completed within 7 working days (98%). There is no target or 2015-16 data, so no further comparison is possible.
  85. Direct Payments – The number of adults in need of care and support who received a direct payment at 31st March was 746. This is higher than in Q3 (707) but there is no target or 2015/16 data, so no further comparison is possible. At 31<sup>st</sup> March 40 people were in the process of obtaining a direct payment.
  86. Domiciliary care capacity – the Integrated Health and Social Care Partnership reported during Quarter 4 that domiciliary care capacity appears to be more settled with packages being sourced without extended delays. Adult Services now has a Bridging Team working alongside the Community Resource Teams (CRTs) which is helping to expedite discharges from Hospital and CRT and is also providing community support to avoid admissions. Sourcing very large complex packages of care still remains a challenge.
  87. Complexity of cases in Children's Services – cases are significantly more complex. This is recognised by the judiciary and reflected in the increase in the high number of cases that are in care proceedings before senior judges.
  88. Social Services overspent against its budget, resulting, in part, from savings shortfalls in both Adult and Children's Services. Significant additional pressures in Adult Services included increased demand for domiciliary care and inflationary increases in the price of nursing beds, while there have

been underspends in relation to residential care and staff budgets. In addition to savings shortfalls, the overspend in Children's Services has been impacted further by external fostering costs, with some mitigation delivered by £1.1m savings from the return of looked after children in out of area placements to Cardiff.

### **Reason for Recommendations**

89. To ensure that improvements are made, to allow the culture of managing performance to embed within services and to ensure clear accountabilities are established for the performance of service areas.

### **Financial Implications**

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

### **Legal Implications**

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

### **HR Implications**

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

## **RECOMMENDATIONS**

The Cabinet is recommended to note the current position regarding performance, the delivery of key commitments and priorities as at Quarter 4, and the action being taken to the challenges facing the Council.

**CHRISTINE SALTER**

**Corporate Director**

30 June 2017

*The following appendices are attached:*

Appendix A - 2016-17 Corporate Plan Performance Report

Appendix B - 2016-17 Quarter 4 Performance Report

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## CORPORATE PLAN - 2016-17 Year-end Report - (Page 1 of 2)

	IMPROVEMENT OBJECTIVE	DIRECTORATE RESPONSIBLE	MEASURES	16-17 YE RESULT (15-16 ACADEMIC YEAR)	16-17 YE TARGET (15-16 AY)	16-17 Q3 RESULT (16-17 AY Q3)	15-16 YE RESULT (14-15 AY)
1. BETTER SKILLS AND EDUCATION FOR ALL	1.1 - Every Cardiff school is a good school	ELL	Increase the proportion of schools where <b>Standards</b> are judged by Estyn to be good or excellent on a 3 year rolling basis - Primary	71% (30 out of 42)	80%	Annual	76% (35 out of 46)
			Increase the proportion of schools where <b>Standards</b> are judged by Estyn to be good or excellent on a 3 year rolling basis - Secondary	44% (4 out of 9)	50%	Annual	45% (5 out of 11)
			Increase the proportion of schools where <b>Standards</b> are judged by Estyn to be good or excellent on a 3 year rolling basis - Special	75% (3 out of 4)	100%	Annual	100% (4 out of 4)
			Increase the proportion of schools where <b>Capacity</b> to Improve is judged by Estyn to be good or excellent on a 3 year rolling basis - Primary	74% (31 out of 42)	80%	Annual	74% (34 out of 46)
			Increase the proportion of schools where <b>Capacity</b> to Improve is judged by Estyn to be good or excellent on a 3 year rolling basis - Secondary	33% (3 out of 9)	50%	Annual	45% (5 out of 11)
			Increase the proportion of schools where <b>Capacity</b> to Improve is judged by Estyn to be good or excellent on a 3 year rolling basis - Special	25% (1 out of 4)	80%	Annual	75% (3 out of 4)
			Increase the percentage of Cardiff schools categorised as 'Green' in the annual Welsh Government School Categorisation process - Primary	35% (33 out of 95) (January 2016)	35% (Revised January 2017)	36% (35 out of 98)	Not available
			Increase the percentage of Cardiff schools categorised as 'Green' in the annual Welsh Government School Categorisation process - Secondary	26% (5 out of 19)	27% (Revised January 2017)	26% (5 out of 19)	Not available
			Increase the percentage of Cardiff schools categorised as 'Green' in the annual Welsh Government School Categorisation process - Special	57% (4 out of 7)	86% (Revised January 2017)	57% (4 out of 7)	Not available
			The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	89.5%	89.62%	Annual	87.8%
			The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority, who achieved the level 2 threshold at KS4, including a GCSE grade A*-C in English or Welsh first language and mathematics	62.50%	65.0%	Annual	59.3%
			Increase the percentage of pupils achieving the Level 2 threshold (5 GCSEs at A*- C) at KS4	84.3%	87.08%	Annual	81.6%
			Increase the percentage of pupils achieving Level 1 threshold (5 GCSEs at Grade A- G) at KS4	94.4%	97.81%	Annual	92.1%
			The percentage of FSM pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	78.8%	81.14%	Annual	76.7%
	Increase the percentage of FSM pupils achieving the Level 2 Inclusive threshold (5 GCSEs at A*-C, including English or Welsh first language and Mathematics) at KS4	39.3%	45.45%	Annual	32.2%		
	Attendance at Primary school	95.0%	95.4%	95.4%	95.2%		
	Attendance at Secondary school	94.5%	95.0%	94.3%	93.9%		
	1.2 - Looked after children in Cardiff achieve their potential	SS	The percentage of all care leavers in education, training or employment at <b>12 months</b> after leaving care	Not yet available	Create Baseline	Annual	New
			The percentage of all care leavers in education, training or employment at <b>24 months</b> after leaving care	Not yet available	Create Baseline	Annual	New
			The percentage attendance of looked after pupils whilst in care in <b>primary schools</b>	96.9%	98%	Annual	96.7%
The percentage attendance of looked after pupils whilst in care in <b>secondary schools</b>			94.5%	96%	Annual	91.8%	
The percentage of looked after children returned home from care during the year			11.5% Provisional	Create Baseline	9.9%	New	
The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March			Not yet available	16%	Annual	9.1%	
1.3 - Adult Learners achieve their potential	CHCS	The percentage of children looked after on 31 March who have had three or more placements during the year	Not yet available	12%	Annual	9.9%	
		Maintain the success rate at or above the ACL National Comparator (Cardiff specific return)	94%	83%	Annual	87%	
			The percentage of 'Into Work Service' users who feel more 'job ready' as a result of completing a work preparation course	100%	> 98%	100%	98%
2. SUPPORTING VULNERABLE PEOPLE	2.1 - People at risk in Cardiff are safeguarded	SS	Percentage of Children's Services social work vacancies across the service	23.5%	18%	23.6%	22.2%
			Percentage of re-registrations on the Child Protection Register during the year	3.9%	Create Baseline	2.0%	New
			Percentage of adult protection enquiries completed within 7 working days	98.0%	Create Baseline	98.2%	New
			Percentage of children supported to remain living within their family	55.5% Provisional	Create Baseline	56.6%	New
			Number of children participating in the Challenging Extremism module	894	1,000	894	New
	2.2 - People in Cardiff have access to good quality housing	CHCS	The number of customers supported and assisted with their claims for Universal Credit	681	400	541	New
			Additional weekly benefit awarded to clients of the City Centre Advice Team	£11,995,475	£10,000,000	£8,733,556	New
			The percentage of Commercial Landlord Agents licensed with Rent Smart Wales (cumulative)	66%	30%	108%	New
			Number of Landlords in Wales registered with Rent Smart Wales (cumulative)	74,168	26,000	68,563	New
			The percentage of interventions provided by the outreach service within 3 working days of a report of rough sleeping	100%	90%	100%	New
	2.3 - People in Cardiff are supported to be live independently	CHCS	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	52.06%	20%	Annual	New
			The percentage of new service requests to be managed within Independent Living Services (ILS) as opposed to Social Care	62%	50%	57%	New
			The percentage of cases where alternative solutions were found by an Independent Living Visiting Officer through interventions reducing the need to follow through to Social Care	93%	45%	94%	New
		SS	The percentage of Telecare calls resulting in an ambulance being called	6%	<10%	5%	7.1%
			The percentage of care leavers aged 16-24 experiencing homelessness during the year	Not yet available	Create Baseline	Annual	New
			The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	5.01 (Part result)	10.79	4.54	11.18
			The total number of adults in need of care and support using the Direct Payment Scheme	746	750	707	New
			The percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year	79.5%	90.0%	61.7%	76.8%

## CORPORATE PLAN - 2016-17 Year-end Report - (Page 2 of 2)

3. CREATING MORE AND BETTER PAID JOBS	IMPROVEMENT OBJECTIVE	DIRECTORATE RESPONSIBLE	MEASURES	16-17 YE RESULT (15-16 AY)	16-17 YE TARGET (15-16 AY)	16-17 Q3 RESULT (16-17 AY Q3)	15-16 YE RESULT (14-15 AY)
	3.1 - Cardiff has more employment opportunities and higher value jobs	ED	Sq. ft. of 'Grade A' office space committed for development in Cardiff (cumulative result)	317,732	150,000	285,070	316,211
New and safeguarded jobs in businesses supported by the Council, financially or otherwise (cumulative result)			1,290	500	586	4,304	
Number of overnight stays in Cardiff			2,025,000 (Increased by 1.1%)	Increase by 2%	Annual	2,000,300	
Number of visitors to Cardiff			20,380,000 (Decreased by 0.7%)	Increase by 2%	Annual	20,510,000	
3.2 - Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure		CO	The percentage of highways inspected of a high or acceptable standard of cleanliness	90.46%	90.0%	Annual	90.64%
			The percentage of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition	6.07%	7.0%	Annual	5.23%
			Mode of Travel to Work: Sustainable	44.9%	44.6%	Annual	43.9%
			The number of Green Flag parks and open spaces	10	10	Annual	9
			Mode of Travel to Work: Cycling	10.0%	10.2%	Annual	9.2%
3.3 - All young people make a successful transition into employment, education or training		ELL	The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training	97% (3% NEET) (100 pupils)	96.5% (3.5% NEET)	Annual	95.5% (4.5% NEET) (152 pupils)
	The percentage of Year 13 leavers making a successful transition from compulsory schooling to education, employment or training		96.51% (3.5% NEET)	97% (3% NEET)	Annual	97.04% (2.96% NEET)	
	The percentage of young people in Cardiff schools achieving a recognised qualification by the end of Year 11		99.0%	99.5%	Annual	99.5%	
4. WORKING TOGETHER TO TRANSFORM SERVICES	IMPROVEMENT OBJECTIVE	DIRECTORATE RESPONSIBLE	MEASURES	16-17 YE RESULT (15-16 AY)	16-17 YE TARGET (15-16 AY)	16-17 Q3 RESULT (16-17 AY Q3)	15-16 YE RESULT (14-15 AY)
	4.1 - Communities and partners are actively involved in the design, delivery and improvement of highly valued services	CO	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity (annual).	7,227	8,855	Annual	8,028
Percentage of food establishments which are 'broadly compliant' with food hygiene standards.			90.74%	94.0%	92.7%	93.0%	
Percentage of reported fly tipping incidents cleared within 5 working days			98.30%	90.0%	98.5%	97.90%	
CHCS		Percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	99.0%	90.0%	97.0%	New	
		Number of visitors to Libraries and Hubs across the City	3,241,038	3,100,000	1,839,464	3,068,228	
R		Maintain customer/citizen satisfaction with Council services	68.20%	80.80%	Annual	69.30%	
ED		The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled	Not yet available	60.00%	58.29%	58.17%	
4.2 - The City of Cardiff Council has effective governance arrangements and improves performance in key areas		R	The percentage of the revised set of National Strategic Indicators and Public Accountability Measures that are in the top two quarters nationally	Not yet available	50.00%	Annual	New
			The percentage of the revised set of National Strategic Indicators and Public Accountability Measures that meet set targets	Not yet available	60.00%	Annual	New
			The percentage of the revised set of National Strategic Indicators and Public Accountability Measures that show an improving trend	Not yet available	75.00%	Annual	New
	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence		10.77	8.5	10.63	9.56	
	The percentage of Personal Performance and Development Reviews completed for permanent staff		Not yet available	95.00%	92.00%	90.00%	
4.3 - The City of Cardiff Council makes use of fewer, but better, buildings	ED	The percentage of middle managers at Grade 7 and below to complete the Cardiff Managers programme	55.45%	50.00%	47.63%	91.00%	
		The percentage reduction in Gross Internal Area (GIA) of buildings in operational use	7.9%	3.0%	4.2%	3.5%	
		The percentage reduction in total running cost of occupied operational buildings	9.2%	4.2%	5.3%	2.7%	
		The percentage reduction in maintenance backlog (£)	£4,500,000	£3,200,000	£2,335,961	£4,400,000	
	Revenue savings delivered through Property Rationalisation	£3,322,009	£1,600,000	Annual	£1,000,000		
	Capital receipts delivered through Property Rationalisation	£6,019,500	£3,780,000	Annual	£6,700,000		
	CO	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1000 square metres	3.8%	3%	Annual	5.80%	

# Q4 Delivery and Performance Report 2016-17

## Performance against Commitments in the Corporate Plan 2016-17

Q4 2016-17 – (60)\*

<b>Green</b> 61.02% (36)	<b>Amber/Green</b> 22.03%(13)	<b>Red/Amber</b> 15.25% (9)	<b>Red</b> 1.69% (1)
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\*1 commitment was closed at Quarter 3

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## Performance against Performance Indicators included in this report

Q4 2016-17 – (56)\*

<b>Green</b> 60.71% (34)	<b>Amber</b> 16.07% (9)	<b>Red</b> 17.86% (10)
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\*5% (3) with results to be confirmed

# Contents

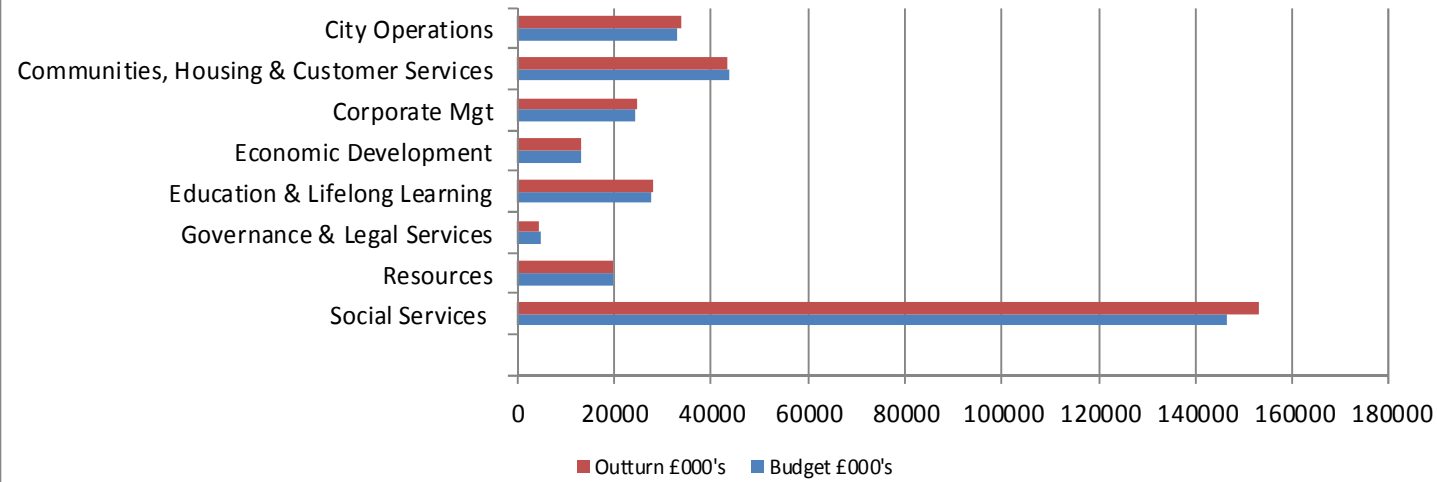
Council Overview	Page 3
City Operations	Page 5
Communities, Housing and Customer Services	Page 7
Economic Development	Page 9
Education & Lifelong Learning	Page 11
Governance & Legal Services	Page 13
Resources	Page 14
Social Services	Page 15
Commitment RAG Status Matrix	Page 17
Performance Indicator RAG Status Matrix	Page 18



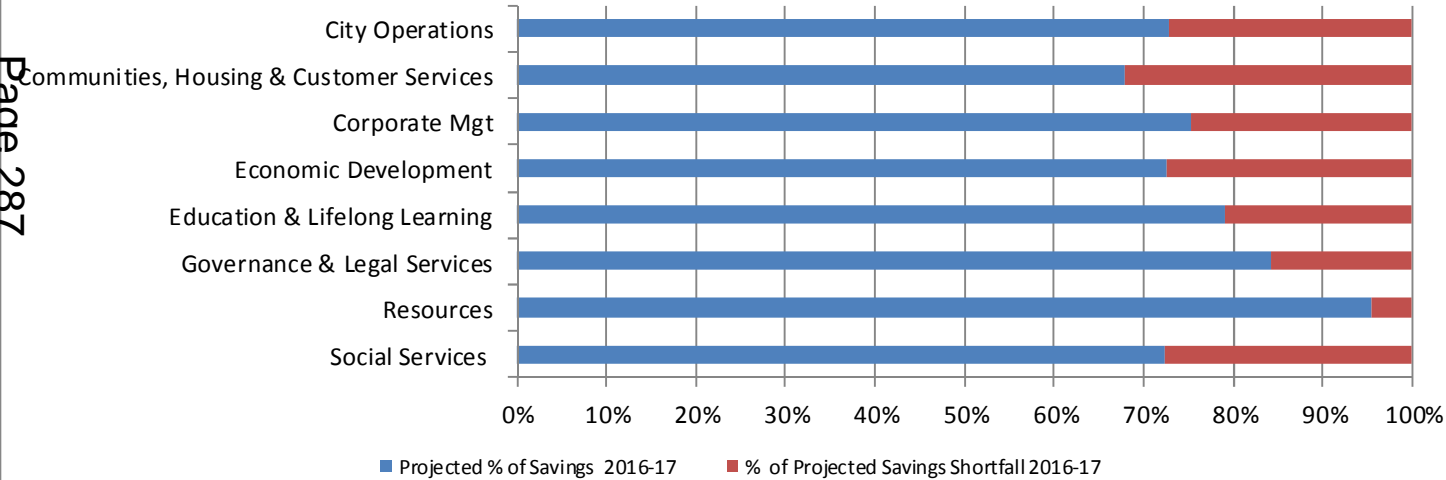
# Council Overview Scorecard Quarter 4 2016-17

## Financial - Tracking financial success and value

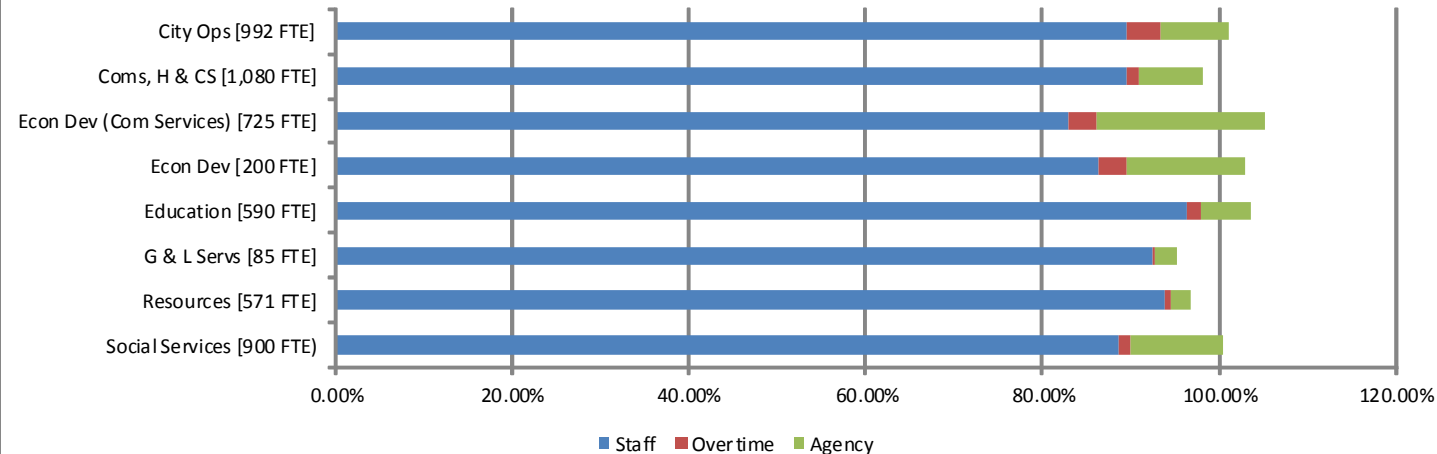
Budget Outturn 2016-17



Percentage of Savings Achieved 2016-17



Staff Budgets, Overtime & Agency



The table above represents the percentage spend for 2016-17

## Customer - Providing information, clarity and help to citizens

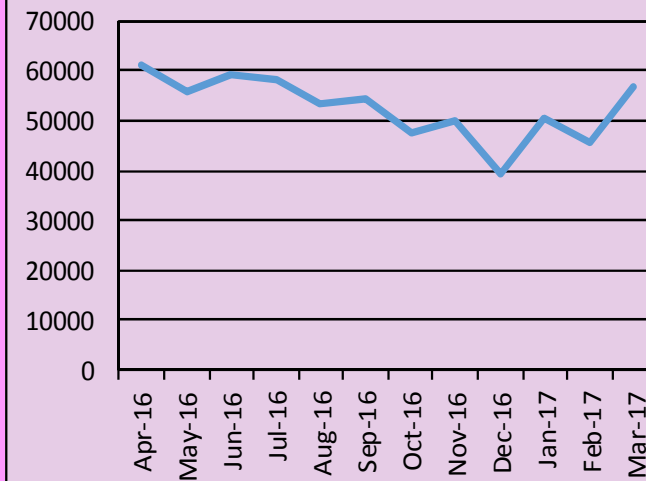
### Social Media

**Twitter**  
 72,493 followers @cardiffcouncil  
 2,243 followers @cyngorcaerdydd  
 9,304 Facebook Likes

### Customer Satisfaction Levels Q4

Visitors to Hubs: **100%**  
 Callers to C2C: English - **98%**  
 Callers to C2C: Welsh - **100%**  
 Repair Reporting Line: **98%**

### Calls to Connect to Cardiff



### Customer Languages

Welsh calls to C2C account for **0.7%** of the total calls.  
 Other than English, **Chinese, Polish, Czech, Arabic and French** are the most popular languages in which to view the **Council's website**.  
 Other than English, **Arabic (4.2%)** and then **Portuguese (0.9%)** are the most popular language requirements for clients to the **City Centre Advice Hub**.  
 Of the 98,789 accounts set up with **Rent Smart 2%** have been in **Welsh**

### Libraries & Hubs

In 2016-17, there were **3,241,038** visits to Libraries & Hubs across the City.  
 This increased from **3,068,228** in 2015-16.

75.6% of **Parking permit applications** now made online  
 76% of **requests for caddies / extra bags** made online  
 Over 56% of visits to the website made through **Mobile / Tablet Devices**

### Complaints

437 complaints were received during Quarter 4. This is a 17% decrease in complaints from Quarter 3, with 94% being responded to within 20 days

### Information Requests

Compliance with Freedom of Information Requests was 88.41% this has dropped slightly from Quarter 3 due to a significant increase in requests and several contentious issues

# Council Overview Scorecard Quarter 4 2016-17

## Internal Processes - transforming the way that we do things

### Enabling & Commissioning Services

Summary of Council-wide measures aimed at supporting effective service delivery and cost reduction across all directorates.

↑ 11 Green

↓ 9 Amber/Green

→ 6 Red/Amber

→ 0 Red

### Reshaping Services

Making best use of enabling technologies and develop working practices to reshape key services across the Council.

*Aim is to better understand and manage customer demand, re-align services and functions that are currently delivered across a number of service silos, and deliver services at a reduced cost in order that they are sustainable within the tough financial climate.*

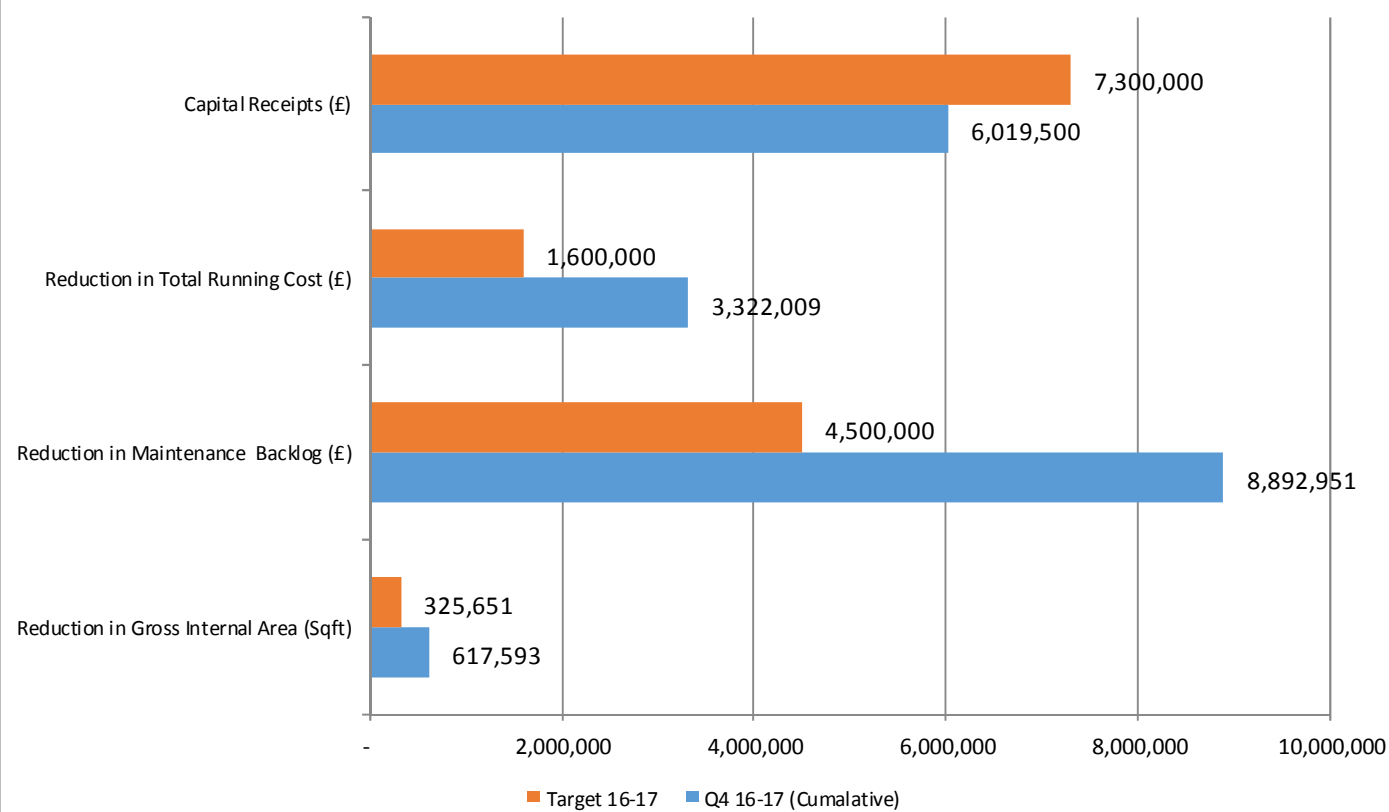
↑ 13 Green

↓ 8 Amber/Green

↑ 4 Red/Amber

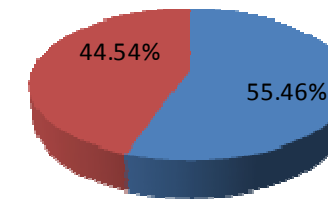
→ 0 Red

### Corporate Asset Management 2016-17



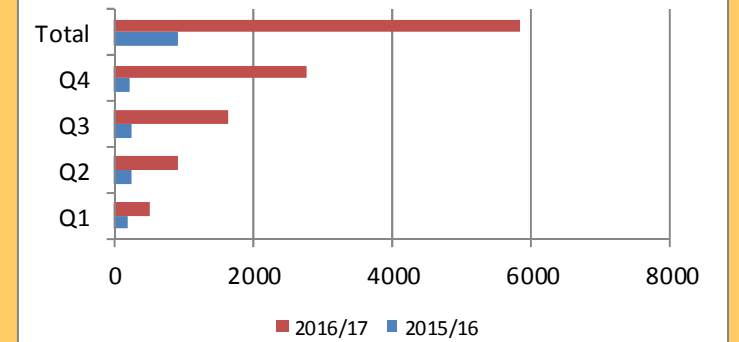
## Learning & Growth - inspired, competent, engaged & aligned workforce

Enrolment on the Cardiff Manager Programme Phase 2 Grade 7 and below with line management responsibility



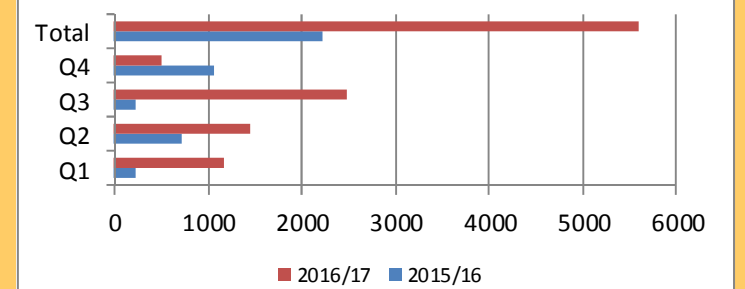
Legend: Currently enrolled (Blue), Not enrolled at present (Red)

### Cardiff Academy Annual Attendance 2016-17 (Cumulative)

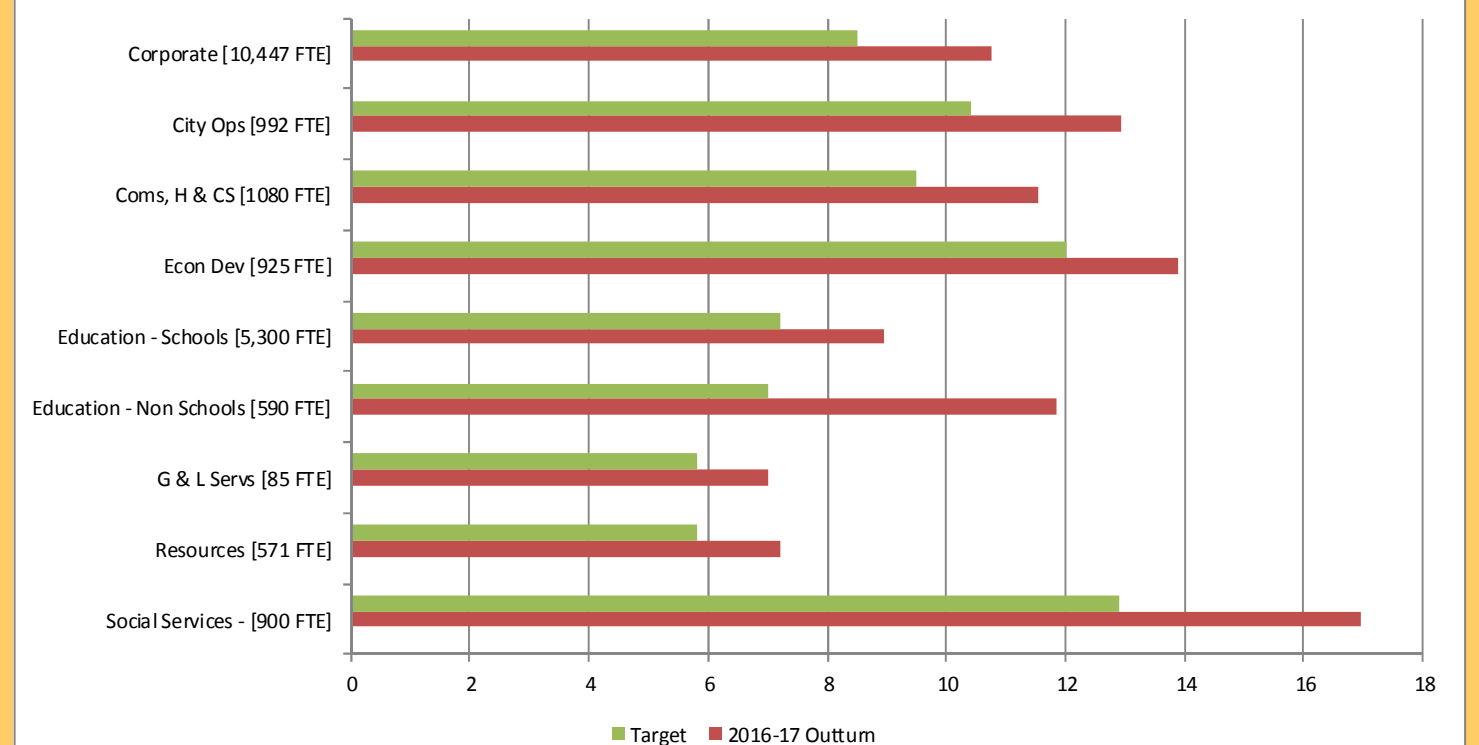


Customer satisfaction for courses run by Cardiff Council Academy customer for 2016-17 shows approximately 95% of attendees were either "Satisfied" or "Very Satisfied" with approximately 64% of attendees "Very Satisfied."

### Completion of Online Courses 2016-17



### Sickness Absence - FTE Days Lost Per Person



95% of Return to Work Interviews have been completed across the organisation

DIRECTORATE DASHBOARD Q4

DIRECTORATE: City Operations (Page 1 of 2)

DIRECTOR: Andrew Gregory

NUMBER OF EMPLOYEES (FTE): 914

CABINET MEMBERS: Cllrs Bradbury, Derbyshire & Patel

**IMPROVEMENT OBJECTIVE: 3.2. Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure**

**DIRECTORATE SUMMARY OF PROGRESS:**

**Cardiff City Region Metro and City Deal** - The A469/A470 scheme was substantially completed in January 2017. The Welsh Government awarded Cardiff Council approximately £2.6million of grant funding for transport schemes to be developed and delivered in the 2017-18 financial year. Partnership working with Welsh Government, Local Authorities and stakeholders in the Region continues, including consultation and engagement regarding the Wales and Borders Rail Franchise. The Regional Cabinet of the Cardiff Capital Region (CCR) City Deal ratified the £1.2billion deal on 1st March 2017. The first joint Cabinet of the City Deal met on 17th March 2017 to agree programme management and Accountable Body responsibilities, and to elect the Regional Cabinet Chair.

**Transport Strategy** - Following consultation, this was approved by Cabinet in October 2016. The Engagement questionnaire was published in December 2016 and the period for public / stakeholder feedback was extended to 24th March 2017.

**Cardiff Bay Programme / Action Plan** - This has been prepared and informed by regular steering group meetings across the Directorate. Work towards delivery of individual projects and aspirations within the draft Masterplan continues. Mermaid Quay and Volvo / Alexandra Head-focussed master-planning projects now underway. Britannia Park planning application submitted by Associated British Ports (ABP). The preparation of a final consolidated masterplan is likely to be concluded during summer 2017.

**Strategic Planning** - All 10 Local Authorities in the City Region have signed up to the City Deal, which has a planning dimension. The Regional Board supports the preparation of an overarching strategic vision which will inform the consideration of strategic development issues in the City Region and follow this route, as opposed to formally embarking on the statutory Strategic Development Plan route at this time. This will enable the strategic development issues to be considered in tandem with matters in relation to the City Deal, including wider transportation, infrastructure and economic development issues.

**Highway Asset Strategy** - Following the submission of pressure bids and the Asset Investment Strategy, the Highways Asset funding for 2017-18 has seen improvement from previous years. Works on a 'one council' approach have commenced and early engagement with stakeholders is underway, with a view to assessing what information is held for like assets (public realm, parks etc.). The value of the assets and the future funding requirements will be established as the investigation and engagement progress and the asset knowledge base is developed.

**Cycle Strategy** - The Integrated Network Map (INM) consultation was launched on 3rd January 2017 and closed on 28th March 2017. Cabinet approved the launch of the consultation on the Cycling Strategy, which ran from 1st February 2017 to 28th March 2017. Consultation activities have included an online consultation and survey, stakeholder meetings including the Cycle Liaison Group, the Access Focus Group and the Local Access Forum, 3 public events, and consultation with pupils at Willows High School and Plasmawr School.

3. CREATING MORE AND BETTER PAID JOBS

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
LTPPI/011 - Mode of Travel to Work: Sustainable (annual)	44.9%	44.6%	N/A	43.9%	Support Welsh Government and other stakeholders in the formulation of proposals to develop the Cardiff City Region Metro	A/G	A/G	R/A	G
LTPPI/011C - Mode of Travel to Work: Cycling (annual) <i>Comment - Result has improved on previous year, however target not met this year which may be due to external issues such as the weather, although a sustained 1% shift to cycling from other modes each year was always going to be a challenge to achieve.</i>	10.0%	10.2%	N / A	9.2%	Develop a Cardiff Cycle Strategy, benchmarked against European best practice, by December 2016.	G	A/G	G	G
THS/007 - Percentage of adults aged 60+ who hold a concessionary bus pass	98.9%	94%	98%	96.5%	Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016	A/G	G	G	G
Percentage of major planning applications determined during the year within agreed timescales	58.3%	25%	33.3%	12%	Deliver first phase of the Action Plan for Cardiff Bay by December 2016	G	A/G	G	G
Percentage of householder planning applications determined within agreed time periods	95.3%	80%	95.1%	71.4%	Work with neighbouring Local Authorities and other relevant stakeholders to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region by 2021	A/G	A/G	G	A/G
The percentage of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition	6.07%	7%	N / A	5.23%	Establish a strategy for asset maintenance and renewal within the new City Operations Directorate by October 2016	A/G	R/A	A/G	A/G

**IMPROVEMENT OBJECTIVE: 4.1. Communities and partners are actively involved in the design, delivery and improvement of highly-valued services**

**DIRECTORATE SUMMARY OF PROGRESS:**

**Play** - Community Asset Transfer (CAT) completed for Llanedeyrn Play Centre to Cardiff Scouts Group. The New Play Delivery Model has been implemented fully in Llanedeyrn and has commenced throughout other neighbourhoods in Cardiff, working closely with schools and local community groups. School Holiday programme complete and activities provided within local community settings across Cardiff. CAT completed for Ely Play Centre to Ely Garden Villagers. Grangetown Play Centre has transferred to Education as an extension to the nursery on site.

There has been new interest received in Llanrumney Play Centre from a community nursery with continuing expressions of interest sought.

Seren Community Group has a licence to operate Splott Play Centre, prior to a full CAT.

A lease has been arranged at Riverside Play Centre with South Riverside Commercial Development Committee for a May/June handover.

**Leisure** - Partnership with Greenwich Leisure Limited (GLL) commenced on 1st December. The recruitment process for Leisure Client Manager and Leisure Client Officer is now complete, with Leisure Client Support Officer recruitment in progress. Governance is now in place for monitoring and management of this arrangement.

4. WORKING TOGETHER TO TRANSFORM SERVICES

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
PPN/009 - Percentage of food establishments which are 'broadly compliant' with food hygiene standards. <i>Comment - An analysis is underway to identify why the year-end target has not been met.</i>	90.74%	94%	92.7%	93.0%	Introduce a new model of provision for play services by April 2017, with a transition provision operable until the new grant commissioning.	G	A/G	A/G	A/G
STS/006 - Percentage of reported fly tipping incidents cleared within 5 working days	98.3%	90%	98.5%	97.9%					
STS/005b - Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness (annual)	90.4%	90%	N / A	90.6%	Establish the future leisure needs of the city and develop options for alternative models for the sustainable delivery of leisure.	A/G	G	G	G
LSC/002b - The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity (annual).	7277	8855	N / A	8028	LSC/002b Comments: The decrease in physical activity participation figures has been largely attributed to the leisure centres, with a number of mitigating factors that have impacted on the reported figures. Firstly, throughout the year a procurement process was underway to secure an external leisure operator to oversee the management and operation of 8 leisure centres. During this time Cardiff Council were unable to invest in facilities and replace gym equipment leading to a gradual decrease in attendance. At the same time there was increased competition with private companies opening new gyms in areas adjacent to the leisure centres. The delay in re-opening of the redeveloped Eastern Leisure Centre and brand new STAR Hub impacted on the figures and the new facilities are taking time to see the attendances grow. As of 1st December 2016, leisure centres were transferred to Greenwich Leisure Limited (GLL), a leading leisure provider. This was a sizable transfer which included a data transfer of Member information. At this time there were membership cancellations from customers that did not wish for their data to be transferred to a new operator. Coupled with this, a brand new system was implemented on day 1 of the contract. At this time customers were issued with a new GLL 'Better' card. In order to ensure the transfer of services was as seamless as possible, customers continued to attend programmed activities, however not all attendances were swiped through the system. It has been recognised that there were differences in how information was reported, to mitigate this the Leisure Services Client team are working closely with GLL to ensure a consistent approach and to ensure that future reporting is accurate. A combination of these factors resulted in a significant drop in the numbers recorded. Figures for February and March have demonstrated an improvement in the data capture. There will be significant investment in leisure facilities in terms of improving both the assets and equipment in the next few years which will contribute to improving attendances and physical activity levels.				

**DIRECTORATE DASHBOARD Q4**

**DIRECTORATE: City Operations (Page 2 of 2)**

**DIRECTOR: Andrew Gregory**

**NUMBER OF EMPLOYEES (FTE): 914**

**CABINET MEMBERS: Cllrs Bradbury, Derbyshire & Patel**

PROGRESS AGAINST CORPORATE PLAN PIs*				PROGRESS AGAINST CP COMMITMENTS (8)					PROGRESS AGAINST DIRECTORATE BUSINESS ACTIONS (31)					KEY ACHIEVEMENTS (GOOD NEWS AND SUCCESSES)
RAG	Red % (No)	Amber % (No)	Green % (No)	RAG	Red	Red / Amber	Amber / Green	Green	RAG	Red	Red / Amber	Amber / Green	Green	
Q1	0	0	4	Q1	0	0	50% (5)	50% (5)	Q1	0	18% (6)	39% (13)	43% (14)	Customer - The digitalisation of highway-related permits and enforcement is currently underway and is resulting in a move from paper-based applications to online applications. Pay by Phone launched in the majority of Pay & Display locations across Cardiff from 1st March 2017.
Q2	0	1	4	Q2	0	12.5% (1)	62.5% (5)	25% (2)	Q2	3.2% (1)	9.7% (3)	45.1% (14)	42% (13)	Financial - The Directorate is in line to achieve its agreed financial outturn position and has a number of mitigation plans to offset unachieved savings in 2016-17. A £4.5m programme of LED street lighting improvements, including smart control technology, is being implemented across the strategic road network.
Q3	0	2	5	Q3	0	12.5% (1)	25% (2)	62.5% (5)	Q3	6.4% (2)	9.7% (3)	38.7% (12)	45.2% (14)	Service Improvement - Street Cleanliness surveys set to increase significantly with identified C & D Grades (high accumulations of litter) being reported in 'real time' to teams to bring back to a cleaner condition.
Q4	1	2	10	Q4	0	0	37.5% (3)	62.5% (5)	Q4	0	9.7% (3)	41.9% (13)	48.4% (15)	Workforce - Employee Survey results for 2017 have improved significantly across the Directorate. Workforce - 48 Apprenticeships, Trainee Schemes and Work Experience Placements supported by the Directorate in 2016-17.

OTHER KEY CHALLENGES FOR DIRECTORATE	MITIGATING ACTIONS	Q1	Q2	Q3	Q4
Budget Delivery	The Directorate has successfully achieved its projected outturn for 2016-17. However, there is an ongoing drive for increasing commercialisation, income generation, budgetary alignment around priorities and increased efficiency.	R/A	R/A	A/G	G
Project Delivery	In 2017-18 there will be an improved and transformed programme of project delivery associated with highway network, cycling, parks, public transport and regeneration infrastructure. It is essential that the Directorate is prepared to deliver this programme effectively on cost and time.	N/A	N/A	N/A	A/G
Sickness absence results	HRPS is working with areas of high sickness levels and assisting managers with improvement action plans. A Sickness absence workshop was held with the Management Team during March. Quarterly reports are provided, including performance information e.g. missed stages and triggers	N/A	N/A	R/A	R/A
Neighbourhood Services (NS) Transformation	The NS model is at early stages of change. A more robust long-term approach needs to be established that generates ongoing improvement, culture change, and public engagement.	N/A	N/A	N/A	A/G

\*The PI, Commitment and Directorate Action RAG status above have fluctuated in number due to a Directorate restructure whereby Commercial & Collaboration moved to Economic Development. Two PI results are awaited.

**DIRECTORATE DASHBOARD Q4**

**DIRECTORATE: Communities, Housing and Customer Services (Page 1 of 2)**

**DIRECTOR: Sarah McGill**

**NUMBER OF EMPLOYEES (FTE): 1080**

**CABINET MEMBERS: Cllrs Elsmore, De'Ath, Bradbury, Hinchey, Derbyshire & Bale**

**1. BETTER EDUCATION AND SKILLS FOR ALL**

**IMPROVEMENT OBJECTIVE: 1.3 - Adult learners achieve their potential**

**DIRECTORATE SUMMARY OF PROGRESS:**

Total enrolments within Adult Community Learning were 6,408, which is up from 5,825 on the previous year. The achievement of a 94% Success Rate for Adult Community Learners is an excellent result and continues the year on year improvement. The Learning for Work programme has seen a rise in priority learners, an increase from 1866 last year to 1910 for 2016-17. This demonstrates continued excellent partnership working with Job Centre Plus and Communities First in reaching the most in need category of learners. The Into Work Advice Service have worked with over 100 employers to secure guaranteed interviews for clients and to support local and central jobs fairs run by the team. Recently the team carried out a jobs fair at Charles Street Job Centre with just over 1200 job seekers attending. The event was also attended by 21 employers including Admiral, Reed, Cardiff Bus and McDonalds with 8 employers also offering apprenticeships. The Into Work team has also worked closely with other partners throughout the year to help over 40,000 clients in 13 locations throughout the city in 'drop in' job clubs. Nearly 1,500 adults have achieved an accredited qualification and at least 300 clients have been supported back into work. At the end of the year there were 74 people currently volunteering with Into Work Services. Through the Cardiff Communities First, Communities for Work and Cardiff Lift Programme a total of 550 job outcomes were achieved.

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
(CP) Maintain the success rate at or above the Adult Community Learning National Comparator (Cardiff specific return)	94%	83%	N/A	87%	Increase the number of courses for priority learners in Communities First areas by March 2017, ensuring an increase in enrolment, retention and attainment which leads to an increase in the overall success rate for learners.	A/G	G	G	G
(CP) Percentage of Into Work Service users who feel more 'job ready' as a result of completing a work preparation course	100%	>90%	100%	98%					
(DP) Number of individuals assisted through Into Work Services	42,579	41,000	30,855	40,005	By March 2017, the Into Work service will: i) Offer taster sessions in different employment sectors, ii) Hold two major Jobs Fairs in collaboration with partner agencies, iii) Hold guaranteed interview events in community buildings across the city, and iv) Put together an employment offer which provides sourcing, training, shortlisting, and assistance in interview process to employees for organisations.	G	G	G	G

**Page 2 of 7  
2. SUPPORTING VULNERABLE PEOPLE**

**IMPROVEMENT OBJECTIVE: 2.1 - People at risk in Cardiff are safeguarded**

**DIRECTORATE SUMMARY OF PROGRESS:**

Cardiff Royal Infirmary has been identified and agreed as the location for the Integrated Domestic Violence Service. The date for the procurement of the new service has been extended due to the complexity of the work involved. A new timetable has been agreed with Cabinet support and a dedicated resource to manage the project will shortly be in place.

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
None					Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation, which ensures more integrated provision by March 2017.	G	G	G	G

**IMPROVEMENT OBJECTIVE: 2.2 - People in Cardiff have access to good quality housing**

**DIRECTORATE SUMMARY OF PROGRESS:**

Through the Housing Partnering Scheme work has started on both Braunton/Clevedon and Willowbrook West. In all, five Phase 1 sites have been granted planning permission with a timetable for the other five agreed. The project has been re-branded as Cardiff Living and the website has been launched. The Ministry of Defence site at Caldicot Road has been purchased and architects appointed to undertake the planning drawings and submit planning. In the promotion of Rent Smart Wales, local authorities have been trained in the use of the enforcement module and each local authority has been formally issued with the consent required to implement and enforce the legislation locally. Enforcement cases are being investigated and processes refined in light of experience. Good progress has been made regarding the management of accommodation used by Homelessness Services, and this work will continue with the appointment of the new Accommodation & Support Manager. The Rough Sleeper Strategy has been approved at Cabinet and work has commenced on the action plan required. The effectiveness of a Housing First model is being considered to address the increase in rough sleepers.

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
(CP) Percentage of Commercial Landlord Agents licensed with Rent Smart Wales (cumulative)	66%	20%	108%	NEW	Deliver circa 1500 new homes for Cardiff through the Housing Partnering Scheme as part of a phased approach by 2024, 40% of which will be affordable housing.	G	G	G	G
(CP) Additional weekly benefit awarded to clients of the City Centre Advice Team	£11,995,475	£6m	£8,733,556	NEW					
(CP) Number of customers supported and assisted with their claims for Universal Credit	681	400	541	NEW	Develop a robust 5-year plan to maximise the delivery of new affordable housing units across Cardiff to help tackle housing need of all types, whilst ensuring the need is addressed across all delivery methods, including Section 106 developer contributions, windfall sites and Registered Social Landlord and council house building programmes.	G	G	G	G
(CP) Number of Landlords in Wales registered with Rent Smart Wales	74,168	26,000	68,563	NEW					
(DP) The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	75.7 (Q4 65.7)	Q1 - 80 Q2 - 70 Q3 - 65 Q4 - 60	78	94.06	Promote the Rent Smart Wales service to communicate the new requirements on landlords and agents, and review related processes in preparation for the implementation of the enforcement provisions in November 2016.	G	A/G	G	G
(CP) Percentage of interventions provided by the outreach service within 3 working days of a report of rough sleeping	100%	90%	100%	NEW	Continue to work with partners to mitigate the impact of the welfare reform changes and to ensure that those affected still have access to good quality housing.	G	G	G	G
					Review the management of accommodation used by Homelessness Services by March 2017.	G	G	G	G
					Through working in partnership, engage with Rough Sleepers in the city to support them to find suitable accommodation.	G	G	G	G

DIRECTORATE DASHBOARD Q4

DIRECTORATE: Communities, Housing and Customer Services (Page 2 of 2)

DIRECTOR: Sarah McGill

NUMBER OF EMPLOYEES (FTE): 1080

CABINET MEMBERS: Cllrs Elsmore, De'Ath, Bradbury, Hinchey, Derbyshire & Bale

2. SUPPORTING VULNERABLE PEOPLE

**IMPROVEMENT OBJECTIVE: 2.3 - People in Cardiff are supported to live independently**

**DIRECTORATE SUMMARY OF PROGRESS:**

Preventative Services has seen huge progress this year, including a 25% increase in people being dealt with at First Point of Contact (FPOC) between Q1 and Q4. Over the year the Independent Living Service completed 3,275 visits identifying 1,969 alternative solutions for clients, which included £4.3 million in extra income. 88% of clients felt the service improved their quality of life. Disabled Facilities achieved an average of 200 days to deliver a Disabled Facilities Grant, a significant achievement reducing from 247 in 2015-16 and below the 220 target set for the year. The review of the process regarding Delayed Transfer of Care (DeToC) has identified a need for a housing strategy to meet current, and drive future need. This will now form part of a working programme for DeToC operational group, linking back into the whole housing review. From client consultation, gaps were identified in gardening, domestic support and shopping. We are developing a number of partnership options with Age Connects, Care and Repair, and Spice time banking, which are aimed at working with existing or creating new community groups and volunteers to address the gaps. The Meals on Wheels service will be re-launched during Q1 of 2017-18 as part of Telecare and 24/7 services, providing an improved and redeveloped service; Telecare continues to develop their offer to help people remain safe in their own homes. Supporting People recommissioned Generic Floating Support Services, resulting in a financial saving of £900,000 for 2017-18, while ensuring the service is more aligned to the Housing Wales Act and other legislation and providing a service that assists with our response to Welfare Reform. Supporting People projects supported over 6,000 people during 2016-17.

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
(CP) Percentage of new service requests to be managed within Independent Living Services (ILS) as opposed to Social Care	62% (Q4 72%)	40%	57.00%	NEW	Promote and increase the number of adults using the new First Point of Contact Service to access information and signposting to enable them to remain independent in their community and to act as a gateway to accessing advice and assistance	G	G	A/G	G
(DP) The average number of days taken to deliver a Disabled Facilities Grant	200 (Q4 186)	220	213	247	Work with our Health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017.	G	G	G	G

WORKING TOGETHER TO TRANSFORM SERVICES

**IMPROVEMENT OBJECTIVE: 4.1 Communities and partners are actively involved in the design, delivery and improvement of highly-valued services**

**DIRECTORATE SUMMARY OF PROGRESS:** The successful Community Hubs programme continues to grow and in 2016-17 three new Community Hubs opened. The latest was Llandaff North Hub, which opened to the public in January, meaning there are now 11 Hubs open across the city providing advice and support tailored to the local community. The City Centre Hub provides specialised advice services to clients from all over the city. Work is progressing on the Powerhouse Hub with a revised completion date in May. A contractor has been appointed for the St Mellons Hub extension, with a projected start in May. Plans have also been agreed for Llanishen Hub. Regarding the SAP CRM model, code improvements have been implemented to the core processes and are under evaluation. Housing Repairs as a process has been redesigned by SAP and is currently undergoing live testing. The project remains in Global Escalation status.

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
(CP) Percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	99%	90%	97%	NEW	Progress the agreed Community Hubs development programme by delivering new Hubs in: i) Fairwater by June 2016, ii) Splott by October 2016, iii) Llanedeyrn by December 2016, iv) Llandaff North by January 2017 and v) Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016	G	A/G	A/G	G
Average time a call queues (seconds)	71 (Q4 47)	40	55	67	Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018.	R/A	R/A	R/A	R/A
(CP) The number of visitors to Libraries and Hubs across the City	3,241,038	3,000,000	1,839,464	3,068,228					

**CORPORATE PLAN PIs (11)**

RAG	Red % (No)	Amber % (No)	Green % (No)
Q1	8% (1)	0% (0)	92% (10)
Q2	0% (0)	0% (0)	100% (11)
Q3	0% (0)	0% (0)	100% (11)
Q4	0% (0)	0% (0)	100% (11)

**PROGRESS AGAINST CP COMMITMENTS (13)**

RAG	Red	Red / Amber	Amber / Green	Green
Q1	0% (0)	7.5% (1)	7.5% (1)	85% (11)
Q2	0% (0)	7.5% (1)	15% (2)	77.5% (10)
Q3	0% (0)	7.5% (1)	15% (2)	77.5% (10)
Q4	0% (0)	7.5% (1)	15% (2)	77.5% (10)

**PROGRESS AGAINST DIRECTORATE BUSINESS ACTIONS (53)**

RAG	Red	Red / Amber	Amber / Green	Green
Q1	0% (0)	4% (2)	9% (5)	87% (46)
Q2	0% (0)	0% (0)	11% (6)	80% (47)
Q3	0% (0)	7.5% (4)	7.5% (4)	85% (45)
Q4	0% (0)	5.6% (3)	17% (9)	77.4% (41)

**KEY ACHIEVEMENTS (GOOD NEWS AND SUCCESSES)**

Our Libraries and Hubs continue to be hugely successful with over 3.2 million visits during the year, which is nearly 220,000 extra physical visits on last year and is the highest footfall in Wales, as well as achieving the best cost per visit ratio in Wales.

At the end of 2016-17, 0.99% of our housing stock was vacant, which is the best year end result for 5 years. The excellent performance is a result of a range of initiatives including the quick turnaround process and improved contractor performance.

C2C - The contact centre has achieved consecutive answer rate targets every month since August as a result of a change to the WAV structure. January was the busiest month for the Moving Traffic Contraventions service since the scheme began with just under 2000 calls taken and similar call volumes over 1500 for the other months in the quarter. Only 34 cases in total needed to be reported to the back office during January as C2C continues to handle these calls efficiently. This year C2C answered their 6 millionth call since the centre opened and answered almost 700,000 calls during 2016-17.

Dementia Friendly - The Dementia Friendly Action Plan has been accepted by the Alzheimers Society enabling us to work through the recognition process to become a dementia friendly city. Dementia Friends training of library staff is underway with a current completion rate of 50%. The Rempods have been utilised at Day Centres and Community Events and progress is being made in the development of a Dementia Cafe in Central Library.

Welfare reform - As at 1st April, 725 benefit claims were capped and a weekly loss of £43,018.86 was seen across the city. However, homelessness has been prevented for 4 households affected by the cap, with 7 households awarded discretionary housing payments to reduce or clear rent arrears due to the benefit cap. 38 home visits have been made to help households affected by the benefit cap. Since November, 31 clients have been supported to return to work.

**OTHER KEY CHALLENGES FOR DIRECTORATE**

	MITIGATING ACTIONS	Q1	Q2	Q3	Q4
Communities First - The announcement from the Welsh Government Communities and Children Secretary on the potential ceasing of the Communities First Programme.	Budgets for 2017-18 have been reduced by 30%. The outline plan will be submitted to Welsh Government by 31st March. A further detailed plan will be submitted by 31st May 2017.	N/A	R/A	R/A	A/G
SAP CRM roll out	The CRM project remains in Global Escalation status. SAP investigations have led to recommendations for significant code changes to be made which will be implemented and made live in the new year.	N/A	R/A	R	R
Void turnaround times	The overall void turnaround time has further decreased in this quarter (average of 65.7 days compared to 101 days for Q4 2015-16). The quick turnaround project continues and 221 properties have been let through the project during 2016. This has also contributed to a decrease in the void rent loss of £507K in comparison with March 2016. At the end of 2016-17, 0.99% of our housing stock was vacant, which is the best year end result for 5 years. The excellent performance is a result of a range of initiatives including the quick turnaround process and improved contractor performance.	N/A	A/G	A/G	G
Rent Smart Wales – The number of licences issued is below target	Despite significant improvement with an additional 3,094 licences being issued in Quarter 4, at the end of the year Rent Smart Wales had licensed 9352, so the target of 10,000 set at the beginning of the year was just missed. With the introduction of enforcement measures, a spike in licences issued was seen towards the end of Quarter 3; it is anticipated that this trend will continue and the target will be met.	N/A	A/G	A/G	A/G
Commercialisation – Challenging income targets for the Alarm Receiving Centre (ARC)	Sales opportunities are established and reviewed at fortnightly team meetings and a competitive pricing structure has been developed for services. This will enable the ARC to market services competitively in quarters 1 and 2 of the new financial year.	N/A	N/A	A/G	A/G

**DIRECTORATE DASHBOARD Q4**

**DIRECTORATE: Economic Development (Page 1 of 2)**

**DIRECTOR: Neil Hanratty**

**NUMBER OF EMPLOYEES (FTE): 925**

**CABINET MEMBERS: Cllrs Bale, Bradbury, Hinchey**

**3. CREATING MORE AND BETTER PAID JOBS**

**IMPROVEMENT OBJECTIVE: 3.1 Cardiff has more employment opportunities and higher value jobs**

**DIRECTORATE SUMMARY OF PROGRESS:**

During 2016-17, 1,290 jobs were created/safeguarded in businesses supported by the Council and construction has commenced on 317,732 sq ft of grade 'A' office accommodation in Cardiff.

- 156,614 sq ft at No 2 Central Square.
- 103,118 sq ft at Number 3 Capital Quarter
- 58,000 sq ft at No 1 Canal Parade

Cardiff was named the third best potential office location in the UK outside London by CACI a leading data consultancy in the Property Week Hot 100 Office Index 2017.

All 10 local authorities agreed to be part of the Cardiff City Region City Deal in February 2017, which is the largest joint working arrangement in Wales. Cardiff Council agreed a financial commitment to develop a Joint Committee. Further details of investment will be brought back to Council.

Work is progressing on preparations for the Champions League Finals, the biggest sporting event in the world this year. With an expected worldwide TV audience of 200 million the event is expected to boost the local economy by £30-£45m and attract tens of thousands of visitors to Cardiff.

The Social Media Marketing Award was won for work on the Choose Cardiff Campaign, which promotes the city as a destination to visit, meet and invest using the tagline 'The World's Closest Capital to London'. There were 2,025,000 overnight stays in 2016 which is an increase of 1.1% compared to 2015. Although this is short of the Council's annual target, Cardiff moved from 12th to 10th position in the Top 20 UK towns and cities (excluding London) visited for at least 1 night (International Passenger Survey - ONS).

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
Sq. ft. of 'Grade A' office space committed for development in Cardiff (cumulative result)	317,732	150,000	285,070	316,211	Facilitate growth in the Financial and Professional Service sector by working with partners to deliver 300,000 square feet of Grade A office accommodation within the Cardiff Central Enterprise Zone by March 2018.	G	G	G	G
New and safeguarded jobs in businesses supported by the Council, financially or otherwise (cumulative result)	1,290	500	586	4,304	Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery.	G	G	G	G
Number of overnight stays in Cardiff (calendar year)	2,025,000 (1.1%)	2% increase	N/A	2,003,000	Implement a delivery strategy for regeneration of the city centre including progressing a planning application for a Multi-Purpose Arena by March 2017.	G	G	A/G	A/G
Number of visitors to Cardiff (calendar year)	20,380,000 (-0.7%)	2% increase	N/A	20,510,000	Work with Cardiff University to deliver the masterplan for the Civic Centre heritage quarter including a detailed options appraisal for City Hall by March 2017	G	G	G	G
City Centre Footfall	43,500,000	40,000,000	11,800,000	40,000,000	Develop Cardiff Bay as a creative industries cluster including a plan for the regeneration of the Mount Stuart Square heritage quarter and the continued development of the Cardiff Bay waterfront by March 2017.	G	G	G	G
Retained Income For St David's Hall and New Theatre	£1,684,913	£1,318,341	£543,879	£2,045,951	Continue the development of the International Sports Village as a major leisure destination including a review of the plan for the waterfront site by March 2017.	G	G	G	G
Cardiff Castle Total Income	£3,436,402	£3,205,000	£734,592	£3,425,528					
GVA per capita (compared to UK average)	89.90%	71%	N/A	89.40%					

**IMPROVEMENT OBJECTIVE: 3.2: Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure**

**DIRECTORATE SUMMARY OF PROGRESS:**

Planning permission has been granted for a mixed use development including a new bus interchange. Site preparation works have been progressed including the demolition of Marland House and the Wood Street NCP car park.

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
NONE					Work with partners to design and deliver a new transport interchange – including a new bus station – as part of a high quality gateway into the city by December 2017.	A/G	G	G	G

**4. WORKING TOGETHER TO TRANSFORM SERVICES**

**IMPROVEMENT OBJECTIVE: 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly valued services**

**DIRECTORATE SUMMARY OF PROGRESS:**

Service Improvement Plans have been developed to deliver the Commercialisation Project work streams. Implementation includes a new Statutory Obligations Management System (RAMIS), which has been procured and commissioned to establish a consistent approach for the management of statutory obligations work across the Council's non-domestic building estate (including all Schools) and also store relevant statutory obligation documentation. The Council has also commenced implementation of its Corporate Landlord Programme with the objective of creating a single and central point of contact in the Council to lead on all non-domestic property matters across the Council's estate. The projects within this programme include: centralisation of non-domestic property services; strengthening of the health and safety compliance function; procurement of the second generation of Building Services Frameworks, design, procurement and implementation of new technology to support the new Corporate Landlord function.

The new bulky recycling collection service (implemented end of November 2016) is receiving a significant volume of requests for service. The impact on tonnage is yet to be calculated, it is envisaged that this will have a positive impact on recycling tonnages.

A Re-use facility site has been identified. Negotiations regarding lease arrangements are ongoing and should be concluded by the end of Quarter 1 2017-18.

A review of the HWRC strategy will be commissioned in March and is expected to report back by the end of June. The review will include an options appraisal to increase HWRC capacity to deal with the anticipated increase in demand in the north of the city.

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	Awaiting Final Result	60.00%	58.29%	58.17%	Ensure the new approach to the delivery of infrastructure services, including Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services, is operational by March 2017.	G	G	G	G
The percentage of municipal waste collected by local authorities sent to landfill	Awaiting Final Result	Below 25%	1.50%	7.51%	Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017.	A/G	A/G	A/G	G
					In line with the agreed commercialisation strategy, develop and implement a continuing programme of specific commercial opportunities to commence by October 2016.	A/G	G	G	G

**IMPROVEMENT OBJECTIVE: 4.3: The City of Cardiff Council makes use of fewer, but better, buildings**

**DIRECTORATE SUMMARY OF PROGRESS:**

The Council is on course to achieve the 5 year Corporate Property Strategy targets by April 2020. Throughout the year, key transactions and relinquishments have been completed leading to the following CAMP achievements for 2016-17 - 7.9% reduction in GIA (617,593 sqft), 9.2% reduction in running costs (£3.3m), £8.8m reduction in maintenance backlog and £6m capital receipts which is less than target due to a delay in releasing Penhill and 28 The Parade, these will now be realised as part of the 2017-18 programme.

A clear commercial strategy and new governance arrangements have been established for the investment estate. This aims to improve the management and rental income yield of the investment estate going forward. Regular monthly Investment Estate Board meetings are taking place to manage implementation of the Strategy plan and targets.

Close collaboration with other Council departments will enable further analysis of the use of operational buildings across the estate, understanding accommodation needs and surplus requirements now and in the future to help us reach our objective of fewer but better buildings. This analysis of operational buildings will inform CAMP targets for 2017-18.

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
% Reduction in Gross Internal Area (GIA) of buildings in operational use	7.9%	4.2%	4.2%	3.5%	Deliver the approved Property Strategy, including:	G	G	G	G
% Reduction in total running cost of occupied operational buildings	9.2%	4.4%	5.3%	2.7%	- Implement new Investment Estate arrangements to improve performance and returns by March 2017.	G	G	G	G
Reduction in maintenance backlog (£)	£4,500,000	£3,200,000	£2,335,961	£4,400,000	- Implement annual Corporate Asset Management Plan by March 2017 to deliver £1.6m of revenue savings.	G	G	G	G
Revenue Savings delivered through property rationalisation (£)	£3,322,009	£1,600,000	N/A	£1,000,000	- Complete Operational Estate utilisation review to guide future use of all assets and inform decision making by March 2017.	G	G	G	G
Capital Receipts delivered through property rationalisation (£)	£6,019,500	£7,300,000	N/A	£6,700,000					

**DIRECTORATE DASHBOARD Q4**

**DIRECTORATE: Economic Development (Page 2 of 2)**

**DIRECTOR: Neil Hanratty**

**NUMBER OF EMPLOYEES (FTE): 925**

**CABINET MEMBERS: Cllrs Bale, Bradbury, Hinchey**

CORPORATE PLAN PIs - 2 results pending				PROGRESS AGAINST CP COMMITMENTS					PROGRESS AGAINST DIRECTORATE BUSINESS ACTIONS					KEY ACHIEVEMENTS (GOOD NEWS AND SUCCESSES)				
RAG	Red	Amber	Green	RAG	Red	Red / Amber	Amber / Green	Green	RAG	Red	Red / Amber	Amber / Green	Green					
Q1	0%	0%	100% (5)	Q1	0	11% (1)	11% (1)	78% (7)	Q1	0	0	22% (2)	78% (7)	Central Square regeneration continuing at pace including planning permission secured for bus station. Dumballs Road regeneration secured.				
Q2	0%	17% (1)	83% (5)	Q2	0	0	9% (1)	91% (10)	Q2	0	0	11% (1)	89% (8)	City Deal partnership agreed				
Q3	0%	0%	100% (5)	Q3	0	0	18% (2)	82% (9)	Q3	0	0	22% (2)	78% (7)	Secured investment in a number of heritage buildings including the Coal Exchange and Bute Street Station.				
Q4	33% (3)	0%	67% (6)	Q4	0	0	9% (1)	91% (10)	Q4	0	0	22% (2)	78% (7)	Commercial Services have now added the Motorpoint Arena to our growing portfolio of customers which include contracts such as GLL Leisure Centres and the Principality Stadium. The Commercial Services team have held proactive workshops on essential skills and recruitment support which were well attended. 61 members of staff have completed Essential Skills screening. This will encourage career development in our frontline staff and aims to dispel fears over recruitment. The two apprentice posts that have been created in waste management are being recruited and will start soon.				
OTHER KEY CHALLENGES FOR DIRECTORATE				MITIGATING ACTIONS										Q1	Q2	Q3	Q4	
Funding options to deliver key infrastructure projects such as the Indoor Arena				Development of a business case and discussions taking place with Welsh Government												A/G	A/G	
Commence implementation of the Corporate Landlord Model				Implement Corporate Landlord Programme and incorporate the new technology to assist in improving the scheduling, commissioning, monitoring and auditing of statutory obligations work												R/A	R/A	
Bring forward options for the modernisation of the arts venues to help increase income and ensure that they can compete in the marketplace				Deliver proposed staff restructuring proposals and secure advice on trust model												A/G	A/G	
Achieve statutory recycling waste targets				Complete new Lamby Way HWRC. New markets for carpets and mattresses is being tendered and will be awarded in Quarter 1 of 2017-18. Develop business case for kerbside collections of separated glass and report to Cabinet													A/G	



DIRECTORATE DASHBOARD Q4

DIRECTORATE: Education and Lifelong Learning (Page 1 of 2)

DIRECTOR: Nick Batchelar

NUMBER OF EMPLOYEES (FTE): 590

CABINET MEMBER: Cllr Merry

IMPROVEMENT OBJECTIVE: 1.1: Every Cardiff School is a good school

DIRECTORATE SUMMARY OF PROGRESS:

School Performance – Summary of progress

2016-17 in-year returns show that improved outcomes are expected in the minority of secondary schools causing concern at Key Stage 4. In Cardiff schools overall, outcomes in the Level 1 threshold (5 GCSEs A\*-G) are expected to improve when compared to March 2016.

The number of schools requiring red level of support decreased from 10 in January 2016 to 6 in January 2017. There has been a decrease in the number of Governor vacancies, from 8.78% in 2014-15 to 8.13% in 2015-16.

The performance of eligible for Free School Meals (eFSM) pupils has improved and the gap in attainment is smaller in Cardiff across all of the key stages when compared to Wales.

At Key Stage 4 in the Level 2+ threshold (5 GCSEs A\*-C including English/Welsh first language and Maths), final 2015-16 results show eFSM pupils' performance improved by 7.1ppt, reducing the gap in performance compared to non-FSM pupils to below 30ppt for the first time.

There continues to be a strong emphasis and shared commitment to developing the capacity of schools to lead and support their own improvement through the Central South Wales Challenge. Of the supported pathfinder schools, 66% have improved in standards.

Over twenty professional learning hubs provide developmental programmes and support provision aligned to regional need.

There has been good progress with the joint working model to support schools with pupils who have challenging behaviour.

There has been good progress in further developing relationships with Health, Children's Services and other partners to promote a single approach to assessment, planning and provision to meet Additional Learning Needs. A training pack is being developed for

Person Centered Planning to support Additional learning Needs (ALN) Reform and a pilot for pupils transitioning from nursery settings is currently being developed.

Work is ongoing to identify a benchmark level for schools ICT infrastructure and resource needs to enable the introduction of the Digital Competence Framework.

School Performance – Issues/Mitigating Actions/Next Steps

Schools Challenge Cymru funding has ceased, and the three lowest performing secondary schools, two of which are federated, remain in the Estyn category 'Special Measures'. The local authority has secured some additional funding and, in partnership with the Consortium, has re-focused attainment interventions following outcomes from early examination entry and other assessments.

Expected outcomes in the Level 2 (5 GCSEs A\*-C) are currently lower when compared to March 2016. This is because there is now a cap on BTEC and other alternative qualifications contributing to the Level 2 measure. Expected outcomes in the Level 2+ (5 GCSEs A\*-C including English/Welsh first language and Maths) are also lower, because of the change in qualifications that count towards the measure. The consortium are continuing to provide guidance and support to schools in line with these changes. Expected outcomes at the end of Key Stage 2 are currently being collected.

The attainment of pupils on the Junior Apprenticeships programme will be evaluated in the summer.

There is still much work to be done to improve outcomes for pupils educated other than at school (EOTAS) and Children who are Looked After (CLA). Plans are being implemented to improve tracking, provision and targeted support for these groups.

Alternative models are being considered following the the consultation on specialist provision for pupils to reduce fixed term exclusions in primary schools, which increased from 9.16 days per 1000 pupils in 2015 to 9.38 days in 2016.

School Organisation, Access and Planning – Summary of progress

The construction of Eastern High is progressing well and the joint committee for governance with Cardiff and Vale college is well-established. The design of the new Cardiff West Community High School is almost finalised and pre-planning submission is due at the start of May.

Planning has been approved for the new schools for Gabalfa Primary and Ysgol Glan Ceubal and the projects are due to go to tender at the end of April.

There has been a slight increase in the percentage of parents who received their first preference of school in the first round of allocations in both the primary and the secondary phase, from 86.01% in 2015-16 to 89.75% in 2016-17 (Primary) and 76.21% (2015-16) to 76.73% (2016-17) (Secondary).

The consultation on co-ordinated admissions has been undertaken and is to proceed with five of the seven admission authorities to take part in the pilot.

School Organisation, Access and Planning – Issues/Mitigating Actions/Next Steps

Changes are being made to the management of the ageing school estate, with many buildings suffering from a longstanding lack of investment. Significant work is being undertaken on a new model to assess suitability and condition, including a new property survey that will be carried out in all schools.

The Band B stakeholder reference group have met and the draft submission is planned for September.

Performance, Resources and Services – Summary of progress

The overall budget monitoring position is expected to be balanced. Robust project governance arrangements have been put in place for the 2017/18 financial year. Work is ongoing to develop a more secure basis for the provision of services which schools pay for from delegated budgets. This will be complemented by an online portal. Work is ongoing to improve the efficiency of business processes across all Cardiff schools. A pilot scheme has started in a Cardiff primary school to explore a biometric cashless pay system, this has already been delivered in some secondary schools.

Performance, Resources and Services - Issues/Mitigating Actions/Next Steps

There are further savings to be achieved in-year and future savings will need to be identified.

MEASURES	ACADEMIC YEAR (Unless stated)						COMMITMENTS	Q1	Q2	Q3	Q4
	15-16 YE RESULT	15-16 YE TARGET	15-16 Q3 RESULT	15-16 Q2 RESULT	15-16 Q1 RESULT	14-15 YE RESULT					
The percentage of pupils achieving Level 2+ threshold (5 GCSEs at A*-C, including a GCSE grade A*-C in English or Welsh first language and Mathematics) at Key Stage 4 (CP & 2020)	62.50%	65.00%				59.30%	Deliver the Schools Organisation Programme including the completion of Band A investment projects by 31 March 2019	G	G	G	G
The percentage of eFSM pupils achieving the Level 2+ threshold at Key Stage 4 (CP & 2020)	39.30%	45.45%				32.23%	Contribute to the development of a regional 'Central South Wales networked learning community', run by schools for September 2017, focused on improvements in the quality of leadership, teaching and learning	G	G	G	G
The percentage of pupils achieving Level 2 threshold (5 GCSEs at A*- C) at Key Stage 4 (CP)	84.30%	87.08%				81.06%					
The percentage of pupils achieving Level 1 threshold (5 GCSEs at Grade A- G) at Key Stage 4 (CP)	94.40%	97.81%				92.15%	Implement the requirements of the new curriculum for Wales - 'Successful Futures'- by September 2021, commencing with the introduction of the Digital Competence Framework in all Cardiff schools by September 2016	A/G	G	A/G	A/G
The percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 3 (CP)	86.60%	85.00%				83.40%					
The percentage of pupils achieving outcome 5 in the Foundation Phase Outcome Indicator (2020)	88.90%	86.00%				86.73%	Implement the new strategy framework for supporting children and young people with additional learning needs, in accordance with the legislative framework, by 2021	G	G	G	G
The percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 2 (CP & 2020)	89.50%	89.62%				87.76%					
The percentage of FSM pupils achieving the Core Subject Indicator at the end of Key Stage 2 (CP & 2020)	78.80%	81.14%				76.74%	Turn around the performance of the minority of Secondary Schools that are causing concern by July 2018	R/A	R/A	R/A	R/A
Percentage attendance at primary school (CP & 2020)	95.00%	95.40%				95.20%	Improve and sustain the expertise of Cardiff schools in mathematics and English, increasing capacity in teaching and learning at all levels	R/A	R/A	R/A	R/A
Percentage attendance at secondary school (CP &2020)	94.50%	95.00%				93.90%	Address the persistent impact of poverty on attainment and the marked variations between schools in the attainment of eFSM pupils	R/A	R/A	R/A	R/A

DIRECTORATE DASHBOARD Q4

DIRECTORATE: Education and Lifelong Learning (Page 2 of 2)

DIRECTOR: Nick Batchelar

NUMBER OF EMPLOYEES (FTE): 590

CABINET MEMBER: Cllr Merry

2. SUPPORTING VULNERABLE PEOPLE

**IMPROVEMENT OBJECTIVE: 2.1 - People at risk in Cardiff are safeguarded**

**DIRECTORATE SUMMARY OF PROGRESS:**

A programme overview and timeline has been put together to embed a Child Rights based approach in the city over the next three years, in partnership with UNICEF.

**Issues/Mitigating Actions/Next Steps:**

A Child Rights Operational Group will be set up and will work with UNICEF to develop a detailed action plan. A soft launch of the programme is scheduled for June.

MEASURES	ACADEMIC YEAR (Unless stated)						COMMITMENTS	Q1	Q2	Q3	Q4
	15-16 YE RESULT	15-16 YE TARGET	15-16 Q3 RESULT	15-16 Q2 RESULT	15-16 Q1 RESULT	14-15 YE RESULT					
NONE							Deliver a child friendly city	R/A	A/G	A/G	A/G

3. CREATING MORE AND BETTER PAID JOBS

**IMPROVEMENT OBJECTIVE: 3.3 - All young people make a successful transition into employment, education or training**

**DIRECTORATE SUMMARY OF PROGRESS:**

This year's Year 11 NEET figure for Cardiff is 3% (100 pupils), a reduction of 1.5 percentage points from 2016 (52 fewer pupils) but below the Welsh average, which is 2%. The Vulnerability Assessment Profile is being redeveloped to enrich the data and to extend to Year 6. Work is underway to strengthen post-16 tracking in partnership with the third sector, work-based learning providers and Cardiff and Vale College.

Significant progress has been made since September 2016 to engage a wide range of partners in shaping the Cardiff Commitment to youth engagement and progression:

- On 7th December 2016, the Council hosted an event in City Hall that welcomed over 70 individuals from the private, public and voluntary sectors, Careers Wales, Job Centre Plus, Welsh Government and Schools to share ideas and opportunities.
- Over 40 employers attended a follow up event on 14th February 2017 in Central Square and more recently employers joined a workshop at Atradius, Cardiff Bay, to focus priorities for action.
- Cardiff and Vale College has collected input from employers at three employer advisory boards, in Catering & Hospitality, Construction and the Creative Industries and completed a student survey.

Without exception, all parties engaged in all sessions agreed with the aims of the Cardiff Commitment and were supportive of plans to establish a city-wide partnership to deliver improved outcomes for young people.

**Issues/Mitigating Actions/Next Steps**

During the next quarter, we will be consolidating progress to date and setting out a clear governance and delivery model for the Cardiff Commitment to drive forward the priorities for action identified during consultation and engagement sessions with partners. The first multi-agency Strategic Leadership group will be held on 23rd May 2017.

MEASURES	ACADEMIC YEAR (Unless stated)						COMMITMENTS	Q1	Q2	Q3	Q4
	15-16 YE RESULT	15-16 YE TARGET	15-16 Q3 RESULT	15-16 Q2 RESULT	15-16 Q1 RESULT	14-15 YE RESULT					
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training. (CP & 2020)	97% (3% NEET)	96.5% (3.5% NEET)				95.5% (4.5% NEET)	Improve multi-agency arrangements: - To ensure the early identification of children and young people at risk of not progressing to ongoing education, training or employment after leaving school, and to ensure that identified children and young people receive early and appropriate support	A/G	A/G	A/G	A/G
							Strengthen and extend the existing lead worker model to directly support the transition of young people into employment, utilising European Social Fund resources to extend capacity for the next 3 years.	A/G	G	G	A/G
							Improve information sharing and tracking systems between partners for young people pre- and post-16 by September 2016	R/A	G	A/G	G
The percentage of Year 13 leavers making a successful transition from compulsory schooling to education, employment or training. (CP & 2020)	96.51% (3.49% NEET)	97.04% (2.96% NEET)				97% (3% NEET)	Implement the Welsh Government Youth Guarantee and Cardiff Commitment to ensure appropriate progression routes for all learners by September 2016.	A/G	R/A	R/A	R/A
							Enhance the range of opportunities for young people to develop employability skills and secure employment in Cardiff.	A/G	R/A	R/A	R/A

**PROGRESS AGAINST CP MEASURES**

**PROGRESS AGAINST CP COMMITMENTS**

**PROGRESS AGAINST DIRECTORATE BUSINESS ACTIONS**

**KEY ACHIEVEMENTS (GOOD NEWS AND SUCCESSES)**

RAG	Red	Amber	Green	RAG	Red	Red / Amber	Amber / Green	Green	RAG	Red	Red / Amber	Amber / Green	Green	2015-16 performance			
Q1	0% (0)	40% (4)	60% (6)	Q1	0% (0)	23% (3)	54% (7)	23% (3)	Q1	-	-	-	-	There have been improvements in 2015-16 in a number of areas: - Overall pupil outcomes in the main performance indicators at the expected and higher levels and at every Key Stage are above the national averages - Across the primary phase, there has been an increase in the number of schools in the highest benchmarking quarter and a corresponding decrease in the number of schools in the lowest benchmarking quarter - The Secondary schools where less than 50% of pupils achieve 5 GCSEs grades A*-C including English or Welsh first language and mathematics has decreased from 8 to 4 this year. - The proportion of SEN pupils at School Action and School Action Plus achieving headline measures has improved at all Key Stages - Outcomes for vulnerable learners, such as pupils with English as an additional language and overall performance of minority ethnic pupils, have improved			
Q2	8% (1)	67% (8)	25% (3)	Q2	0% (0)	46% (6)	8% (1)	46% (6)	Q2	0% (0)	66.7% (12)	0% (0)	33.3% (6)	<b>2015-16 Year 11 Leavers</b> The percentage of Year 11 leavers making a successful transition to education, employment or training is the highest it has been (97%). This represents a 5.8 percentage point increase since 2010, when the Council's Year 11 EET figure stood at 91.2%. The improvement in outcomes is attributable to several factors, including: - More effective identification and tracking of young people at risk of becoming NEET - Improved youth support and mentoring services - Partnership working with work-based learning providers to align course start dates - Stronger information sharing arrangements between partner agencies - More robust schools engagement.			
Q3	10% (1)	70% (7)	20% (2)	Q3	0% (0)	38.5% (5)	23% (3)	38.5% (5)	Q3	5.5% (1)	38.9% (7)	11.1% (2)	44.5% (8)				
Q4	8% (1)	66.7% (8)	25% (3)	Q4	0% (0)	38.4% (5)	30.8% (4)	30.8% (4)	Q4	16.6% (3)	44.5% (8)	0% (0)	38.9% (7)				

**OTHER KEY CHALLENGES FOR DIRECTORATE**

**MITIGATING ACTIONS**

CHALLENGE	MITIGATING ACTION	Q1	Q2	Q3	Q4
Many school buildings suffer from a longstanding lack of investment.	Changes to the management of this ageing school estate are planned for 2017-18. A significant amount of work is being undertaken on the new corporate landlord model.	N/A	N/A	N/A	R
Out of County placements – A savings target of £930k was set in relation to the Out of County Budget (children requiring education outside of Cardiff, e.g. SEN). The projected overspend is now approximately £612,000.00, reflecting the fact that the savings target has been partially met.	Education and Children's Services Directorates have established a joint project group. Risk cases are identified early and discussed regularly as Risk Management meetings, with an emphasis on strengthening current placements wherever possible. Where Out of County placement derived from a lack of in-county provision, a sufficiency audit is underway which will inform a scoping exercise for the Band B 21st Century Schools programme.	R	R	R	R
Sickness absence - The sickness absence for the year so far shows 11.5 days lost per employee for the Directorate. The target for the year was 7 days lost per employee.	Both central and school-based staff absent rates continue to be higher in 2016-17 than in 2015-16 and the initial annual projection is significantly above 2015-16 levels and targets. Staff sickness is reviewed by Education Management Team on a monthly basis and action is being taken to address long-term absence and to ensure consistent application of the Council's policies. Final year end results are pending.	N/A	R	R	R

**DIRECTORATE DASHBOARD Q4**

**DIRECTORATE: Governance & Legal Services (Page 1 of 1)**

**DIRECTOR: Davina Fiore**

**NUMBER OF EMPLOYEES (FTE): 85**

**CABINET MEMBERS: Cllrs Bale & De'Ath**

<b>1. BETTER EDUCATION AND SKILLS FOR ALL</b>	<b>IMPROVEMENT OBJECTIVE:</b>									
	<b>DIRECTORATE SUMMARY OF PROGRESS:</b>									
	<b>MEASURES</b>	<b>16-17 YE RESULT</b>	<b>16-17 YE TARGET</b>	<b>16-17 Q3 RESULT</b>	<b>15-16 YE RESULT</b>	<b>COMMITMENTS</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
	NONE									
<b>2. SUPPORTING VULNERABLE PEOPLE</b>	<b>IMPROVEMENT OBJECTIVE:</b>									
	<b>DIRECTORATE SUMMARY OF PROGRESS:</b>									
	<b>MEASURES</b>	<b>16-17 YE RESULT</b>	<b>16-17 YE TARGET</b>	<b>16-17 Q3 RESULT</b>	<b>15-16 YE RESULT</b>	<b>COMMITMENTS</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
	NONE									
<b>3. CREATING MORE AND BETTER PAID JOBS</b>	<b>IMPROVEMENT OBJECTIVE:</b>									
	<b>DIRECTORATE SUMMARY OF PROGRESS:</b>									
	<b>MEASURES</b>	<b>16-17 YE RESULT</b>	<b>16-17 YE TARGET</b>	<b>16-17 Q3 RESULT</b>	<b>15-16 YE RESULT</b>	<b>COMMITMENTS</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
	NONE									
<b>4. WORKING TOGETHER TO TRANSFORM SERVICES</b>	<b>IMPROVEMENT OBJECTIVE:</b>									
	<b>DIRECTORATE SUMMARY OF PROGRESS:</b>									
	<b>MEASURES</b>	<b>16-17 YE RESULT</b>	<b>16-17 YE TARGET</b>	<b>16-17 Q3 RESULT</b>	<b>15-16 YE RESULT</b>	<b>COMMITMENTS</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
	NONE									

CORPORATE PLAN PIs (0)				PROGRESS AGAINST CP COMMITMENTS (0)					PROGRESS AGAINST DIRECTORATE BUSINESS ACTIONS (53)					KEY ACHIEVEMENTS (GOOD NEWS AND SUCCESSES)				
RAG	Red	Amber	Green	RAG	Red	Red / Amber	Amber / Green	Green	RAG	Red	Red / Amber	Amber / Green	Green					
Q1	0% (0)	0% (0)	0% (0)	Q1	0% (0)	0% (0)	0% (0)	0% (0)	Q1	0% (0)	4% (1)	16% (4)	80% (20)	1. The City of Cardiff Council became the second Authority to sign the British Deaf Association's BSL charter. The agreement sets out key pledges to improve access and the rights of deaf people. As part of this commitment the Council will consult with the deaf community of Cardiff on a regular basis.				
Q2	0% (0)	0% (0)	0% (0)	Q2	0% (0)	0% (0)	0% (0)	0% (0)	Q2	0% (0)	12% (3)	16% (4)	72% (18)	2. Cardiff Council hosted the Connecting with People event in partnership with the Co-creating healthy change project. The event allowed project members, the wider public and service providers to share information about what makes for good practice in community and public engagement and to demonstrate why this is beneficial for us as a council and for our partners. As one of the largest providers of services in the city it is important that we and our partners are able to fully engage with and understand our service users.				
Q3	0% (0)	0% (0)	0% (0)	Q3	0% (0)	0% (0)	0% (0)	0% (0)	Q3	0% (0)	12% (3)	12% (3)	76% (19)	3. Cardiff Council also hosted Stonewall Cymru's BAME LGBT Role Models Programme (Black, Asian & Minority Ethnic - Lesbian, Gay, Bi-Sexual & Transgender) on 31st March 2017. The aims of the programme are to empower BAME LGBT to be active change agents creating more inclusive environments and to increase visibility of BAME LGBT role models through specific actions that individuals will commit to do in order to celebrate LGBT identities and raise awareness of the challenges BAME LGBT people face.				
Q4	0% (0)	0% (0)	0% (0)	Q4	0% (0)	0% (0)	0% (0)	0% (0)	Q4	0% (0)	8% (2)	12% (3)	80% (20)	4. The city-wide Bilingual Cardiff Strategy has been agreed by full Council.				
														5. Completion of the Section 106 agreement for the Plasdwr strategic site which will provide up to 6000 houses and associated infrastructure, as well as delivering significant planning gain for the Council.				

OTHER KEY CHALLENGES FOR DIRECTORATE		MITIGATING ACTIONS			
		Q1	Q2	Q3	Q4
1. Compliance with the new Welsh Language Standards - More investigations than anticipated have been undertaken by the Welsh Language Commissioner. Under the new Standards all complaints result in an investigation which is resource-intensive as it is a legal process. To date five investigations have been responded to and a further four have been received, with prescriptive templates, formats and timelines for the submission of acknowledgements and information etc.	To date 21 complaints in relation to alleged breaches of the standards have been received. However, three investigations have been discontinued, in four investigations the WLC found that the Standards had been breached, decisions notices are awaited in ten cases and a 'provisional breach' decision has been made in four further cases.	R/A	R	R	R
2. Supporting Member capacity to deliver Scrutiny, given the number of vacancies on Scrutiny Committees.	There remains an issue with unfilled vacancies on Committees. However following the local elections on May 4th, the Annual Council meeting will agree membership of the scrutiny meetings and it is anticipated that membership of scrutiny will no longer be an issue.	A/G	A/G	R/A	R/A
3. Demand for legal advice continues to exceed capacity, resulting in work being outsourced at cost to the Council.	Progress being made to centralise external legal budgets from across the Council into Legal Services.	R	R/A	A/G	R/A
4. Transfer of the Member Enquiry Service to the Member Services Team.	Three posts are currently out to advert to support the Member Enquiry Service. A working group has been established to review the current system and how it could be enhanced to be more councillor/customer led.	N/A	N/A	A/G	A/G
5. Electoral Services support to those seeking to stand for election in the County and Community elections.	Nominations to stand in the elections require the appropriate paperwork to be completed correctly and submitted between 27th March and 4th April. Electoral Services offer a pre-check service to ensure that the paperwork is correct prior to submission, and encourage appointments to be made in the supporting information in the nomination packs. Officers ask if the papers are being submitted formally or for a pre-submission check when they attend. However, Electoral Services have no control over when prospective candidates attend to hand in their paperwork.	N/A	N/A	N/A	A/G

**DIRECTORATE DASHBOARD Q4**

**DIRECTORATE: Resources (Page 1 of 1)**

**DIRECTOR: Christine Salter**

**NUMBER OF EMPLOYEES (FTE): 571**

**CABINET MEMBERS: Cllrs Hinchey, Bale and De'Ath**

**2. SUPPORTING VULNERABLE PEOPLE**

**IMPROVEMENT OBJECTIVE: 2.1 - People at risk in Cardiff are safeguarded**

**DIRECTORATE SUMMARY OF PROGRESS:**

Training continues to be offered to schools in Cardiff in respect of the Challenging Extremism module. The position remains that only 5 schools in Cardiff are rolling out the module to students in either Years 10 or 11. The Counter Terrorism & Security Act 2015, which includes the Prevent Duty, states that "Schools should be safe spaces in which children and young people can understand and discuss sensitive topics, including terrorism and the extremist ideas that are part of terrorist ideology, and learn how to challenge these ideas". For the continued success and the long term sustainability of this module and to meet legislative requirements, relevant areas of the Council need to buy in and endorse the roll out of the module.

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
Number of children participating in the Challenging Extremism module	894	1000	894	N/A	Introduce and deliver within the school curriculum a WJEC accredited "Challenging Extremism" module to raise awareness and prevent radicalisation	G	A/G	A/G	A/G

**4. WORKING TOGETHER TO TRANSFORM SERVICES**

**IMPROVEMENT OBJECTIVE: 4.1 - Communities and partners are actively involved in the design, delivery and improvement of highly-valued services**

**DIRECTORATE SUMMARY OF PROGRESS:**

There are continuing technical delays to the SAP CRM project and work is being undertaken with SAP and external consultants to review the project, however some progress has been made with technical issues.

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
Maintain customer/citizen satisfaction with Council services	68.20%	80.80%	N/A	69.30%	Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018	R/A	R/A	R/A	R/A

**IMPROVEMENT OBJECTIVE: 4.2 - The City of Cardiff Council has effective governance arrangements and improves performance in key areas**

**DIRECTORATE SUMMARY OF PROGRESS:**

Progress made over the last three quarters to improve many aspects of the Council's Performance Management Framework continues to be built on. A key feature of this work relates to performance reporting and improvements will be introduced for Q1 2017-18 to ensure the right information is provided to the right audience in the right way. The improved performance reporting processes for 2017-18 will aid in understanding the progress being made towards the Service, Directorate and Corporate priorities and key aspects of these are:

**Service Plans** – These were introduced in 5 areas of the Council during 2016-17 and have now been rolled out across the organisation. The learning from the 5 pilot areas has informed further developments and these Plans will be in place during Q1 of 2017-18. The plans will set out what the Service will deliver during the year (objectives) and state the actions they will take and the measures of success, which will then be used as part of the performance reporting process during the year.

**Directorate Delivery Plans (DDPs)** – These documents are currently being developed across the organisation and will be in place during Q1 of 2017-18. As part of the process to complete these documents, an internal review has been undertaken by subject matter experts in key areas, such as Finance, HR, Equalities and Policy. The findings and recommendations from these reviews have been fed back to Directorates and will inform the final DDP documents. As with Service Plans, the objectives, actions and measures in these Plans will be used as part of the 2017-18 performance reporting process.

**Wellbeing Objectives and Corporate Plan** – These have been approved at Cabinet and Full Council. In addition to the service and directorate objectives, the 2017-18 performance reporting process will ensure the accurate and timely monitoring and reporting of progress towards these Wellbeing Objectives and Corporate Plan priorities.

**Sickness Absence:** The Sickness Absence Outturn for 2016-17 is 10.77 days lost per FTE; this is 1.21 days lost per FTE higher than the "all time" low result in 2015-16. The implications of not meeting the target are anticipated to be a requirement to produce more data relating to sickness absence for analysis and interpretation, which will have an impact on resourcing in HRPS. Additional meetings have taken place with Children's Services and Parks & Harbour, based on Quarters 1-3 sickness data having a significant decline. Further detailed analysis was presented to the Performance Support Group (PSG) at a Corporate level. Directorate level reports have also been shared.

**Personal Performance and Development Reviews:** The review of the PPDR process has been completed and consultation with Staff and Trade Unions has been undertaken. A revised rating scale has been implemented as part of this. A campaign to launch the new scheme is in place with communications and training dates putting an emphasis on the conversation that takes place as part of the new Personal Review process.

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
The percentage of middle managers at grade 7 and below to complete the Cardiff Managers Programme	55.45%	50.00%	47.63%	91%	Further embed performance management tools consistently across the Council to ensure continuing performance improvement in key areas by 2017	R/A	A/G	A/G	A/G
The percentage of Personal Performance and Development Reviews completed for permanent staff	TBC	95%	92%	90%	Further reduce sickness absence by March 2017 through continued monitoring, compliance and support for employees and managers	R/A	R/A	R	R
					Further improve completion rates, quality and consistency of Personal Performance and Development Reviews (PPDRs) by March 2017 through continued provision of support and training for employees and managers	G	G	G	G
The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	10.77	8.5	10.63	9.56	Develop a strategy for the temporary, casual and agency workforce taking account of social inclusion and youth engagement by March 2017	G	A/G	A/G	N/A

CORPORATE PLAN PIs (5)* 1 TBC				PROGRESS AGAINST CP COMMITMENTS (5)					PROGRESS AGAINST DIRECTORATE BUSINESS ACTIONS (42)					KEY ACHIEVEMENTS (GOOD NEWS AND SUCCESSES)			
RAG	Red	Amber	Green	RAG	Red	Red / Amber	Amber / Green	Green	RAG	Red	Red / Amber	Amber / Green	Green				
Q1	0	43% (3)	57% (4)	Q1	0	50% (3)	0	50% (3)	Q1	41.6% (2)	20.83% (10)	0	68.75% (33)	The Employee Survey was undertaken through Quarter 4; approximately one third of the workforce completed the survey and results have shown improvements against all ten questions.			
Q2	25% (2)	37.5% (3)	37.5% (3)	Q2	0	33% (2)	50% (3)	17% (1)	Q2	4% (2)	4% (2)	20% (9)	71% (32)	The Liveable City Report has been published.			
Q3	28.8% (2)	14.2% (1)	57% (4)	Q3	16.6% (1)	16.7% (1)	50% (3)	16.7% (1)	Q3	4.5% (2)	6.5% (3)	20% (9)	69% (31)	Council Tax and Business Rates have both shown an increase in collection rate for 2016-17. Council Tax is 0.24% ahead of the same position last year at 97.52% collected and Business Rates is 0.37% ahead of the same position 2015-16 at 96.45%.			
Q4*	60% (3)	0	20% (1)	Q4	20% (1)	20% (1)	40% (2)	20% (1)	Q4	7.1% (3)	2.4% (1)	21.4% (9)	69.1% (29)	A new Personal Review process has been developed and launched, this new process focuses on good quality conversations between staff and managers.			
														Atebion Solutions company has been set up and launched by Commissioning & Procurement			

OTHER KEY CHALLENGES FOR DIRECTORATE	MITIGATING ACTIONS	Q1	Q2	Q3	Q4
There still remains an issue with the ability to deliver technology changes at the pace required due to the ability to recruit and retain appropriately skilled staff along with the sheer scale and appetite for change. This continues to be affected by the number of vacancies across Organisational Development Programme and Enterprise Architecture.	Agile working has been introduced in Enterprise Architecture and Organisational Development to enable a more flexible approach to working practices along with investment in appropriate training for the two teams.	R/A	R/A	R/A	R/A
The current intranet is an old and out of date system which is no longer fit for purpose; the system it is hosted on is no longer supported and in addition to this the server it is sitting on is also unsupported. The system could fail and if ICT were unable to patch it up internally there is no external provider to mitigate this.	Meetings have begun on sourcing a new, more suitable intranet which would help improve internal communications across the City Council. It has been agreed to take a position paper to SMT to highlight the issues, agree a way forward and nominate a defined owner of the system; part of this decision would include agreeing funding options.	N/A	N/A	N/A	R
There continues to be a high demand on central services such as HRPS and recruitment figures show that advert requests and posts advertised have continued to rise, with a 36.62% rise in posts advertised between 2013 and 2016.	An additional post has been funded in 2016-17 to assist with workloads within the Recruit Team; this is alongside moving the appointments process of Corporate Casuals/Relief posts to the Council's Agency Managed Service to further alleviate the workload in the Recruit Team.	N/A	N/A	N/A	A/G

DIRECTORATE DASHBOARD Q4

DIRECTORATE: Social Services (Page 1 of 2)

DIRECTOR: Tony Young

NUMBER OF EMPLOYEES (FTE): 900

CABINET MEMBERS: Cllrs Lent and Elsmore

1. BETTER EDUCATION AND SKILLS FOR ALL

**IMPROVEMENT OBJECTIVE: 1.2: Looked after children achieve their potential**

**DIRECTORATE SUMMARY OF PROGRESS:**

Good progress has been made in delivering our priorities around prevention, and this has mitigated the potential rise in the Looked After Children population. During the year, there have been 56 referrals to the Looked After Children Traineeship scheme with 48 young people becoming engaged. Of the 48 people, 31 have started in a Traineeship Placement and 7 young people were offered and accepted an Apprenticeship. Currently there are a total of 8 Apprentices, as one became an apprentice during the previous financial year. The Directorate is currently exploring the possibility of creating opportunities within the service to support and further develop the scheme. Joint working between Children's Services and Education is ongoing and is currently focussing on the return of Looked After Children in out of area placements to Cardiff; identifying the level and type of need and existing resources will inform future planning and the right level of provision locally. Specific Business Analyst resource has been made available to support this work across the Directorates. In light of Part 6 of the Social Services & Well-being (Wales) Act 2014, a review of the Personal Education Plan (PEP) and associated process has commenced and is due to be finalised early in 2017-18. This is to ensure that the PEP process is compliant with the new Act. The In-House Fostering Recruitment Campaign has been refreshed – the 'Count Yourself In' Campaign was launched in February 2017 attempting to attract people who may think they cannot foster. For example, single people, same sex couples and people with a disability. We have also joined the National Fostering Framework Media Group to look at national and regional recruitment campaigns. An event is planned for 16th May 2017 during National Fostering Fortnight to celebrate fostering in Cardiff. Long Service Awards will be presented to carers with 15+ years' service. A joint workshop with the Child and Family Court Advisory Support Service (CAFCASS) has been scheduled for Quarter 1 to look at Placement with Parents (PWP) regulations, Signs of Safety and the NSPCC reunification pilot whereby a young person is being helped to stay at home with the family (i.e. preventing accommodation). A team of social workers is being created from a successful financial pressures bid to work with children placed at home and subject to a Care Order under Placement with Parents (PWP) Regulations. This is in response to a rapid and sustained increase in placements of children at home with their parents following Court decisions. Our success in supporting more Looked After Children with their parents rather than in care settings means that the balance of children who are in public care at cost is reducing significantly. Nevertheless, children who are placed with their parents require a high level of support that is different from the support required by children who are looked after in other placement types. Two social workers continue in post on a temporary basis to undertake Connected Persons assessments. These assessments consider whether a child can be placed with family members or not. All of this work is underpinned by the objectives set out in the Corporate Parenting Strategy – specifically in relation to recruiting more Cardiff foster carers, rehabilitating children back home where it is safe to do so, providing opportunities for learning and training for care leavers and further enhancing our ability to manage and reduce risks to children more effectively in order to prevent children from being looked after.

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
Percentage of Looked After Children returned home from care during the year	11.5% Provisional	NEW	9.9%	NEW	Embed key elements of the Corporate Parenting Strategy in collaboration with partners by March 2017	G	G	G	G
Percentage of children looked after on 31 March who have had three or more placements during the year	Not yet available	12%	Annual	9.9%					
Percentage of children looked after at 31 March who have experienced one or more non transitional changes of school in the 12 months to 31 March	Not yet available	16%	Annual	9.1%					
Percentage attendance of looked after pupils whilst in care in primary schools	Not yet available	98%	Annual	96.7%					
Percentage attendance of looked after pupils whilst in care in secondary schools	Not yet available	96%	Annual	91.8%					
Percentage of all care leavers in education, training or employment at 12 months after leaving care	Not yet available	NEW	Annual	NEW					
Percentage of all care leavers in education, training or employment at 24 months after leaving care	Not yet available	NEW	Annual	NEW					

2. SUPPORTING VULNERABLE PEOPLE

**IMPROVEMENT OBJECTIVE: 2.1 - People at Risk in Cardiff are Safeguarded**

**DIRECTORATE SUMMARY OF PROGRESS:**

Specialist training to support the implementation of the Social Services & Well-being (Wales) Act 2014 (SSWB Act) has been completed with 1,183 staff having been trained throughout the year. Changes in practice due to the implementation of the Act are becoming evident across teams, however cultural change can only be achieved over a long timespan and it is therefore too soon to measure the impact of these changes. Outcome-focused practice training has commenced but it is also too early to determine impact at this stage (Welsh Government has indicated 2016-17 will be a benchmarking year). The Care Council for Wales's First Three Years in Practice Framework has been launched in Cardiff with SSWB Act training forming part of the training programme for newly qualified social workers. Commissioned trainers are required to ensure that the SSWB Act is fully embedded into the content of their training and all training material. Training Officers monitor and review this. The Child Sexual Exploitation (CSE) Strategy has enabled significant progress to be achieved in ensuring that children and young people are protected from CSE. The strategy has impacted as follows:

- Drawn all key partners together with a common objective and action plan.
- Enabled an audit and analysis of service effectiveness.
- Established processes within Children's Services and in external organisations to identify children at risk at the earliest opportunity.
- Drawn more effectively on the voices of children and their families.
- Promoted city-wide awareness raising in the night-time economy.
- Facilitated effective multi-agency co-operation across the statutory and voluntary sectors with organisations working together to common objectives.
- Secured funds for the provision of a specialist service for those children most at risk.
- Enabled the provision of preventative services at the earliest opportunity.
- Ensured the disruption of people and places of concern.
- Supported children to break away from sexual exploitation and recover from their experiences.
- Raised the profile of Cardiff across Wales and the UK as a beacon of good practice.

The Multi-Agency Safeguarding Hub was established during the year to improve the system for protecting children from significant harm by implementing new arrangements for managing referrals. Demand continues to remain high which is impacting on capacity for all partners. A successful growth bid for 2017-18 will be used to mitigate this by strengthening the resource of the existing team and developing an 'early help' service in conjunction with Families First to manage the high volume of cases that do not meet the Children's Services threshold. Early indications are that our response to safeguarding children and adults is more effective – e.g. multi-agency strategy discussions are taking place immediately thereby improving timeliness of response. Threshold meetings with all partners take place weekly and are chaired by the Assistant Director for Children's Services. These meetings quality-assure a sample of cases and confirm that the multi-agency response to safeguarding concerns remains robust. The percentage of social worker vacancies in Children's Services has increased slightly during the year to 23.5% (from 22.2% in 2015-16) and recruitment initiatives are ongoing. A new recruitment programme will be launched in Quarter 1 to continue the process of filling existing vacancies. Vacancy rates have not reduced further due to internal promotions and transfers; there are some good examples of staff achieving promotional appointments, thereby supporting career development and staff retention. A significant drive by Operational Managers to accelerate further recruitment resulted in 6 successful appointments being made from 10 applications for Principal Social Worker posts and 17 applications for Social Worker posts that are currently being shortlisted. The message from this recruitment drive is that Cardiff Children's Services is being recognised as a good employer for social workers. Job creation in relation to the pool of additional social workers is ongoing and it is anticipated that the 6 posts will be filled in Quarter 1 2017-18. As a result of work to improve recruitment and retention, a more stable workforce across the service is emerging and, except where essential maternity cover is required, there is less reliability on agency staff. In Adult Services recruitment to social worker posts is emerging as a significant challenge, particularly in attracting experienced practitioners. The Cardiff and Vale Dementia 3 Year Plan was developed in 2014 and is currently being updated in 2017 for people with dementia and their carers, in order that they can live well with dementia. The plan was jointly developed between Cardiff and Vale University Health Board (UHB), City of Cardiff Council, Vale of Glamorgan Council, and Third Sector partners (including service user and carer representation). It addresses the needs of people with dementia and their carers, as well as serving future population growth. In order to achieve this, a multi-agency response was required. Headline areas where good progress has been made include:

- Promoting healthy living initiatives in dementia and increasing public awareness and understanding of dementia.
- Ensuring timely diagnosis of dementia.
- In-patient dementia care.

Dementia Champions working within the Council delivered 2 Dementia Friend sessions during the quarter. The sessions were open to all employees who wanted to learn more about becoming a Dementia Friend. There are currently over 7,000 Dementia Friends in Cardiff and the Vale of Glamorgan. The Neighbourhood Partnership areas of Cardiff North, Cardiff South West, Cardiff City and South and Cardiff East are currently in the process of establishing local Dementia Friendly steering groups. During the year a Cardiff city-wide plan was finalised and submitted to the Alzheimer's Society for the city to receive 'Working Towards Becoming Dementia Friendly' status. The Alzheimer's Society has now confirmed we are 'Working Towards Becoming Dementia Friendly'.

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
Percentage of children supported to remain living within their family	55.5% Provisional	NEW	56.6%	NEW	Implement key elements of the Cardiff Child Sexual Exploitation Strategy in collaboration with partners by March 2017.	G	G	G	G
Percentage of re-registrations on the Child Protection Register during the year	3.9%	NEW	2.0%	NEW	Improve the system for protecting children from significant harm by implementing new Multi Agency Safeguarding Hub (MASH) arrangements for managing referrals by June 2016.	G	G	G	G
Percentage of Children's Services social work vacancies across the service	23.5%	18%	23.6%	22.2%	Improve the recruitment and retention of children's social workers, ensuring the Council achieves and maintains a vacancy rate for children's social workers below 18% by March 2017.	A/G	R/A	R/A	R/A
Percentage of adult protection enquiries completed within 7 working days	98.0%	NEW	98.2%	NEW	Work to make Cardiff a recognised Dementia Friendly City by March 2018.	G	G	G	G
					Complete roll out of the second phase of a specialist training programme regarding the Social Services and Well-being (Wales) Act 2014.	G	G	G	G

DIRECTORATE DASHBOARD Q4

DIRECTORATE: Social Services (Page 2 of 2)

DIRECTOR: Tony Young

NUMBER OF EMPLOYEES (FTE): 900

CABINET MEMBERS: Cllrs Lent and Elsmore

IMPROVEMENT OBJECTIVE: 2.3 - People in Cardiff are Supported to Live Independently

DIRECTORATE SUMMARY OF PROGRESS:

As mentioned in Quarter 3, work on the Joint Transitions Protocol has been delayed due to the additional activity in progressing with service development within the Intermediate Care Fund across the region. During Quarter 4 a Project Manager and Business Analyst from Organisational Development were allocated to take the strategic work of the joint protocol forward. As part of their work they will be looking at the impact of the Additional Learning Needs Bill on the joint protocol and will be developing a consultation plan to involve all stakeholders. Cardiff and the Vale of Glamorgan local authorities (including Social Services and Education) have agreed to use the Vale's protocol as the joint template. Integrated processes will be developed when the impact of the Additional Learning Needs Bill has been considered and the results of the planned consultation are finalised. Evaluation data is currently being collated - mapping out current demand and future needs of both Cardiff and the Vale of Glamorgan with regards to transitions and the alignment of joint resources.

Following recent interviews two new Transition Workers have been appointed using monies from the Intermediate Care Fund (ICF) to work with individuals aged 16 years and above and improve the monitoring and review of new and existing transition cases.

In relation to the model for the integrated management and delivery of health and social care services in adult social care, implementation of the Intermediate Care Fund (ICF) is continuing as a pooled budget in support of integration across the whole system. This includes supporting early intervention and prevention, accommodation solutions, First Point of Contact and Single Point of Access, integrated discharge teams, discharge to assess models, Integrated Autism Service and a joint service for learning disabilities and complex needs.

The Population Needs Assessment was completed and approved by the Regional Partnership Board, and submitted to the Minister for Social Services and Public Health by the end of March. An annual report for the Partnership has also been completed for submission to the Minister and includes further details on progress regarding integration across a number of service areas.

The Joint Commissioning Project Board is continuing to develop the baseline to inform a Cardiff and Vale of Glamorgan Integrated Market Position Statement for older people. The mapping of Older People Services has been completed and a draft Statement of Strategic Intent for Older People Services has been developed for further discussion with stakeholders.

With regards to locality working the Preventative Services team organised 'North Cardiff Gets Together' at Llanishen Leisure Centre on March 24th. The event showcased the services and social activities available in the local area and featured a range of exhibitors who are able to provide advice, support and information to residents. The event follows the success of 'Llanishen Gets Together' in October last year and more recently 'Rhiwbina Gets Together'. The event aims to promote community spirit by getting people together and ensuring local public services are integrated more effectively.

The Integrated Health and Social Care Partnership reported during Quarter 4 that domiciliary care capacity appears to be more settled with packages being sourced without extended delays. Adult Services now has a Bridging Team working alongside the Community Resource Teams (CRTs) which is helping to expedite discharges from Hospital and CRT and is also providing community support to avoid admissions. Sourcing very large complex packages of care still remains a challenge. As at February 2017 the Regional Partnership Board achieved its aim of a 25% reduction on the February 2016 position.

The total number of Delayed Transfers of Care (DTocS) for February 2017 was 46. This is a decrease of 24 patients from the total of 70 for January 2017, and a 56% decrease on the same period last year when DTocS were 105. The number of delays over the age of 75 is 26. This is a decrease of 14 patients from the total of 40 in January 2017, and a 63% improvement against the February 2016 position of 70. The three main reasons for delay were Health (20 patients), Choice (14 patients) and Social (7 patients). Whilst the choice of care home accounts for a significant number of DTocS, the lack of available and suitable care home beds restricts the choice for families.

There were 643 service users on the Direct Payment scheme during Quarter 4 (746 year to date), with 40 people working towards the scheme. During the quarter, 27 service users started Direct Payments and 26 ceased (of which, the main reasons were deceased and care home / respite admission). In Quarter 4 the Directorate sought authorisation of the new Direct Payment model and service from Cabinet. It was agreed that Direct Payments for Vulnerable People will be secured via a tender process and as a result a contract notice was issued on 1st March 2017 - the deadline for submission of tender bids is 3rd April 2017. The tender evaluation will be completed during Quarter 1, with the new contract being issued in Quarter 2.

During the year 79.5% of carers were offered an assessment (2,833 offers for 3,563 carers) which is an improvement compared to 76.8% for 2015-16 (2,735 offers for 3,562 carers) and despite the inability to recruit to the vacant Carers Assessment Worker (CAWs) posts. The number of completed Carers Assessments during the year is 705 compared to 771 for 2015-16. Recruitment to the outstanding CAW posts started in November and is ongoing. All staff who are responsible for assessing carers and citizens received formal training on the Social Services & Well-being (Wales) Act 2014. This included modules on assessing and meeting needs and outcomes of citizens and carers. Further in-house training was undertaken which also covered how staff should accurately assess the needs of both carers and citizens.

The new Adults' Services Well-being Carers Assessment form has been developed in line with the requirements of the Social Services & Well-being (Wales) Act 2014. A Carers Support Plan was also developed and rolled out during the quarter. The Initial Review and Review forms will be available to staff from April 2017. The forms reflect the requirements of the Social Services & Well-being (Wales) Act 2014 to ensure carers are treated equally to those they care for, and very closely mirror those already in use for citizens.

2. SUPPORTING VULNERABLE PEOPLE

MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS	Q1	Q2	Q3	Q4
Percentage of care leavers aged 16-24 experiencing homelessness during the year		NEW	Annual	NEW	Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood	G	A/G	R/A	R/A
The rate of delayed transfers of care for Social Care reasons per 1000 population aged 75 or over	5.01 (Part Result)	10.8	4.5	11.2	Work with our health partners to reduce the total number of Cardiff residents who experience a Delayed Transfer of Care (DToc) from hospital by 2017	R/A	G	G	G
The total number of adults in need of care and support using the Direct Payments Scheme	746	750	707	NEW	Continue to increase the uptake of Direct Payments as an alternative to direct provision of care for Cardiff adult residents with care and support needs in line with the Social Services and Well-being (Wales) Act by 2017	R/A	A/G	A/G	A/G
Percentage of eligible adults who are caring for adults that are offered a Carers Assessment during the year	79.5%	90%	61.7%	76.8%	Offer Carers Assessments to all eligible adult carers who are caring for adults	G	G	A/G	R/A
					Explore with the University Health Board (UHB) the feasibility of an integrated model for the management and delivery of health and social care services in adult social care	G	G	G	G

CORPORATE PLAN PIs (7) (3 in baseline year so no RAG)				PROGRESS AGAINST CP COMMITMENTS (11)				PROGRESS AGAINST DIRECTORATE BUSINESS ACTIONS (25)				KEY ACHIEVEMENTS (GOOD NEWS AND SUCCESSES)					
RAG	Red	Amber	Green	RAG	Red	Red / Amber	Amber / Green	Green	RAG	Red	Red / Amber	Amber / Green	Green				
Q1	14.3% (1)	14.3% (1)	28.6% (2)	Q1	0% (0)	18% (2)	9% (1)	73% (8)	Q1	4% (1)	0% (0)	8% (2)	88% (22)	Agile Mobile Working - Phase 3, the final phase of the project was rolled out and completed in March 2017; upon project completion, there were around 640 agile workers in Social Services.			
Q2	14.3% (1)	14.3% (1)	28.6% (2)	Q2	0% (0)	9% (1)	18% (2)	73% (8)	Q2	4% (1)	0% (0)	28% (7)	68% (17)	Implementation of Signs of Safety in Children's Services continues to progress at a pace with timely achievement of milestones noted in the project plan.			
Q3	14.3% (1)	28.6% (2)	14.3% (1)	Q3	0% (0)	18% (2)	18% (2)	64% (7)	Q3	4% (1)	4% (1)	32% (8)	60% (15)	Adolescent Resource Centre (ARC) is due to "go live" at the beginning of April 2017. The ARC will provide intensive support for families and young people aged 11-17 years who are at risk of becoming looked after due to their challenging behaviour.			
Q4	28.6% (2)	14.3% (1)	14.3% (1)	Q4	0% (0)	27% (3)	9% (1)	64% (7)	Q4	4% (1)	12% (3)	36% (9)	48% (12)	In 2015, we agreed a new Day Opportunities Strategy, developed to focus resources to meet the needs and aspirations of older people with social care needs in the city, which included plans to invest in 3 day centres. The refurbishment of one of those centres (Minehead Road) is now underway.			
												The Cardiff Council and Vale of Glamorgan Council joint commissioning of an Independent Professional Advocacy Service project for Adult Services is progressing - the Task and Finish Group are working through the Project Brief and a tendering exercise is planned for late summer 2017.					

OTHER KEY CHALLENGES FOR DIRECTORATE	MITIGATING ACTIONS	Q1	Q2	Q3	Q4
Directorate Budget	Pressure bids submitted by the Director were approved during the quarter and work to implement the changes has commenced. Combined overall Social Services 5-10 Year Financial Strategy to be finalised. Comprehensive ICF funded interventions designed to strengthen domiciliary care capacity in place. Adult Social Care Strategic Commissioning Programme.	R	R	R	R
Fragility of the domiciliary and nursing care home market	<ul style="list-style-type: none"> <li>Bridging Team established to enhance Community Resource Teams (CRTs) capacity.</li> <li>Locality Based Working Project.</li> <li>Be a Care Worker Campaign.</li> <li>Campaign with private sector domiciliary care agencies.</li> <li>Regular review of residential and nursing capacity in the marketplace.</li> <li>Weekly updates on flow from Brokerage Team.</li> <li>Provider forums.</li> <li>Robust escalating concerns process in place.</li> </ul>	R	R	R	R
Improvement in Carers Assessments	Following a recruitment drive, it is anticipated that a 4th Carer Assessment Worker (CAW) post, together with 2 additional CAW posts (pressure bid funded), will be appointed to from the 30 applications received. From April 2017 all adult carers known to the service (who did not receive an offer of a carers assessment during 2016-17) will be written to, offering them a carers assessment. As noted in 2.3, 79.5% of carers were offered an assessment (2,833 offers for 3,563 carers) which is an improvement compared to 76.8% for 2015-16 (2,735 offers for 3,562 carers).	G	G	A/G	R/A
Increasing complexity of Children's Services cases	The management team closely monitors cases and there are processes in place to support social workers reduce caseloads as and when appropriate. The volume and complexity of work cannot be understated and it is testament to the social workers for managing highly complex and challenging caseloads.			R/A	R/A
Welsh Government (WG) revisions to charging regulations for residential / nursing care and support services	From 10th April 2017 WG will make revisions to charging regulations, including a capital limit increase when charging for residential care of £6,000, from £24,000 to £30,000 (the increase does not apply to non-residential care). The Directorate will monitor the impact on of these changes and report its findings back to WG.				A/G

### Performance RAG Status Matrix for Corporate Commitments

		CONSEQUENCES			
		A1	A2	A3	A4
LIKELIHOOD	B1	A1	A2	A3	A4
	B2	B1	B2	B3	B4
	C1	C1	C2	C3	C4
	D1	D1	D2	D3	D4

LIKELIHOOD	CONSEQUENCES
A = Very Likely	1 = Major
B = Likely	2 = Significant
C = Unlikely	3 = Moderate
D = Very Low	4 = Minor

RAG DEFINITION
Significant issues. Commitment will not be achieved, or requires immediate action required to address. Issue to be raised with the Performance Support Board/SMT and Emphasis should be given on including in Performance Reports.
Moderate issues. Management action required to bring matters back on track. Issue either requires a corporate response to address or can be managed within the Directorate but issues needs to be raised with the Performance Support Group/SMT. Emphasis should be given on including in Performance Reports.
Some Issues. Delivery of the commitment is either delayed, or will not achieve the all the desired outcomes. Issues can be managed with the Directorate and does not require escalation.
On target – Commitment is on course to be delivered on time, on budget and to achieve the desired outcome.

## Performance RAG Status Matrix for Performance Indicators

The RAG definitions are based on an automated mathematical formula\*:

RAG DEFINITION
<b>Red</b> - any indicator which is 10% or greater off target
<b>Amber</b> - any indicator 0.1% - 10% off target
<b>Green</b> - any indicator hitting target or above

NB. There are some exceptions to this where Welsh Government have mandated a threshold/RAG system and these would be exempt from the automated RAG process