

**CABINET: THURSDAY, 14 DECEMBER 2017 at 2.00 PM**

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A Cabinet Meeting will be held in Committee Room 3, County Hall on Thursday 14 December at 2.00 pm

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**A G E N D A**

- 1 Minutes of the Cabinet Meeting held on 16 November *(Pages 1 - 6)*

**Leader**

- 2 Delivering Capital Ambition *(Pages 7 - 28)*

**Clean Streets, Recycling & Environment**

- 3 Application for a Hackney Carriage Fare Increase *(Pages 29 - 40)*

**Education, Employment & Skills**

- 4 21st Century Schools - Cardiff Council's Band B Priorities *(Pages 41 - 80)*

**Finance, Modernisation & Performance**

- 5 Calculation of Council Tax Base *(Pages 81 - 100)*  
6 Corporate Risk Management Mid year Position 2017/18 *(Pages 101 - 124)*

**Housing & Communities**

- 7 The Acquisition of New Build Housing Scheme at Former Walters Building, Butetown for Council Housing *(Pages 125 - 134)*

**PAUL ORDERS**

Chief Executive

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**MINUTES**

CABINET MEETING: 16 NOVEMBER 2017

Cabinet Members Present:	<p>Councillor Huw Thomas (Leader)  Councillor Peter Bradbury  Councillor Susan Elsmore  Councillor Sarah Merry (Min Nos 47 &amp; 48)  Councillor Michael Michael  Councillor Lynda Thorne  Councillor Chris Weaver  Councillor Caro Wild (Mins No 44-50 &amp; 54-56)</p>
Observers:	<p>Councillor Joe Boyle  Councillor Adrian Robson  Councillor Keith Parry</p>
Officers:	<p>Paul Orders, Chief Executive  Christine Salter, Section 151 Officer  Davina Fiore, Monitoring Officer  Joanne Watkins, Cabinet Office</p>
Apologies:	<p>Councillor Russell Goodway  Councillor Graham Hinchey</p>

**44 MINUTES OF THE CABINET MEETING HELD ON 2 NOVEMBER 2017**

**RESOLVED:** that the minutes of the Cabinet meeting held on 2 November be approved

**45 CABINET RESPONSE TO THE ENVIRONMENTAL SCRUTINY COMMITTEE REPORT ENTITLED 'RESTORE OUR RIVERS'**

The Cabinet considered the response to the report of the Environmental Scrutiny Committee entitled 'Restore our Rivers'. It was proposed that the majority of the recommendations be supported in principle whilst noting the limited regulatory or operation controls that the Council had on the matters.

**RESOLVED:** that the response to report of the Environmental Scrutiny Committee entitled Restore our Rivers (Appendix A) be approved

**46 EUROS 2020 FAST TRACK BID SUBMISSION**

**The Appendices to this report are not for publication under Schedule 12A Part 4 paragraph 14 and Part 5 paragraph 21 of the Local Government Act 1972.**

*This decision is not subject to call-in as the Chief Executive has certified it as urgent because any delay likely to be caused by the call-in process is not in the public interest under section 13 of the Scrutiny Procedure Rules. The Chair of the Economy & Culture Scrutiny Committee has been consulted in this matter and has agreed that this report should be certified as urgent.*

The Cabinet received a report seeking urgent approval for Cardiff Council to support the re-submission of the 2014 bid to become a host city for the UEFA European Football Championship Final Tournament in 2020. It was reported that the economic benefit to the city and the region was estimated at £110m.

**RESOLVED:** that support be given to the bid for Cardiff to become one of the 13 Host Cities to host the UEFA European Football Championship Final Tournament in 2020 subject to confirmation of financial support being confirmed by all bid partners.

#### **47 SCHOOL ADMISSION ARRANGEMENTS 2019/20**

Cabinet considered a report containing details of research undertaken on schools admission criteria and arrangements by the Wales Institute of Social & Economic Research, Date & Methods. The report proposed consultation on a range of options in relation to admission criteria and it was noted that the results of the consultation would be brought back to the Cabinet in Spring 2018.

**RESOLVED:** that

1. officers be authorised to consult on the revised admissions oversubscription criteria for admission to nursery, primary and secondary education as included in Appendix 4
2. it be noted that a report will be received in Spring 2018 on the outcome of the consultation to support determination of the Admission Arrangements for 2019/20
3. officers be authorised to give further consideration to how alternative admissions criteria may impact positively on diversity and/or socio-economically disadvantaged pupils
4. it be noted that revisions to school catchment areas will follow the consultations on proposed changes to the existing pattern of school provision arising from the 21<sup>st</sup> Century School Band B programme.

#### **48 SCHOOL ORGANISATION PROPOSALS: THE PROVISION OF ENGLISH-MEDIUM PRIMARY SCHOOL PLACES IN THE ADAMSDOWN AND SLOTT WARDS**

Cabinet was advised that updated projection figures had been received indicating that the demand for English Medium primary school places would not be at levels projected on November 2016 and therefore it was proposed that the proposal to increase the capacity of Moorland Primary School should not be progressed.

**RESOLVED:** that

1. the deferred school organisation proposal to increase the capacity of Moorland Primary School from 2FE to 3FE will not be progressed to implementation.
2. Officers be authorised to notify all relevant stakeholder in accordance with the requirements of the School Organisation Code.

#### 49 **SENIOR MANAGEMENT ARRANGEMENTS**

***During consideration of this item, Senior Officers (with the exception of the Chief Executive) were not present.***

The Cabinet received proposals for an amended Senior Management Team model which had been subject to consultation with employees, Members and Trade Unions. External advisors in the fields of social services and digital services had also been asked to comment. Following the consultation it was proposed that the position of Assistant Director Children's Services be retained, subject to review.

**RESOLVED:** that

1. having considered the summary of responses received as part of the consultation process, the new Tier 1 and Tier 2 Senior Management Team structure as set out in Appendix 3 to the report and the proposed details of services covered by each Director role as set out in Appendix 4 to the report be approved
2. the matter of the statement of the duties required for the new posts; the required qualifications or qualities to be sought in the person appointed; the terms & conditions and remuneration of the new posts be referred to the Council's Employment Conditions Committee on 22 November 2017 for determination as appropriate;
3. the proposed creation of the new post of Corporate Director People & Communities and advertisement of the post be referred to Full Council on 30 November 2017; and
4. subject to recommendation (3) above, authority be delegated to the Head of Paid Service, in consultation with the Cabinet Member for Finance, Modernisation and Performance, to implement the new Tier 1 and Tier 2 Senior Management Team structure and to allocate managerial resources during the transitional process, as appropriate, in accordance with the principles set out in this report.

#### 50 **MONTH 6 BUDGET MONITORING REPORT**

An update of the financial monitoring position for the authority based on the first six months of the financial year was received. It was reported that an improved position had been achieved at month six with a balanced position against budget being shown. Details of actions being taken to achieve and maintain this position were contained within the report.

**RESOLVED:** that

1. the potential outturn position based on the first six months of the financial year and the management actions taken in support of this be noted.
2. the requirement for all directorates currently reporting overspends as identified in this report to put in place action plans to reduce their projected overspends be reinforced

## **51 QUARTER 2 PERFORMANCE REPORT**

Cabinet received a report which outlined Cardiff Council's Performance for Quarter 2 of 2017-18. The report contained details of performance across directorates and performance against commitments and measures in the corporate plan.

**RESOLVED:** the current position regarding performance, the delivery of key commitments and priorities as at Quarter 2, and the action being taken to the challenges facing the Council be noted.

## **52 DELIVERING A SAFE AND WELCOME NIGHT TIME ECONOMY**

Cabinet considered the Delivering a Safe and Welcoming Night Time Economy Plan which outlined a strategy for the effective management of the night time economy in Cardiff. The strategy set out how partners will work together to build on the success of Cardiff's night time economy, to ensure it is safe, successful and inclusive as possible and provided a framework to continue to work with partners to ensure that the necessary commitments and resources are secured so that that existing best practice is sustained, and new best practice can be adopted.

**RESOLVED:** that the Delivering a Safe and Welcoming Night-Time Economy Our Plan 2017-2022 (Appendix A) be approved for consideration by the Cardiff Public Services Board

## **53 DEVELOPMENT OF A CITY WIDE EMPLOYABILITY PROVISION AND A NEW APPROACH TO BUILDING RESILIENT COMMUNITIES**

A report containing proposals for new arrangements for delivering employment services in Cardiff together with a proposed approach to building community resilience was considered. It was proposed that the Council should directly provide core employment services across Cardiff and it was noted that a positive response to the consultation had been received.

**RESOLVED:** that

1. the approach to future delivery of Employment Services as set out in the report be agreed
2. authority be delegated to the Director of Housing Communities and Customer Service to take the necessary actions to implement the new Employability service and transitional arrangements.

3. Officers be authorised to review the approach to Building Resilient Communities programme, including a public consultation exercise, to inform a proposed way forward for Cabinet consideration.

#### **54 BRITISH CYCLING AND HSBC CORE CITIES CYCLING PARTNERSHIP: CARDIFF PROGRAMME**

Appendix 2 (Partnership Agreement) to this report is not for publication under Schedule 12A Part 4 paragraph 14 pursuant to Schedule 12A Part 5 paragraph 21 of the Local Government Act 1972 (as amended).

Cabinet considered report seeking agreement to a five-year partnership, (with the option to extend for a further period of up to three years) with British Cycling to enable the delivery of the HSBC-sponsored UK Core Cities cycling project in Cardiff.

**RESOLVED:** that

1. a five (5) year partnership agreement (with an option to extend for a further period of up to three (3) years) be entered into with British Cycling under the terms to be contained in the partnership agreement.

A commitment be made to providing an annual match-funding grant contribution of £100,000 (to be comprise a 50:50 split between a financial and in kind contribution) towards the project under the terms contained in the partnership agreement

#### **55 CABINET RESPONSE TO THE ENVIRONMENTAL SCRUTINY REPORT ENTITLED S106 FUNDING FOR THE DEVELOPMENT OF COMMUNITY PROJECTS**

Cabinet considered the response to the Environmental Scrutiny Committee report entitled Section 106 Funding for the Development of Community Projects. The Cabinet accepted the principles of the single process recommendation.

**RESOLVED:** that the principles of the process contained in the Environmental Scrutiny Committee's recommendation be approved and that Officers be instructed to report back to Cabinet in early 2018 with full details of how the process can be established and thereafter maintained as summarised in Appendix A

#### **56 SUPPLEMENTARY PLANNING GUIDANCE**

Cabinet considered approving the Green Infrastructure, Infill Sites, Planning for Health and Well-being, Residential Extensions and Alterations, Food Drink and Leisure Uses, Safeguarding Business and Industrial Land and Premises and Childcare Facilities SPGs prior to consideration by Council

**RESOLVED:** that Council be recommended to approve the Green Infrastructure, Infill Sites, Planning for Health and Well-being, Residential Extensions and Alterations, Food Drink and Leisure Uses, Safeguarding Business and Industrial Land and Premises and Childcare Facilities SPG, appended to this report.

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 14 DECEMBER 2017**

**DELIVERING CAPITAL AMBITION**

**LEADER (COUNCILLOR HUW THOMAS)**

**AGENDA ITEM: 2**

**CHIEF EXECUTIVE**

**Reason for this Report**

1. To outline the arrangements that will support the delivery of the Administration's Capital Ambition statement and respond to the key financial and organisational challenges that dominate the medium term planning horizon of the Council; and
2. To seek approval for the establishment of a four-year "Capital Ambition" Delivery Programme outlining the projects and initiatives that will serve to accelerate the modernisation of council services in accordance with the Administration's priorities.

**Background**

3. On 6 July 2017, Cabinet approved Capital Ambition as a statement of the new administration's priorities with the document also discussed and noted at the subsequent meeting of the Council. The programme is wide-ranging with "commitments for Cardiff" covering all key council services. The Administration has emphasised the significance of this new agenda for the Council and its staff: *"Protecting the services that are most important to residents will mean challenging old ways of working and embracing change where we are convinced that it will deliver better services for the people of Cardiff"*
4. This reflects the challenges and uncertainty facing public services at present. The Council is continuing to experience severe financial pressures that require services to be challenged to deliver extremely high levels of savings; demand pressures in the area of social services continue
5. to increase; and the Welsh Government is emphasising the development of "systematic and mandated" collaboration among local authorities based in particular on a city-region footprint as part of its programme of local government reform.
6. Capital Ambition spells out an urgent need for the Council to protect vital services through new, more efficient ways of working; better, more

extensive use of technology; new partnerships with public, private and community organisations to achieve inclusive growth; and a “New Deal” with communities founded on mutual responsibilities to help improve the local environment and reduce the pressure on local public services.

7. Delivery of Capital Ambition requires a reprioritisation of council priorities in the Council’s policy and budgetary frameworks, and this will be a focus of the corporate planning process over coming months. But the scale of change envisaged by the Administration should not be underestimated and will also require a significant refocusing of resources and capacity.
8. This report proposes that the Cabinet authorises the establishment of a four-year Capital Ambition Delivery Programme, with corresponding corporate governance and performance management arrangements, to lend impetus to the implementation of the Administration’s agenda and to refocus services to meet the challenges faced by the Council and the city’s wider public services.

### **Capital Ambition Priorities**

7. Cabinet approved Capital Ambition as a statement of the Administration’s priorities and principles for change that will be required in response to the pressures affecting local public services. It sets out four priorities, each of which contain a series of ‘commitments for Cardiff’ covering a wide-range of Council services:
  - **Working for Cardiff:** Making sure that all our citizens can contribute to, and benefit from, the city’s success
  - **Working for Wales:** A successful Wales needs a successful capital city
  - **Working for the Future:** Managing the city’s growth in a sustainable way
  - **Working for Public Services:** Making sure our public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.
8. Capital Ambition also set out a series of principles that will underpin the development of the Council in coming years:
  - **Getting the Basics Right:** Maintaining a relentless focus on the performance of key statutory services.
  - **Digital First:** Making the best use of new technologies to deliver our services, and providing digital access indistinguishable from that available to citizens in every other aspect of their lives.
  - **Putting Communities Front and Centre:** Aligning community services, making sure that developments and investments in local communities are well-planned and maximise the impact of public investment through a new approach to ‘locality working’, building on the success of the Community Hub programme.

- **Joining-up of Frontline Services:** Staff from across the Council, and across public services, will work increasingly across departmental and organisational silos, with a focus on delivering the best for citizens, communities and the city.
- **Purposeful Partnerships:** We will build strong partnerships, at the local, city, regional and national level to deliver for Cardiff.
- **A New Deal with Citizens:** Keeping our streets clean, hitting our sustainable transport targets and looking after our most vulnerable people cannot be achieved by the Council alone. We need a new deal with citizens through which we can work together to tackle problems and realise our shared ambitions for Cardiff.

### **Reshaping the Corporate Policy and Performance Frameworks**

9. To ensure that the Council's resources support the delivery of the Administration's new priorities, the development of a new Corporate Plan is being undertaken in tandem with the development and setting of the Council's budget for 2018/19, and the Corporate Plan and Budget will both be considered by Council. The Corporate Plan will be supported by Directorate Delivery Plans, which will set out in greater detail how objectives will be delivered, as well as how directorate business will be taken forward. These key business planning documents will be supported by a significantly strengthened Performance Management Framework.
10. To maintain a focus on the performance of key services – and the delivery of Capital Ambition – a new Cabinet Performance and Delivery Group will be established, which will bring together the Council's Cabinet and Senior Management Team to discuss strategic performance challenges on a quarterly basis. The group will consider two or three strategic performance issues at each meeting, allowing sufficient time for detailed discussion, analysis of barriers to successful improvement and determination of actions required to address areas of underperformance.
11. Delivering Capital Ambition will 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 Cardiff PSB is statutorily required to produce a Wellbeing Plan by April 2018 which sets out the areas of '*collaborative advantage*' in which the board members will work in partnership to greater align or integrate public services in the city. To allow for a statutory 12-week public consultation and engagement exercise, the draft Wellbeing Plan was approved for consultation by the Cardiff PSB on 29 September 2017.

### **Capital Ambition Delivery Programme**

12. Delivering the extensive programme envisaged by the Administration will require a significant refocusing of the Council's change management capacity. In particular, a small number of key priorities will require a

mobilisation of corporate leadership and resources including dedicated project teams with corresponding governance and performance management arrangements.

13. This report therefore proposes that the Cabinet authorises the establishment of a four-year Capital Ambition Delivery Programme to lend impetus to the implementation of the Administration's agenda, with a focus on areas where fundamental change is required.
14. The establishment of the Capital Ambition Delivery Programme will supersede and replace the Council's existing Organisational Development Programme (ODP), established in 2014 as a three-year programme to support organisational change and to deal with a series of systemic issues including improving corporate governance and performance in key statutory services. An independent review of the ODP, undertaken in May 2017, concluded that it had effectively served its purpose and the overall arrangements in place should allow the Council to respond and adapt to the changing operational environment. This has been confirmed by the Wales Audit Office's review of progress of the ODP.
15. The independent review also recommended that any 'reset' ODP should focus on a small number of transformational programmes and projects aligned clearly with the Council's Corporate Plan and Budget, and that any programmes and projects considered as service changes should be built into service improvement via existing service planning and performance management arrangements. This concentration on a small number of areas of focus will be a central feature of the Capital Ambition Delivery Programme.
16. It is proposed that the Capital Ambition Delivery Programme is composed of two discrete components:
  - **Modernisation:** *Transformation of corporate systems and processes that support service delivery*
  - **Resilient Services:** *Transformation of front-line services*
17. An overview of the programme is outlined at **Appendix 1**.

### **Capital Ambition Delivery Programme: Modernisation**

18. Delivering Capital Ambition will require an interlocking programme of work to modernise the Council's corporate systems and processes that support service delivery; streamlining and simplifying the Council's internal processes and systems; making better use of the Council's (and partners') asset base; and finding new and better ways of working to take advantage of new technology. Specific programmes will include:

#### Digital First

19. Technology is transforming local public services. Increasingly, local authorities are seeking to automate processes, shift customer

transactions and services into online channels of communication, and migrate council systems into cloud-based solutions. The adoption of new technologies is providing more responsive access for residents who wish to engage digitally, delivering efficiencies and placing a downward pressure on the cost of delivering transactional services in the face of rising demand, and providing intelligence on service demand which can be analysed to drive improvement.

20. The Administration has signalled in Capital Ambition that the Council will adopt a Digital First agenda, providing digital, 24/7 access to services which is *'indistinguishable from that available to citizens in every other aspect of their lives'*.
21. Over recent years, the Council has begun to respond to this trend, with an increasing number of interactions with citizens managed via digital platforms:
  - 69.4% of parking permits are now applied for online;
  - 75.7% of recycling bags and waste caddies are requested online;
  - 90% of school applications are made online (an increase of 20%);
  - 150% increase (from 32,000 to 78,000) in Twitter followers over the last two years, and the establishment of a presence on Facebook which has grown to over 11,000 followers.
22. Digital technologies have successfully delivered efficiencies, both in staff time and accommodation costs. For example, through the implementation of mobile working and scheduling, agile working and process redesign, front-line staff in housing maintenance (approximately 250 staff) and social care (approximately 650 staff) are able to spend more time with service users, with savings released in office accommodation.
23. However, this represents only a partial adoption of technology and new ways of working. It is therefore proposed that a comprehensive programme of digital transformation should now be pursued by the Council.
24. Whenever practicable, digital needs to be the default means of accessing Council services and a concerted move will be made towards e-payments across the full range of services, balanced by continuing commitment to engaging with citizens that do not have access to digital technology.
25. A focus will also be placed on streamlining and automating business processes. Across a number of councils, steps are being taken to push boundaries through the automation of business processes, yet in Cardiff few services have achieved thoroughgoing end-to-end digitisation. Too often digital solutions have been bolted onto existing processes which, allied to a 'patchwork quilt' of channels through which citizen interactions

with Council can take place, has sometimes led to an increase in administration and demand on services. For example, the citizen interface with services, such as waste management and street scene, will need to be routed increasingly via digital platforms with high levels of back office automation.

26. These changes will be supported by a single data platform for all services enabling the Council (and public service partners) to tailor services to the needs of individual citizens and families. This will enhance the Council's ability to bring previously unconnected data sets together, and to analyse them, to better understand the nature of current demand on services and to predict where demand will occur in the future.
27. Moreover, digital councils are increasingly seeking to shape the technology environment of the local areas. Cardiff has one of the best developed fibre networks in the UK, yet its profile as a 'Smart City' – one that uses technology to solve complex problems, particularly in relation to how smart technologies can more efficiently help manage city infrastructures – is limited, with further steps needed to draw on the expertise of the city's technology cluster.
26. The proposed post of Chief Digital Officer will provide a vital role in ensuring that this programme of change is coordinated and delivered consistently across council services. As an immediate preparatory step, it is proposed that a review of the Council's ICT services, including hardware, software and resources, be undertaken.

#### Assets and Property

27. Property related spend represents the second largest call on the Council's budget after staff costs – at circa £60m per annum across over 500 operational properties. Over the last 12 months, the Council has implemented a new 'Corporate Landlord' programme to improve the strategic management of the estate. In 2016-17, this new approach delivered:
  - 7.9% reduction in Gross Internal Area (617,593 sq. ft.);
  - 9.2% reduction in running costs (£3.3m);
  - £8.8m reduction in maintenance backlog; and
  - £6m in capital receipts.
28. A detailed programme of building surveys is currently being progressed to improve the Council's understanding of every building in its ownership. These surveys will underpin a new programme of property related activity to modernise and rationalise the Council's estate with the aim of improving the quality of the buildings retained, and through disposing of poor quality buildings, thereby reducing the current circa £100m maintenance backlog.
29. A key part of this work will be the need to reshape the Council's core office estate in response to the wider changes to the way in which local public services are delivered, including changing working patterns, digitisation and a greater integration of services at the community-level.

It is therefore proposed that a review of the core office estate be undertaken, and that this includes the exploration of a business case for a new County Hall by the end of this financial year.

30. Almost two thirds of the Council's property estate is schools related, and so improvement of the schools estate will be critical to improving the general performance of the Council's overall property estate. The Council is currently taking forward proposals for an unprecedented investment in schools through 'Band B' of the Welsh Government's 21<sup>st</sup> Century Schools programme. To assist with the delivery of this investment programme, it is proposed that a review of the Council's disposals programme be undertaken, with the aim of accelerating and improving the delivery of capital receipts.
31. In line with the Capital Ambition commitment to develop new income streams from Council assets and, in particular, for Council-owned venues and attractions to 'compete with and beat' commercial competitors, a review of the performance, income generation and partnership opportunities of commercial venues will be undertaken. This acknowledges the urgency of the challenges faced, in particular, the reality that many venues are reaching the limits of how much commercial revenue can be generated under their current operating models.

#### Regional Collaboration on Shared Services

32. The Welsh Government has outlined its programme for local government reform, based on systematic and mandatory regional working between local authorities – building on existing regional arrangements, such as the Cardiff Capital Region City Deal, the Regional Partnership Board for the integration of health & social care in Cardiff and the Vale of Glamorgan, the Shared Regulatory Service, and the Central South Consortium Joint Education Service. Central to this will be the delivery of economies of scale through greater collaboration – at a regional or national level – around shared services, including: technology platforms, to offer greater consistency, as well as cost savings; specialist services where expert knowledge or skills can sometimes be in high demand and short supply; and joint or shared transactional services where processes are consistent.
33. The Council needs to explore proposals and related business cases for transactional or specialist services (e.g. ICT services; revenue and benefit services; payroll; and legal services) to be delivered on a regional basis. It will be essential that each business case makes sense in terms of delivering value for money and sustainable savings, and providing improved services and outcomes for the residents of Cardiff. This needs to build on successful examples such as the Shared Regulatory Services model involving Cardiff, Bridgend and Vale of Glamorgan Councils, which has been based on the provision of standardised professional services and enabled greater resilience and continuity of service delivery within local authorities based on the increased resources available.
34. As part of the Cardiff Capital Region City Deal Heads of Terms and Joint Working Agreement between the 10 local authorities in the city-region,

the Council has committed to greater collaboration in the delivery of strategic economic development, skills & training, regeneration, transport, planning and housing functions on a city-regional basis. For example, a city-regional approach to economic development functions such as place promotion and business support is expected to create not just operational efficiencies, but also efficiencies in terms of co-ordination of activities at a wider level.

35. However, this does not equate to the establishment of a single shared service for critical strategic functions that provide the basic underpinnings of Cardiff's city development agenda. Due to the unique role that Cardiff plays in the city-regional economy and the additional demands and responsibilities that come with the Capital City role, it is essential that local capacity and responsibility for core strategic economic development, housing, planning and transport is maintained. In addition, there will still be a requirement for local discretion and flexibility to undertake certain activities locally (e.g. neighbourhood regeneration) and to support existing local networks and partnerships (e.g. Cardiff Business Improvement District).

#### Fundamental Reviews of Services

36. Given the scale of the long term financial challenges facing the Council, all services will need to be subjected to detailed and challenging review. It is therefore proposed that a rolling programme of Fundamental Reviews be undertaken, with external input and the involvement of Cabinet, and that these form a core component of the Capital Ambition Delivery Programme.
37. Fundamental Reviews will apply a 'first principles' approach to specific service areas within the Council. Under the direction of the Cabinet Performance and Delivery Group, a multi-disciplinary team will work with services to ensure the resources available (now, and over the medium term) are being used in the most effective way to achieve the desired outcomes. Services will be supported to review their current processes and ways of working, using benchmarking, business process analysis and associated techniques, and the interrogation of financial, performance and customer data in order to develop new approaches to achieve the outcomes that matter most to Cardiff's citizens.
38. A work programme - overseen by the Cabinet - will be developed to ensure that appropriate areas of the Council are being identified to undergo Fundamental Reviews. This will include ongoing prioritisation that will be informed by the Council's financial and performance management data.
39. Whilst the requirements of each Fundamental Review will differ with regard to the time and resources required to undertake the process effectively, it is expected that the work programme will be delivered at pace to ensure momentum and clarity of focus. The initial phase of review work will include:

- ICT Services



- School Transport;
  - Cardiff Transport Services; and
  - Commercial Venues.
40. Further reviews will be undertaken to form a rolling programme of activity. The scope of the programme will serve to compliment the development of the Capital Ambition Delivery Programme.

#### Focusing on the Needs of Citizens

41. Capital Ambition places a strong emphasis on delivering services in accordance with the needs and views of citizens. From a customer service perspective, the Council has various areas of good practice and performance metrics in recent years have shown consistent patterns of improvement. The recently published Annual Complaints report shows a decrease in complaints for the 5th year running. This is further reflected by the fact that Cardiff was ranked third in terms of citizen satisfaction with services and emerged as one of the most trusted public service providers in Wales according to one of the Welsh Government's most wide reaching opinion surveys. This is despite severe financial pressures, and the loss of 22% of non-schools Council staff.
42. However, Capital Ambition also acknowledges the need for a consistently high quality of service and that *"individual directorates can no longer operate as silos: the Council must act as one seamless team to drive improvement across the city. 'It's not my job' is not good enough."* Consequently, it is proposed that the drive to improve customer service is rolled out as an integral element of the Council's Capital Ambition Delivery Programme. This will be informed by the outcome of Policy Review and Performance (PRAP) Task and Finish exercise on customer leadership in the New Year.

#### **Capital Ambition Delivery Programme: Resilient Services**

43. As stated in Capital Ambition, there is a need for the Council to work *"across the public services in order to deliver lasting solutions to complex problems"*.
44. Projects in this programme will typically require change across services, often working in partnership with other organisations, with local communities and with those who receive the service. Traditional organisational and service boundaries will need to be broken down, and services will need to be redesigned, with stakeholders, assets and resources brought together around the particular needs of people and local communities. Such integration will rely on the systematic collection and analysis of data and intelligence to better understand and predict demand, with a focus placed on developing new approaches to reducing demand through early intervention and promoting user self-help. Specific projects in this programme will include:

#### Service Integration in Social Care, Health and Housing

45. In no area is the need for integration across public services greater than at the interface between social care, health and housing, particularly in relation to supporting older people. The number of citizens in Cardiff between 65 and 84 is projected to rise by 45% over the next 20 years, and the number over 85 years old expected to nearly double. The demand pressures and costs associated with an aging population are significant, and are projected to increase. Finding solutions to these long-term challenges will mean adopting a whole-system approach across social care, health and housing - building on initiatives such as the Independent Living Service - to help older people stay safe and healthy, and living independently in their own homes, for as long as possible.

#### Service Integration in Support of Vulnerable Children

46. The Council continues to experience growing pressures in the area of children's services with a sharp increase in the numbers of Looked After Children over the last 18 months. The complexity and severity of cases continues to increase with the Courts reinforcing the need for Council to take action to protect extremely vulnerable children, often at risk of harm. These increases have occurred despite the implementation of important preventative measures, like the Multi-Agency Safeguarding Hub, and the introduction of the Signs of Safety approach to child protection.
47. Outcomes for children are best when they are supported to live within their own families. The Council, working with partners, will therefore adopt a 'whole-family' approach which co-ordinates support across the public services, tailored to each families' needs and strengths. This approach is focused on ensuring that the right conversations take place at the right time, between the right people, and for solutions to be found at the earliest possible stage, particularly for the most vulnerable children and families. It will also need to be supported by a programme of engagement with local communities, and all those working within them, to increase awareness and to empower local people to identify where they feel a child is at risk, raising concerns that may not be picked up through the provision of universal services. This will require a major change of systems and processes across public services and third sector partners.

#### Total Street

48. Capital Ambition commits to the delivery of a 'Total Street' approach to keeping streets and public spaces clean and well maintained. Having a neighbourhood focus is at the heart of ensuring the city has neighbourhoods where people want to live; that are clean, green, safe and inclusive; where residents participate and take responsibility for themselves whilst encouraging others to do the same, supported by strong active community groups. The Council recognises that neighbourhoods should be places where communities are engaged and have an increased sense of pride with positive perceptions of the area, and social and volunteering opportunities. By building on the success of the 'Love Where You Live' campaign and having good Member and resident engagement the Council will work on concerns and issues that matter to the communities where people live.

49. Through digitalisation the Council will improve consistency of core citywide services and the balance between neighbourhood and citywide priorities. Frontline Council services; such as cleansing, highways, waste and enforcement will be aligned and there will be a strengthening of responsibility to neighbourhoods through a stronger focus on partnerships and cross-directorate working.

#### Inclusive Growth

50. Alongside supporting the city economy, Capital Ambition places a strategic focus on removing the barriers to employment and helping people, particularly those furthest from the labour market, into good work. Doing so will require reform of the fragmented provision of employability services across the city, which is currently leading to the duplication of provision in some areas (and gaps in others), no single view of the individual and the services they are accessing and no assessment of need or coherent pathway, along with significant spend on management functions. Developing a gateway approach to accessing services will reduce complexity and improve quality through better designing and matching services to each individual's requirements.
51. Allied to reforming employability services, Capital Ambition also recognises that achieving inclusive growth will mean that every school leaver should be able to move into further education, employment or training, through the delivery of the 'Cardiff Commitment.' In particular, Capital Ambition makes clear that the Council needs to do more to leverage its scale and diversity to supporting people into the labour market. Mechanisms will be put in place to deliver the Cardiff Commitment, making sure that a range of opportunities are available for young people who need support through the creation of apprenticeships, traineeships and work placements.

#### **A New Deal with Communities**

52. The Administration is committed to the development of a 'New Deal' with citizens, through which the Council and the communities it serves can work together to tackle problems and realise shared ambitions for the city. This places an emphasis on mutual responsibilities in the face of severe budget pressures that are being placed on a range of community services: the Council's commitment to maintaining the quality of services, as well as creating economic, educational and wider opportunities; community responsibilities to contribute actively to help achieve vital objectives (in areas like keeping the streets clean, recycling more, supporting vulnerable people). As an initial step, a volunteering portal has been launched that will make it easier for Cardiff citizens who are interested in volunteering opportunities within their communities to find the entire range of available options.

#### **Programme and Governance Arrangements**

53. Given the scale of the change envisaged, and the need to maintain a clear focus on the delivery programme over a sustained period, strong

governance and programme management arrangements, integrated into the Council's existing governance structures and established boards, will be required.

54. At senior management level, the Chief Executive and the Senior Management Team will support the delivery of the Capital Ambition Delivery Programme in consultation with the Leader of the Council, Cabinet Member for Finance, Modernisation and Performance and the Cabinet as a whole. It is also envisaged that there will be an annual review of the Delivery Programme that will be reported to Scrutiny and the Cabinet. This arrangement will be underpinned by quarterly meetings of the new Cabinet Performance and Delivery Group. This group will investigate and challenge progress against specific elements of the change programme. It will also drive forward Fundamental Reviews, ensuring the right level of pace and rigour is applied. There will also be a need for increased capacity to further strengthen the Council's performance management arrangements and, in particular, to analyse performance and demand data in support of intelligence-led decision making.

### **Workforce Development and Staff Engagement**

55. In delivering Capital Ambition, the Council's workforce strategy will need to be closely integrated with financial and service planning. To ensure that the Council is able to match people to skills in order to deliver its objectives, workforce planning will be strengthened and a consistent approach will be mandated across Council directorates. A workforce development toolkit, which has been developed and piloted, will be rolled-out on a mandatory basis across all directorates in 2018.
56. Changes to service models driven by increased digitisation and integration of services at the community level will go hand-in-hand with making sure that employees are provided with appropriate training and support. The Cardiff Academy and Cardiff Managers Programme will therefore be adapted accordingly. It will also necessitate an approach which ensures that the Council's terms & conditions and working practices represent a good deal for the citizens of Cardiff as recipients of council services, as well as a fair deal for employees who deliver those services. In delivering Capital Ambition, the Administration will work with Trade Union partners to consider working practices and identify ways of working which enable the modernisation of council services.
57. Delivering Capital Ambition will also require the buy-in of all council staff. A wide-ranging staff engagement programme is currently in place, including Chief Executive road-shows, communications campaigns and tools including a new staff app, and an engagement programme including bi-annual Employee Voice staff conferences, regular Senior Management, Middle Management and Ambassador Forums. The positive impact of this increased engagement can be evidenced by the results of the annual Employee Survey, which showed improvement from the previous survey in relation to all ten questions asked, with all red outcomes from the previous survey mitigated to amber. The Council's

staff engagement programme will be refreshed in light of Capital Ambition, and began with a staff conference on 9 November 2017.

### **Senior Management Arrangements**

58. On 21<sup>st</sup> September 2017, Cabinet approved consultation on a proposed remodelling of the Council's Senior Management Team designed to ensure that the strategic management capacity is in place to deliver the Capital Ambition agenda. The new Senior Management Arrangements were approved in November 2017.

### **Scrutiny Consideration**

59. The Policy Review and Performance Scrutiny Committee considered this report on 6 December. The letter from the Chair will be circulated once received.

### **Reason for Recommendations**

60. To enable the Council to move forward with the delivery of Capital Ambition.

### **Financial Implications**

61. The report outlines the arrangements that will support the delivery of the Administration's Capital Ambition Statement, setting out the key priorities and indicating how this will impact on Council resources and performance management arrangements both in the short and the medium term. This is necessary in order to protect vital services and to meet the challenges and uncertainty facing public services including the impact on of-going financial constraints and the continuing need to find significant levels of budget savings over the medium term, the latest estimates of which suggesting that savings of £73 million will be required over the next three years.
62. To ensure that the Council's resources support the delivery of the Administration's new priorities, the development of the Corporate Plan is being undertaken in tandem with the development and setting of the Council's budget for 2018/19 and this will include any realignment of resources necessary to support the four year Capital Ambition Programme. The report also authorises the Chief Executive to re-allocate staff resources within the budgetary framework for 2017/18 to give priority to the proposals outlined in the report. The delivery programme will require an interlocking programme of work to modernise the Council's corporate systems and processes that support service delivery; streamlining and simplifying the Council's internal processes and systems; making better use of the Council's (and partner's) asset base and finding new ways of working to take advantage of new technology.
63. The establishment of the Capital Ambition Delivery Programme will supersede and replace the Council's existing Organisational

Development Programme and there will also be a need for increased capacity to further strengthen the Council's performance management arrangements and in particular to analyse performance and demand data in support of intelligence-led decision making. In addition, there is also a proposed re-modelling of the Council's Senior Management Team to ensure that the strategic capacity is in place to deliver the Capital Ambition agenda. On 21<sup>st</sup> September 2017, Cabinet approved consultation on a proposed remodelling of the Council's Senior Management Team designed to ensure that the strategic management capacity is in place to deliver the Capital Ambition agenda. Following the consultation period, the new Senior Management Arrangements were approved in November 2017.

### **Legal Implications**

64. There are no direct legal implications arising from this report, but legal advice will be required throughout the planning and implementation of the Capital Ambition Delivery Programme with regard to lawful processes and decision making.

### **HR Implications**

62. At the centre of the Capital Ambition Delivery Programme will be the principle that the Council's workforce is its most valuable asset and the creation of a positive and enabling culture will be a primary goal. As the Council meets the challenges outlined in this report, the contribution of employees will be crucial in continuing to build on the good work of the employee engagement programme. Communicating clearly and regularly with employees and trade unions and ensuring that the "employee voice" is listened to over this period of change will be vital. The organisation will need to understand the challenges that front-line employees experience in delivering service priorities, and fully consider the opportunities that employees identify to modernise services. A refreshed programme of employee engagement will be developed with the objective of embedding employee voice at the front line.
63. The Council will also need to continue to invest to develop the skills, knowledge, attitude and behaviours of its employees. Officers will have to develop the skills that will enable them to manage new approaches to service delivery, particularly digital skills. A new workforce strategy will be needed to support the development and retention of employees, as well as attracting new employees into the Council. As part of this Cardiff Council Academy will be primarily focused on providing appropriate training and support. Also important to the delivery of the programme of change will be working in partnership with Trade Union colleagues and regular communication will take place through monthly Trade Union Partnership meetings chaired by the Cabinet Member for Finance, Modernisation and Performance.

### **Trade Union Consultation**

64. The Leader briefed the Trade Unions on the 20 November 2017 at the Trade Union Partnership Meeting. Trade Union partners welcomed the

Leaders briefing and were given the opportunity to formally feedback. Comments were received from the Trade Unions with GMB stating that *“Investment to create opportunities were welcome, particularly the creation of apprenticeships, traineeships and work placements. The intention for cost-neutral new senior management arrangements is recognised and GMB appreciate that the administration has agreed to consider opportunities for Agency Workers to be made permanent, along with Council employees, through the normal recruitment processes. GMB have campaigned on this issue for a number of years.”* UNISON stated *“we welcome any proposals which aim to improve the lives of residents and staff of Cardiff Council. While we welcome initial initiatives that seek to create new job opportunities we would always oppose any threats to existing posts and services. We also realise the implications that austerity has on local authority budgets and welcome the fact that it is funded from existing budgets. Until we are able to see in real terms the effects of the delivery on both staff and service areas it’s difficult to comment further.”*

## **RECOMMENDATIONS**

Cabinet is recommended to:

1. approve the establishment and implementation of a four-year ‘Capital Ambition Delivery Programme’, including the projects and initiatives that will serve to accelerate the modernisation of council services and deliver savings in accordance with the Administration’s priorities;
2. delegate authority to the Director of Economic Development, in consultation with the Cabinet Member for Investment and Development, to develop a business case for the introduction of new arrangements that will ensure the Council is operating from modern, cost effective and fit for purpose premises;
3. delegate authority to the Chief Executive, in consultation with the Leader of the Council, to develop the Council’s proposals for collaboration, including the business case for delivering transactional services on a regional footprint;
4. agree to implement a rolling programme of Fundamental Reviews to ensure the optimal configuration of council services;
5. approve the initiation of an immediate review of the Council’s ICT services, including hardware, software and resources, led by the Chief Executive, in consultation with the Cabinet Member for Finance, Modernisation and Performance, in order to underpin the successful implementation of the Council’s Digital agenda;
6. authorise the Chief Executive to re-allocate staff resources within the budgetary framework for 2017/18 to give priority to the proposals outlined in the report.

## **PAUL ORDERS**

Chief Executive

8 December 2017

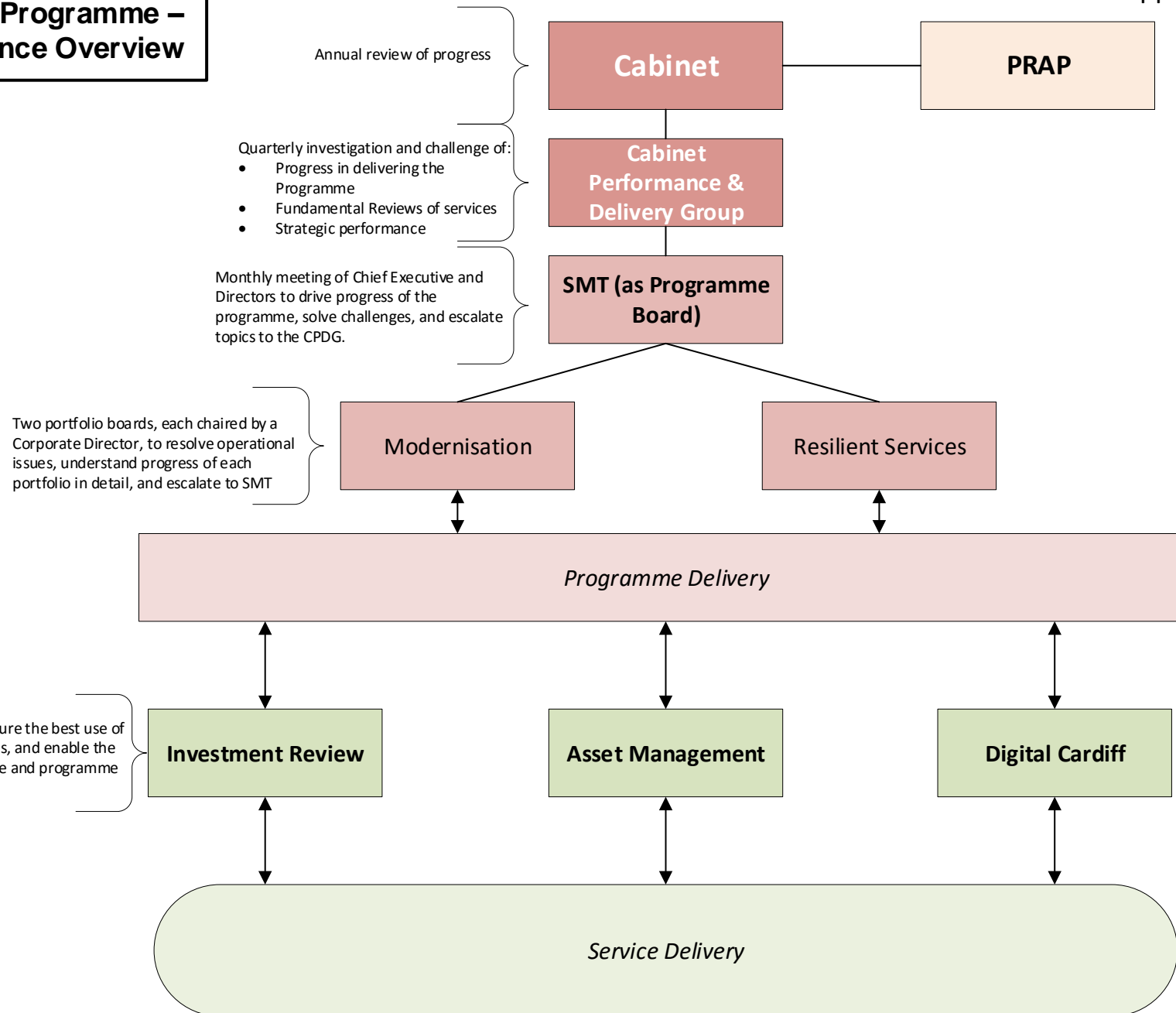
*The following appendix is attached:*

Appendix 1 – Capital Ambition Delivery Programme Governance Overview



# Capital Ambition Delivery Programme – Governance Overview

Appendix 1



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## **Capital Ambition Delivery Programme**

### **Draft Terms of Reference**

#### **Introduction**

Cardiff Council has established a Capital Ambition Delivery Programme Board. The overall purpose of the Capital Ambition Delivery Programme Board will be to manage delivery of the Capital Ambition Delivery Programme within Cardiff Council and provide the Cabinet Performance & Delivery Group with regular reports on plans, progress, risks and issues that emerge from the delivery of this Programme.

#### **Senior Responsible Owner**

The Chief Executive will be the Senior Responsible Owner (SRO) and as such will have overall responsibility for the Programme, ensuring that it meets the stated objectives and realisation of benefits.

#### **Membership**

Membership of the Capital Ambition Delivery Programme Board will be all members of the Council's Senior Management Team (SMT).

#### **Programme Management Office**

The Organisational Development (OD) Team will be the Programme Management Office (PMO) for the Capital Ambition Delivery Programme.

The Operational Manager of the OD Team will be the Programme Manager for the Capital Ambition Delivery Programme.

It is important to distinguish between the two distinct roles of the PMO. One is to provide support and guidance to the projects and initiatives. The other is to be the home for governance and control, including standards, approvals, financial monitoring, assurance, provision of health checks etc., and as such must be independent of the initiatives.

## Reporting

- The Programme Manager within the OD Team will ensure monthly reporting to the SRO and the Capital Ambition Delivery Programme Board.
- On a quarterly basis the Cabinet Performance & Delivery Group will receive progress of the Programme; progress on the fundamental service reviews and updates on strategic performance.
- Two portfolio boards will be set up; each chaired by a Corporate Director, to resolve operational issues, understand progress of the projects and initiatives within each portfolio, and escalate matters to the Capital Ambition Delivery Programme Board.
- An annual review of progress of the Capital Ambition Delivery Programme will be provided to Cabinet and the Policy Review & Performance Scrutiny Committee.

## Responsibilities

The responsibilities of the **Capital Ambition Delivery Programme Board** will be:

- To manage the smooth transition from the Organisational Development Programme to the Capital Ambition Delivery Programme, ensuring clear sight of delivered projects, agreement on projects that should continue to be delivered in the Capital Ambition Delivery Programme and management of residual risk.
- To be accountable for the design and development of the Capital Ambition Delivery Programme.
- To ensure the effective delivery of the Capital Ambition Delivery Programme in line with Cardiff Council's vision and stated benefits:
  - To monitor progress against the agreed Programme and gain assurance on delivery;
  - To ensure that the work of the individual projects and initiatives align clearly with the Council's Corporate Plan and Medium Term Financial Strategy;
  - To ensure effective management of the interdependencies of individual Capital Ambition Delivery Programme projects and initiatives and that plans are aligned;
  - To receive, advise and escalate risks and issues, as appropriate, to the Cabinet Performance & Delivery Group;
  - Ensure that the Capital Ambition Delivery Programme clearly links, and integrates, with the Council's existing governance structures and established boards.

- Establish new governance arrangements to ensure key programmes are delivered at the required pace.
  - Review the resources required to deliver the Capital Ambition Delivery Programme.
  - Approve any new project prior to inclusion in the Capital Ambition Delivery Programme.
- To ensure effective management of activities relating to handover to business as usual and the closure of any projects/programmes.
  - To co-ordinate and manage programme assurance management activity, as directed by the Cabinet Performance & Delivery Group.

The responsibilities of the **Cabinet Performance & Delivery Group** will be:

- Authorising the Capital Ambition Delivery Programme.
- Appoint the Programme's Senior Responsible Owner.
- To provide strategic support and advice on the development and implementation of the Capital Ambition Delivery Programme.
- To ensure that the Capital Ambition Delivery Programme acts as a single, integrated and holistic improvement plan and that it is clearly understood and communicated internally and externally.
- Resolving strategic and directional issues between programmes, which need the input and agreement of senior stakeholders to ensure the progress of change.
- To consider whether effective governance and decision-making arrangements are in place to respond to key challenges and manage change.
- To analyse the output from the Fundamental Service Reviews and consider any service improvement plans that are to be put in place following such reviews.
- To consider strategic performance issues at each meeting and analyse and make recommendations to assist Cardiff Council to make a 'step change' in performance and improvement.
- Participating in end-of-tranche reviews and approving progression to the next tranche of the programme.
- To consider whether organisational capacity and resources are focused in the right areas in order to deliver the required improvement.

**Information Requirements**

All relevant programme documentation will be managed and stored via SharePoint and the Council's Project Management Database.

## **APPLICATION FOR A HACKNEY CARRIAGE FARE INCREASE**

**CLEAN STREETS, RECYCLING AND ENVIRONMENT  
(COUNCILLOR MICHAEL MICHAEL)**

**AGENDA ITEM: 3**

### **DIRECTOR OF CITY OPERATIONS**

#### **Reason for this Report**

1. To consider an application made by Dragon Taxis to vary the current rate of hackney carriage fares in Cardiff.

#### **Background**

2. The Council may fix or vary the rate of fare for the hire of a hackney carriage under the provisions of Section 65 of the Local Government (Miscellaneous Provisions) Act, 1976. The Section requires that any variation of the fare must be advertised in a local paper and that a period of notice of at least 14 days be given to enable any person to make objections.
3. The current tariff of fares has been in place since 21 December 2015 and is shown in appendix A
4. An application made by taxi operator Dragon Taxis, Martin Road, Tremorfa Industrial Estate, Cardiff, to increase the rate of fares was submitted to the Licensing Section.

#### **Dragon Taxis Application**

5. Dragon Taxi's application proposes to increase the charge of the first 103 yards by 20p to £2.50. After 103 yards, 20p will be charged for each subsequent 195 yards, this has been decreased from 207 yards. All other charges remain the same as the current table of fares. Full details of the request, including supporting information, are shown in Appendix B. The requested implementation date of 1<sup>st</sup> October is not achievable and the alternative is set out in the recommendations section of the report.

6. In support of the application Gareth Owen of Dragon taxis has stated:  
*“In real terms drivers are now earning 5.3% less than two years ago and this application will bring drivers back in line with inflation. I am proposing and increase to the drop on the meter of 20 pence bring the initial start of the meter from £2.30 to £2.50 and an increase in the ongoing mileage rate of 10 pence per mile, bring the rate up from £1.70 per mile to £1.80 per mile.”*
7. The proposal would increase the cost of an average three mile journey by 6.9% during the day and by 6% during the night. In monetary terms this would be an increase from £7.30 to £7.80 during the day and from £8.30 to £8.80 at night. An average journey of up to 10 miles would result in an increase during the day from £19.20 to £20.40, a rise of 6.25% and £20.20 to £21.40 at night, a rise of 5.94%. There would be no increase in waiting time or additional charges. The following tables provide details of the current maximum fares for journeys within Cardiff with a comparison to the proposed tariffs.

<b>Journey Length (Daytime)</b>	<b>Current</b>	<b>Dragon Proposal</b>	<b>Percentage increase</b>
1 mile	£3.90	£4.20	7.69%
2 mile	£5.60	£6.00	7.14%
3 mile	£7.30	£7.80	6.85%
4 mile	£9.00	£9.60	6.67%
5 mile	£10.70	£11.40	6.54%
10 mile	£19.20	£20.40	6.25%

<b>Journey Length (Night time)</b>	<b>Current</b>	<b>Dragon Proposal</b>	<b>Percentage increase</b>
1 mile	£4.90	£5.20	6.12%
2 mile	£6.60	£7.00	6.06%
3 mile	£8.30	£8.80	6.02%
4 mile	£10.00	£10.60	6.00%
5 mile	£11.70	£12.40	5.98%



10 mile	£20.20	£21.40	5.94%
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8. The application made by Dragon is above the rate of inflation since the previous fare increase. The annual rate of inflation was 1.7% in 2016 and is on average 2.7% so far in 2017. However, it should be noted that if inflation remains at current levels, this difference will be negated within 12 months.

### **Considerations**

9. In September 2009, the Council approved the Hackney Carriage Fare Index; a method of calculating how much the cost of operating a hackney carriage has changed since the last fare increase was implemented. Using the Index, it has been calculated that the vehicle costs have risen considerably, with insurance costs increasing by 22% and vehicle parts costs increasing by 40%. Driver costs have decreased by 0.94% due to a decrease in licence fees. It should be noted that although this index shows a significant increase in costs. However little weight can be attached to the results of the fare index as the vehicle that was used for a base line comparison is no longer made, so calculations performed this time are not truly comparable.
10. The AA Fuel Price Report shows that the cost of diesel has increased from a Wales average of 107.3p per litre in December 2015 to 120.3p per litre in September 2017 an increase of 12%. Unleaded 95 Octane petrol has also increased by 15% during the same period from 104p per litre to 119.6p per litre.
11. Hackney Carriage Vehicle Licence fees have decreased since December 2015 from £163 to £154 for a 12 month renewal, a decrease of approximately 5%.
12. Consideration should be given to obtaining a balance between increasing the fare to compensate in the increase of costs of running a hackney carriage, and ensuring that the increase does not deter the public from using hackney carriages.

13. For information the following table provides details of the daytime rate of the 2 mile fare currently authorised by the Council together with a comparison with the proposed fares and also the fares authorised by a sample of other licensing authorities:

<b>Authority</b>	<b>Cost per 2 mile journey</b>
Watford	£8.40
London	£7.20
Swindon	£6.70
Exeter	£6.60
Bath	£6.40
Hereford	£6.30
Plymouth	£6.00
<b>Dragon Proposed Tariff</b>	<b>£6.00</b>
Newcastle upon Tyne	£5.80
UK Average	£5.75
Vale of Glamorgan	£5.65
Newport	£5.60
<b>Cardiff (Current Tariff)</b>	<b>£5.60</b>
Gwynedd	£5.50
Wales Average	£5.20
Rhondda Cynon Taff	£5.20
Powys	£5.20
Swansea	£5.05
Bridgend	£4.90
Caerphilly	£4.80
Merthyr Tydfil	£4.50
Blaenau Gwent	£4.30

The

The average 2 mile day-time fare in the UK is currently £5.74, and in Wales it is £5.20. Cardiff is currently 220<sup>th</sup> in the 2 mile fare league table out of 369 local authorities, as printed in the September edition of Private Hire & Taxi Monthly. Dragon's proposed increase would move Cardiff to 146<sup>th</sup> out of 369 local authorities. A copy of the full list is attached at appendix B.

14. Should the Cabinet agree to vary the tariff, the variation would need to be advertised for a period of at least 14 days to permit persons to make an objection. Should there be no objections; the variation would then come into effect on the date of the expiry of the period of notice. However, should an objection be received the objection would need to be considered by the Cabinet before the variation is implemented.

### **Reason for Recommendations**

15. The report seeks determination of the application to vary Cardiff Council's Hackney Carriage tariff of fares. It is a legal requirement that the approved tariff applies to all hackney carriage journeys that start and end within the Cardiff boundary.

### **Financial Implications**

16. This report does not result directly in any additional financial implications. The increase in fares will need to be publicly advertised and the associated costs of advertising will be borne by the Licensing Service from within its existing budget

### **Legal Implications**

17. If Cabinet decides to amend the fare tariff it will be necessary to give public notice in accordance with Section 65 of the Local Government (Miscellaneous Provisions) Act 1976. The Cabinet will then have to consider any objections that are received.
18. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. standing orders and financial regulations; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **HR Implications**

19. There are no HR implications as a result of this report.

## **RECOMMENDATIONS**

Cabinet is recommended to:

1. Note the issues and impacts to taxi fares set out in the report
2. Approve the application put forward by Dragon Taxis with an implementation date of 1<sup>st</sup> February 2018 (provided that there are no objections).
3. Authorise the advertisement of the variation in a local newspaper.

### **ANDREW GREGORY**

Director

8 December 2017

*The following appendices are attached:*

Appendix A: Current Hackney Carriage Tariff

Appendix B: Details of the Dragon Taxis application

Appendix C: Private Hire & Taxi Monthly Fare League Table (September)





## **HACKNEY CARRIAGE TARIFF**

LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1976

### **AUTHORISED FARE TARIFF**

First 103 yards (94.18metres) or Part thereof,	<b>£2.30</b>
If distance exceeds 103 yards (94.18m) for first 103 yards (94.18m)	<b>£2.30</b>
For each subsequent 207 yards (189.28m)	<b>£0.20</b>

### **WAITING TIME**

For each period of 48 seconds	<b>£0.20</b>
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### **EXTRA CHARGES**

For hirings between midnight and 6.0 am and on Sundays, and Bank Holidays	<b>£1.00</b>
For hirings between 8.0 pm Christmas Eve and 6.0 am on 27 <sup>th</sup> December and between 8.0 pm New Years Eve and 6.0 am 2 <sup>nd</sup> January	<b>£3.00</b>
For each passenger exceeding four	<b>£1.00 each</b>
For bicycles, cabin trunks (minimum size 36" x 24" x 18") and items of furniture	<b>£0.50 each</b>

THE EXTRA CHARGE FOR NIGHT TIME, SUNDAYS AND BANK HOLIDAYS WILL NOT APPLY WHEN EXTRA CHARGE FOR CHRISTMAS AND THE NEW YEAR APPLIES.

### **CONTAMINATION**

For the fouling of a vehicle	<b>£50.00</b>
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- ❖ *On all journeys within the boundary of the City and County of Cardiff the driver must use the meter which must not exceed the authorised fare scale shown above.*
- ❖ *Fares for journeys ending outside the area of the City and County of Cardiff, and in respect of which no fare or rate of fare was agreed before the hiring was effected, must not exceed the authorised fare scale as shown above.*

**COMPLAINTS REGARDING FARES, VEHICLES OR DRIVERS SHOULD BE MADE TO THE LICENSING SECTION, CITY HALL, CARDIFF, 029 20871651 QUOTING NUMBER OF VEHICLE AND THE NUMBER OF THE DRIVER'S BADGE.**

**Dave Holland**  
**HEAD OF REGULATORY SERVICES**

**21 December 2015**

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**Current Fare Tariff**

First 103 yards (94.18metres) or Part thereof,	£2.30
If distance exceeds 103 yards (94.18m) for first 103 yards (94.18m)	£2.30
For each subsequent 207 yards (189.28m)	£0.20
WAITING TIME	
For each period of 48 seconds	£0.20
EXTRA CHARGES	
For hirings between midnight and 6.0 am and on Sundays, and Bank Holidays	£1.00
For hirings between 8.0 pm Christmas Eve and 6.0 am on 27th December and between 8.0 pm New Years Eve and 6.0 am 2nd January	£3.00
For each passenger exceeding four (Each)	£1.00
For bicycles, cabin trunks (minimum size 36" x 24" x 18") and items of furniture (Each)	£0.50
THE EXTRA CHARGE FOR NIGHT TIME, SUNDAYS AND BANK HOLIDAYS WILL NOT APPLY WHEN EXTRA CHARGE FOR CHRISTMAS AND THE NEW YEAR APPLIES.	
CONTAMINATION	
For the fouling of a vehicle	£50.00

In operation since 21<sup>st</sup> December 2015Date 19<sup>th</sup> July 2017

Gareth Owen

**Proposed Fare Tariff**

First 103 yards (94.18metres) or Part thereof,	£2.50
If distance exceeds 103 yards (94.18m) for first 103 yards (94.18m)	£2.50
For each subsequent 195 yards (178.30m)	£0.20
WAITING TIME	
For each period of 48 seconds	£0.20
EXTRA CHARGES	
For hirings between midnight and 6.0 am and on Sundays, and Bank Holidays	£1.00
For hirings between 8.0 pm Christmas Eve and 6.0 am on 27th December and between 8.0 pm New Years Eve and 6.0 am 2nd January	£3.00
For each passenger exceeding four (Each)	£1.00
For bicycles, cabin trunks (minimum size 36" x 24" x 18") and items of furniture (Each)	£0.50
THE EXTRA CHARGE FOR NIGHT TIME, SUNDAYS AND BANK HOLIDAYS WILL NOT APPLY WHEN EXTRA CHARGE FOR CHRISTMAS AND THE NEW YEAR APPLIES.	
CONTAMINATION	
For the fouling of a vehicle	£50.00

To come into Operation on 1<sup>st</sup> October 2017

## Proposed Hackney Carriage Fare Increase 1<sup>st</sup> October 2017

I would like to apply to Cardiff County Council for an increase in the Hackney Carriage Fare Tariff, to come into force on 1<sup>st</sup> October 2017.

The last increase in the fare tariff was 15<sup>th</sup> December 2015 (this should have been 1<sup>st</sup> September 2015 but was held up at committee) in that time the RPI inflation index according to the office for national statistics was 1.8% in 2016 and 3.5% in 2017.

In real terms drivers are now earning 5.3% less than two years ago and this application will bring drivers back in line with inflation.

I am proposing an increase to the drop on the meter of 20 pence bring the initial start of the meter from £2.30 to £2.50 and an increase in the ongoing mileage rate of 10 pence per mile, bring the rate up from £1.70 per mile to £1.80 per mile.

Current		Proposed		% Increase
1 <sup>st</sup> Mile inc advance payment £4.10		1 <sup>st</sup> Mile inc advance payment £4.40		7.3%
2.5 Mile average fare	£6.70	2.5 Mile average fare	£7.10	6.0%
5 Mile fare	£10.90	5 Mile fare	£11.60	6.4%

The application is for a 6% increase on the average 2.5 mile fare, which I believe is a reasonable amount when you take into account the increases in costs that are affecting drivers currently.

Regards

Gareth Owen

19<sup>th</sup> July 2017



# The Bryan Roland Memorial

## NATIONAL HACKNEY FARE LEAGUE TABLE SEPT 2017

### COLOUR CODE

RISE IN 2017
RISE IN 2016
RISE IN 2015
RISE IN 2014
RISE IN 2013
RISE IN 2012
RISE IN 2011
RISE IN 2010
RISE IN 2009
RISE IN 2008
RISE IN 2007
RISE IN 2006
FARE REDUCED
NO SET FARE

Call 0161 280 2800 or email [donnadale.npha@btconnect.com](mailto:donnadale.npha@btconnect.com)

POSITION	TARIFF ONE	TWO MILE FARE	POSITION	TARIFF ONE	TWO MILE FARE	POSITION	TARIFF ONE	TWO MILE FARE
	COUNCIL			COUNCIL			COUNCIL	
1	LUTON AIRPORT	£9.20	66	STROUD	£6.40	131	IPSWICH	£6.00
2	WATFORD	£8.40	67	SURREY HEATH	£6.40	132	KETTERING	£6.00
3	LONDON (HEATHROW)	£7.60	68	WOKING	£6.40	133	LUTON	£6.00
4	CARRICK	£7.30	69	WOKINGHAM	£6.40	134	MILTON KEYNES	£6.00
5	EPSOM & EWELL	£7.20	70	TORBAY	£6.39	135	NORTH DORSET	£6.00
6	LONDON	£7.20	71	COUNTY OF HEREFORD	£6.30	136	SCARBOROUGH	£6.00
7	DARTFORD	£7.00	72	COVENTRY	£6.30	137	SLOUGH	£6.00
8	HERTSMERE	£7.00	73	DACORUM	£6.30	138	SOUTH HAMS	£6.00
9	JERSEY	£7.00	74	EAST DEVON	£6.30	139	STEVENAGE	£6.00
10	KENNETT Now Wiltshire (East Zone)	£7.00	75	ISLE OF MAN	£6.30	140	TEST VALLEY	£6.00
11	MID SUSSEX	£7.00	76	LEWES	£6.30	141	THREE RIVERS	£6.00
12	NORTH WILTSHIRE	£7.00	77	PENWITH	£6.30	142	THURROCK	£6.00
13	SALISBURY	£7.00	78	SWALE	£6.30	143	WARWICK	£6.00
14	WEST WILTSHIRE	£7.00	79	TONBRIDGE & MALLING	£6.30	144	WEST DORSET	£6.00
15	VALE OF WHITE HORSE	£6.90	80	FOREST OF DEAN	£6.27	145	WORTHING	£6.00
16	ADUR	£6.80	81	HARBOROUGH	£6.27	146	DARLINGTON	£5.95
17	BRIGHTON & HOVE	£6.80	82	TORRIDGE	£6.25	147	TENDRING	£5.95
18	CARADON	£6.80	83	MIDLOTHIAN	£6.22	148	BABERGH	£5.90
19	COLCHESTER	£6.80	84	ARGYLL & BUTE	£6.20	149	BASSETLAW	£5.90
20	EAST LOTHIAN	£6.80	85	BIRMINGHAM	£6.20	150	CHRISTCHURCH	£5.90
21	HART	£6.80	86	BRISTOL, CITY OF UA	£6.20	151	DUDLEY	£5.90
22	NORTH CORNWALL	£6.80	87	CHELTENHAM	£6.20	152	DURHAM COUNTY COUNCIL	£5.90
23	POOLE	£6.80	88	CHICHESTER	£6.20	153	EAST DORSET	£5.90
24	READING	£6.80	89	CREWE & NANTWICH	£6.20	154	WALSALL	£5.90
25	WEST BERKSHIRE	£6.80	90	HORSHAM	£6.20	155	TEWKSBURY	£5.85
26	KERRIER	£6.75	91	LEEDS	£6.20	156	BASILDON	£5.80
27	NUNEATON & BEDWORTH	£6.75	92	LINCOLN	£6.20	157	BLACKPOOL	£5.80
28	SEVENOAKS	£6.74	93	MENDIP	£6.20	158	BROMSGROVE	£5.80
29	CHELMSFORD	£6.70	94	NORTHAMPTON	£6.20	159	CLACKMANNAN	£5.80
30	EASTLEIGH	£6.70	95	NORTH HERTS	£6.20	160	EAST HERTS	£5.80
31	ROTHER	£6.70	96	ROCHFORD	£6.20	161	FYLDE	£5.80
32	SWINDON	£6.70	97	RUNNYMEDE	£6.20	162	GLASGOW	£5.80
33	WEYMOUTH & PORTLAND	£6.70	98	SEDGEMOOR	£6.20	163	GLOUCESTER	£5.80
34	BOURNEMOUTH	£6.68	99	SHEFFIELD	£6.20	164	HAVANT	£5.80
35	BASINGSTOKE & DEANE	£6.60	100	SHEPWAY	£6.20	165	HIGHLANDS	£5.80
36	BRENTWOOD	£6.60	101	SOLI HULL	£6.20	166	LEICESTER	£5.80
37	CRAWLEY	£6.60	102	SOUTHAMPTON	£6.20	167	NEWCASTLE-UPON-TYNE	£5.80
38	EXETER	£6.60	103	SOUTHEND ON SEA	£6.20	168	NORTH WARWICK	£5.80
39	HIGH PEAK	£6.60	104	SPELTORNE	£6.20	169	REIGATE & BANSTEAD	£5.80
40	MEDWAY	£6.60	105	ST ALBANS	£6.20	170	SELBY	£5.80
41	TUNBRIDGE WELLS	£6.60	106	STRATFORD ON AVON	£6.20	171	SOUTH AYRSHIRE	£5.80
42	WAVENEY	£6.60	107	TAUNTON DEANE	£6.20	172	SOUTH RIBBLE	£5.80
43	WEALDON	£6.60	108	TEIGNBRIDGE	£6.20	173	STOCKPORT	£5.80
44	YORK	£6.60	109	WAVERLEY	£6.20	174	TAMWORTH	£5.80
45	NORTH DEVON	£6.55	110	WEST OXFORD	£6.20	175	UTTLESFORD	£5.80
46	MAIDSTONE	£6.50	111	WINCHESTER	£6.20	176	WEST SOMERSET	£5.80
47	MOLE VALLEY	£6.50	112	CENTRAL BEDFORDSHIRE	£6.13	177	WINDSOR & MAIDENHEAD	£5.80
48	SOUTH SOMERSET	£6.50	113	ELMBRIDGE	£6.10	178	YNYS MON	£5.80
49	RESTORMEL	£6.45	114	HASTINGS	£6.10	179	SCOTTISH BORDERS	£5.75
50	HARROGATE	£6.43	115	NEW FOREST	£6.10	180	WYCOMBE	£5.75
51	ARUN	£6.40	116	RUSHMORE	£6.10	181	EAST KILBRIDE	£5.70
52	ASHFORD	£6.40	117	CHARNWOOD	£6.05	182	EASTBOURNE	£5.70
53	BATH & NORTH EAST SOMERSET	£6.40	118	SKETLAND ISLES	£6.05	183	ISLE OF WIGHT	£5.70
54	CAMBRIDGE CITY	£6.40	119	ABERDEENSHIRE	£6.00	184	MANCHESTER	£5.70
55	GRAVESHAM	£6.40	120	BRACKNELL FOREST	£6.00	185	MID DEVON	£5.70
56	GUERNSEY	£6.40	121	BRAINTREE	£6.00	186	MONMOUTHSHIRE	£5.70
57	GUILDFORD	£6.40	122	CANTERBURY	£6.00	187	NORTH SOMERSET	£5.70
58	HARLOW	£6.40	123	CARMARTHENSHIRE	£6.00	188	PLYMOUTH	£5.70
59	MALVERN HILLS	£6.40	124	CASTLE POINT	£6.00	189	RYEDALE	£5.70
60	NORWICH	£6.40	125	CHESTER	£6.00	190	WELWYN HATFIELD	£5.70
61	OXFORD	£6.40	126	DOVER	£6.00	191	WORCESTER	£5.70
62	PURBECK	£6.40	127	EAST HAMPSHIRE	£6.00	192	CARLISLE	£5.65
63	SOUTH CAMBRIDGE	£6.40	128	EAST LINDSEY	£6.00	193	VALE OF GLAMORGAN	£5.65
64	SOUTH GLOUCESTER	£6.40	129	FIFE	£6.00	194	BOSTON	£5.60
65	SOUTH LAKELAND	£6.40	130	GREAT YARMOUTH	£6.00	195	BRECKLAND	£5.60



POSITION	TARIFF ONE COUNCIL	TWO MILE FARE	POSITION	TARIFF ONE COUNCIL	TWO MILE FARE	POSITION	TARIFF ONE COUNCIL	TWO MILE FARE
196	BROXBORNE	£5.60	261	RICHMONDSHIRE	£5.40	326	TELFORD & WREKIN	£4.90
197	CALDERDALE	£5.60	262	RUGBY	£5.40	327	WELLINGBOROUGH	£4.90
198	EDINBURGH	£5.60	263	SUNDERLAND	£5.40	328	REDDITCH	£4.88
199	FOREST HEATH	£5.60	264	TANDBRIDGE	£5.40	329	ALLERDALE	£4.85
200	GOSPORT	£5.60	265	TRAFFORD	£5.40	330	ASHFIELD	£4.80
201	HINCKLEY & BOSWORTH	£5.60	266	WYCHAVON	£5.40	331	CAERPHILLY	£4.80
202	NEWPORT	£5.60	267	BRADFORD	£5.36	332	DERBYSHIREDALES	£4.80
203	NORTH KESTIVEN	£5.60	268	COTSWOLD	£5.35	333	HAMILTON	£4.80
204	NORTH TYNESIDE	£5.60	269	EAST DUNBARTONSHIRE	£5.34	334	INVERCLYDE	£4.80
205	NORTH WEST LEICESTER	£5.60	270	BLABY	£5.30	335	MANSFIELD	£4.80
206	NOTTINGHAM	£5.60	271	CRAVEN	£5.30	336	NORTH AYRSHIRE	£4.80
207	ORKNEY	£5.60	272	EAST RENFREW	£5.30	337	NORTH LANARKSHIRE	£4.80
208	PORTSMOUTH UA	£5.60	273	FENLAND	£5.30	338	ROCHDALE	£4.80
209	RENFREWSHIRE	£5.60	274	LICHFIELD	£5.30	339	ROTHERHAM	£4.80
210	RUSHCLIFFE	£5.60	275	MELTON	£5.30	340	RUTHERGLEN	£4.80
211	SANDWELL	£5.60	276	NORTH EAST LINCOLNSHIRE	£5.30	341	TORFAEN	£4.80
212	SOUTH BUCKINGHAM	£5.60	277	NORTH NORFOLK	£5.30	342	BARNLEY	£4.70
213	SUFFOLK COASTAL	£5.60	278	RIBBLE VALLEY	£5.30	343	BERWICK ON TWEED	£4.70
214	TAMESIDE	£5.60	279	SALFORD	£5.30	344	BLACKBURN	£4.70
215	WEST LOTHIAN	£5.60	280	VALE ROYAL	£5.30	345	EAST NORTHANTS	£4.70
216	WIRRAL	£5.60	281	WYRE FOREST	£5.30	346	FALKIRK	£4.70
217	WOLVERHAMPTON	£5.60	282	BEDFORD	£5.26	347	HYNDBURN	£4.70
218	WREXHAM	£5.60	283	BOLTON	£5.25	348	WEST LANCASHIRE	£4.70
219	WYRE	£5.60	284	BURY	£5.24	349	BOLSOVER	£4.60
220	CARDIFF	£5.59	285	AMBER VALLEY	£5.20	350	CORBY	£4.60
221	DUNDEE	£5.58	286	CEREDIGION	£5.20	351	ST HELENS	£4.60
222	CHERWELL	£5.56	287	CLYDEBANK	£5.20	352	WAKEFIELD	£4.60
223	ANGUS	£5.50	288	CONWY	£5.20	353	BURNLEY	£4.50
224	BROXTOWE	£5.50	289	DENBIGHSHIRE	£5.20	354	MERTHYR TYDFIL	£4.50
225	CANNOCK CHASE	£5.50	290	EAST RIDING	£5.20	355	REDCAR & CLEVELAND	£4.50
226	CASTLE MORPETH	£5.50	291	ELLESMERE PORT	£5.20	356	STOCKTON ON TEES	£4.50
227	DUMFRIES & GALLOWAY	£5.50	292	HALTON	£5.20	357	KNOWSLEY	£4.40
228	EAST AYRSHIRE	£5.50	293	LIVERPOOL	£5.20	358	OADBY & WIGSTON	£4.40
229	EAST CAMBRIDGESHIRE	£5.50	294	POWYS	£5.20	359	PENDLE	£4.40
230	EDEN	£5.50	295	PRESTON	£5.20	360	AYLESBURY VALE	£4.30
231	EAST STAFFORDSHIRE	£5.50	296	RHONDDA CYNON TAF	£5.20	361	BLAENAU GWENT	£4.30
232	EPPING FOREST	£5.50	297	SOUTH LANARKSHIRE (Clydesdale)	£5.20	362	MIDDLESBROUGH	£4.30
233	EREWASH	£5.50	298	SOUTH TYNESIDE	£5.20	363	NEWCASTLE-UNDER-LYME	£4.20
234	GEDLING	£5.50	299	STAFFS MOORLANDS	£5.20	364	WESTERN ISLES	£4.20
235	GWYNEDD	£5.50	300	STIRLING	£5.20	365	HARTLEPOOL	£4.10
236	HAMBLETON	£5.50	301	WARRINGTON	£5.20	366	SOUTH KESTIVEN	£3.50
237	HUNTINGDONSHIRE	£5.50	302	CONGLETON	£5.10	367	MALDON	£
238	LANCASTER	£5.50	303	GATESHEAD	£5.10	368	RUTLAND	£
239	MORAY	£5.50	304	SEFTON	£5.10	369	SOUTH DERBYSHIRE	£
240	OLDHAM	£5.50	305	SOUTH STAFFORDSHIRE	£5.10	370	SOUTH OXFORDSHIRE	£
241	SHROPSHIRE	£5.50	306	WIGAN	£5.10			
242	STAFFORD	£5.50	307	ALNWICK	£5.05			
243	TYNEDALE	£5.50	308	SOUTH HOLLAND	£5.05			
244	WANSBECK	£5.50	309	SWANSEA	£5.05			
245	BARROW IN FURNESS	£5.44	310	BLYTH VALLEY	£5.00			
246	BURY ST EDMUNDS	£5.40	311	CHESTERFIELD	£5.00			
247	CHILTERN	£5.40	312	COPELAND	£5.00			
248	CITY OF ABERDEEN	£5.40	313	DAVENTRY	£5.00			
249	DERBY	£5.40	314	KIRKLEES	£5.00			
250	DONCASTER	£5.40	315	NEATH PORT TALBOT	£5.00			
251	DUNBARTON	£5.40	316	NORTH EAST DERBYSHIRE	£5.00			
252	FAREHAM	£5.40	317	PETERBOROUGH	£5.00			
253	KINGSTON-UPON-HULL	£5.40	318	SOUTH NORTHANTS	£5.00			
254	KINGS LYNN & WEST NORFOLK	£5.40	319	THANET	£5.00			
255	MACCLESFIELD	£5.40	320	WEST LINDSEY	£5.00			
256	MID SUFFOLK	£5.40	321	STOKE-ON-TRENT UA	£4.95			
257	NEWARK & SHERWOOD	£5.40	322	BRIDGEND	£4.90			
258	NORTH LINCOLNSHIRE	£5.40	323	CHORLEY	£4.90			
259	PEMBROKESHIRE	£5.40	324	FLINTSHIRE	£4.90			
260	PERTH & KINROSS	£5.40	325	ROSSENDALE	£4.90			

# COLOUR CODE

RISE IN 2017
RISE IN 2016
RISE IN 2015
RISE IN 2014
RISE IN 2013
RISE IN 2012
RISE IN 2011
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RISE IN 2008
RISE IN 2007
RISE IN 2006
FARE REDUCED
NO SET FARE

# The Bryan Roland Memorial NATIONAL HACKNEY FARE LEAGUE TABLE SEPT 2017

Call 0161 280 2800 or email donnadale.npha@btconnect.com

The councils above (367-370) do not impose a taxi tariff for their Hackney Carriage vehicles and instead the individual vehicle charges an agreed fare prior to the journey

NATIONAL AVERAGE  
TWO MILE FARE  
TARIFF ONE  
IS NOW **£5.74**



**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 14 DECEMBER 2017**

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**21<sup>ST</sup> CENTURY SCHOOLS CARDIFF COUNCIL'S BAND B  
PRIORITIES**

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

**AGENDA ITEM: 4**

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

**Reason for this Report**

1. To seek Cabinet approval for the priority schemes to be undertaken as part of Cardiff's Band B 21st Century Schools Programme.
2. To note the approval in principle by Welsh Government of the Strategic Outline Case submitted by Cardiff Council for Band B of the 21<sup>st</sup> Century Schools Programme and to authorise discussion with the Welsh Government to secure business case approval for individual schemes.

**Background**

3. At its meeting on the 12<sup>th</sup> of October 2017, the Cabinet received a report which outlined the challenges and opportunities facing Cardiff in the development of the education estate. This included:-
  - Sufficiency needs resulting from population growth.
  - Condition of the current school estate;
  - Suitability of the current estate to meet the demands of 21<sup>st</sup> century learning.
4. That report set out the Council's proposed vision for its Band B 21<sup>st</sup> Century School Strategy in that it was to deliver:

*"Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential"*

5. This vision was to be realised through the achievement of four key educational aims that directly link to the Welsh Government's national programme objectives:-
  - Aim 1: To provide a sufficiency of school places across the city that are in the right place and are at the right size to enable the delivery of excellent education provision.
  - Aim 2: To provide high quality educational facilities that will meet the diverse requirements of the 21st Century.
  - Aim 3: To optimise the use of education infrastructure for the benefit of the wider community across Cardiff.
  - Aim 4: To ensure that Cardiff achieves best value from its resources to improve the efficiency and cost effectiveness of the education estate.
6. The report outlined the sufficiency, suitability and condition issues in Cardiff which provide the basis of the funding request from Cardiff to Welsh Government under the Band B programme. The Band B phase of the 21st Century Schools Programme will commence in April 2019 and is scheduled to run until 2024.
7. Funding was therefore required to enable the Council to address the following priorities:-
  - Remove all "D" condition, end of life, school properties;
  - Address the eight form of entry sufficiency issue in the English medium secondary sector in the central area of the city;
  - Address the sufficiency, condition and suitability issues in the special sector, in both primary & secondary settings;
  - Address local sufficiency issues in welsh medium primary schools in the east and west of the city;
  - Address local sufficiency issues in english medium primary schools in Cardiff Bay and west of the city.
8. It was agreed at this meeting that the proposed schemes for Cardiff under the Band B phase of the 21<sup>st</sup> Century School Programme would be the subject of a Cabinet report, once the budget allocation from Welsh Government was known.
9. The Cabinet Secretary for Education, Kirsty Williams, announced on 10 November 2017 that £2.3bn had been earmarked to modernise education infrastructure in Wales. The announcement confirmed that Welsh Government is committed to supporting projects submitted in the Outline Strategic Business Cases by local authorities and further education institutions, subject to the approval of business cases for specific schemes.
10. The value of the programme submitted by Cardiff Council was £284 million, of which half would be funded by Welsh Government, and half by the Council. Welsh Government have subsequently confirmed approval in principle of the programme envelope for this sum, subject to the

approval of individual project business cases. This report outlines the proposed schemes in Cardiff under this programme.

### **Proposed Band B Schemes**

11. The Band B submission for 21<sup>st</sup> Century funding can only seek to address the most acute sufficiency and condition issues in Cardiff. Using a detailed and robust methodology that was directly aligned to Welsh Government's Strategic Objectives for its 21<sup>st</sup> Century School Programme, a prioritisation matrix was developed to identify those schools in the most need of investment. All properties across the school estate were given a rating from A to D for the following issues, with D being the worst category:
  - Sufficiency of places available;
  - Condition of the school buildings;
  - Suitability of the environment for teaching.
12. The sufficiency ratings for all schools were prepared using the corporate population database and projection methodology used for the planning of school places. The condition and suitability rating were prepared independently, using Welsh Government approved methodology via independent specialist.
13. Welsh Government is committed to removing all "D" condition schools from Wales. Any schools that are classified as "D" category for condition should be automatically prioritised for investment under Band B.
14. Any project to increase the size of a school establishment, change its configuration or location will require statutory consultation and Cabinet determination. The statutory consultation would set out the detailed proposals and proposed location for each scheme. It would also indicate whether there were any proposed co-locations with other educational establishments. It is important that these are considered in full, alongside any collaborative opportunities, in order to optimise the economies and educational benefits that can be delivered from the projects. It is anticipated that any statutory consultation on the matters in this report this would commence during the spring of 2018.
15. It should be noted that because of the scale and number of proposed projects in the Band B investment programme, the delivery of the schemes will be undertaken in batches over the timespan of the programme commencing in 2019. As a result of the phasing, it may be necessary to put interim measures in place where sufficiency issues arise before new schools with increased capacity can be delivered.

### **Secondary schools - proposed Band B schemes**

16. To address the eight form of entry sufficiency issue that is forecast in the central area of the city from 2019, schemes affecting five English medium schools are proposed. Three of these secondary schools are also



catergorised as being in “D” Condition, ie. at the limit of planned lifespan. The schemes are as follows:

### **Cantonian High School**

17. It is proposed that Cantonian High School is rebuilt and expanded to provide a new 11-18 high school, with eight forms of entry (8FE). This is a two form of entry expansion, or 60 places per year (+2FE). This will address “D” condition categorisation and address the “D” rated sufficiency issues within the local catchment. It includes an expansion of post 16 by 55 places to 150 places.

### **Fitzalan High School**

18. It is proposed that Fitzalan High School is rebuilt as a new 11-18 high school, with ten forms of entry (10FE). This will address the “D” condition categorisation and “D” categorised sufficiency issues in the local area.

### **Willows High School**

19. It is proposed that Willows High School is rebuilt and expanded to provide a new 11-16 high school, with eight forms of entry (8FE). This is a two form of entry expansion, or 60 places per year (+2FE). This will address “D” condition categorisation and address the “D” rated sufficiency issues within the local catchment.

### **Cathays High School**

20. It is proposed that Cathays High School is rebuilt and expanded to provide a new 11-18 high school, with eight forms of entry (8FE). This is a two form of entry expansion, or 60 places per year (+2FE). This will address “C” condition categorisation and address the “D” rated sufficiency issues within the local catchment.

### **Cardiff High School**

21. It is proposed that Cardiff High School is expanded and remodelled to provide an 11-18 high school, with ten forms of entry (10FE). This is a two form of entry expansion, or 60 places per year (+2FE). It will address a “D” category sufficiency issue and remodelling and refurbishment works will address the “C” condition rating.

### **Special Schools - proposed Band B schemes**

22. Four special schools have been ‘D’ rated for suitability and are in need of replacement:
  - Riverbank School, for children aged 4-11 with severe and complex learning disabilities
  - Woodlands School, for pupils aged 11-19 with severe and complex learning disabilities

- The Court School for children aged 4-11 with emotional health and wellbeing needs also commonly referred to as 'behavior emotional and social needs.
  - Greenhill School for pupils aged 11-16 with emotional health and wellbeing needs.
23. However, the sufficiency issues in relation to additional learning needs (ALN) are not limited to the areas of need currently served by these four schools. Cardiff is anticipating a significant increase in the need for special school places for children and young people with:
- profound and multiple learning disabilities
  - autism spectrum conditions
  - severe and complex learning disabilities
  - emotional health and wellbeing needs
24. Sufficiency issues are also not limited to the populations currently served by the special schools. Cardiff lacks:
- suitable provision for secondary aged girls with emotional health and wellbeing needs
  - suitable provision for post-16 pupils with emotional health and wellbeing needs, who are not yet ready for transition to college or employment
25. The Council recognises that special schools are more than providers of education: at their best, they provide a locus for multi-agency assessment, planning and support. The multidisciplinary potential of special schools is of increasing importance in light of the Social Services and Wellbeing Act (date) and the Additional Learning Needs and Education and Tribunal Bill, both of which set out statutory responsibilities for agencies to follow a person-centred approach, with the child and their family at the heart of the process, and to implement a single unified plan to promote positive outcomes in relation to health, social care and education.
26. Special schools also play an important role in providing support, information and training for families and for mainstream schools.
27. Band B special sector schemes will therefore be required to deliver on several interconnected goals:
- to replace the 'D' rated accommodation at the four schools named in paragraph 22;
  - to increase capacity across the four areas of need identified in paragraph 23;
  - to address the gaps in provision identified in paragraph 24;
  - to enhance opportunities for multi-agency support and provision;
  - to enhance the role of special schools as a source of support for families and for mainstream schools.

28. The four capital schemes described below will provide a number of different options for re-shaping special school provision in Cardiff in line with these goals. They should not be regarded as 'rebuild and replace' projects, affecting only the four named schools, but as opportunities to review the pattern of provision across the seven special schools in Cardiff.
29. The Council will therefore work with our stakeholders including schools, health, and social services, to shape and appraise the options for reshaping special school provision in Cardiff.

**Primary special school: complex learning disabilities and autism spectrum conditions**

30. It is proposed to build a new 140 place primary special school, for children with severe and complex learning disabilities and children with autism spectrum conditions.
31. This project will enable the council to address the unsuitable accommodation currently used by Riverbank School, and to address sufficiency issues in relation to severe and complex leaning needs and autism spectrum conditions at primary phase.
32. In shaping options for this project, the implications for the respective roles and remit of Ty Gwyn, Riverbank and The Hollies Schools, and for health services that work with the schools, will need to be considered.

**Secondary special school: complex learning disabilities and autism spectrum conditions**

33. It is proposed to build a new 240 place secondary special school for pupils with severe and complex learning disabilities and pupils with autism spectrum conditions.
34. This project will enable the council to address the unsuitable accommodation currently used by Woodlands School, and to address sufficiency issues in relation to severe and complex leaning needs and autism spectrum conditions at secondary phase.
35. In shaping options for this project, the implications for the respective roles and remit of Ty Gwyn, Woodlands, the Marion Centre and for health services that work with the schools, will need to be considered.

**Primary special schools: emotional health and wellbeing needs**

36. It is proposed to build a new primary special school, for children with emotional health and wellbeing needs.
37. This project will enable the council to address the unsuitable accommodation currently used by The Court School, and to address sufficiency issues in relation to emotional health and wellbeing needs at primary phase.



38. The planned place number for this project is 48, but it is yet to be determined whether all of these places should be on a single discrete, special school site, or whether some classes should be based on mainstream school sites, operating as special school 'outreach classes', to enhance the opportunities for children with emotional health and wellbeing needs to maintain links with mainstream education, and to make a successful reintegration if appropriate.

### **Secondary special school: emotional health and wellbeing needs**

39. It is proposed to build a new secondary special school, for pupils with emotional health and wellbeing needs. This project will enable the council to address the unsuitable accommodation currently used by Greenhill School, and to address sufficiency issues in relation to emotional health and wellbeing needs at secondary phase.
40. The planned place number for this project is 112, but these places will be provided on 2 separate sites to ensure the number of vulnerable young people educated on one site does not exceed 56. The project will address the need for designated provision for girls, and for young people post-16 who are not yet ready to transfer to college or employment.
41. The Council will continue to develop collaboration between education and social services, and with Cardiff and the Vale University Health Board, to develop a more holistic approach to therapeutic support for vulnerable learners and their families.

### **Primary Schools - proposed Band B schemes**

42. Four primary schemes that have been prioritised for investment within Band B. These include two English medium and two Welsh medium schools. This will address localised sufficiency issues that will present within the catchment areas within the timescale of the Band B investment. These four primary schools are:

#### **St Mary the Virgin Primary School**

43. It is proposed that St Mary the Virgin Primary School is replaced with a new school and its capacity increased by 30 places per year to a two form of entry school (2FE). This will address projected English-medium sufficiency issues in Grangetown/Butetown area, along with addressing additional pupil yield generated from a number of new housing developments that have gained approval. This scheme was deferred from the Band A Investment programme.

#### **Fairwater Primary School**

44. It is proposed that Fairwater Primary School is enlarged and its capacity increased by 30 places per year to establish a two form of entry school (2FE). This will address projected English-medium sufficiency issues in its catchment area, along with addressing additional pupil yield

generated from a number of new housing developments that have gained approval.

### **Ysgol Pen y Pil**

45. It is proposed that Ysgol Pen y Pil is enlarged and its capacity increased by 30 places per year to a two form of entry school (2FE). This will address projected shortfall in Welsh-medium primary school places in the east of Cardiff.

### **Ysgol Gymraeg Nant Caerau**

46. It is proposed that Ysgol Gymraeg Nant Caerau is enlarged and its capacity increased by 30 places per year to a two form of entry school (2FE). This will address projected shortfall in Welsh-medium primary school places in the south west of Cardiff.

### **Maximising investment for community benefit**

47. Educational assets are a vital investment into the heart of a community. Significant investment in school should actively contribute a wide variety of benefits to the local area.
48. To date, the Council has ensured that all its new facilities are accessible to the local community. New facilities are designed in such a way to allow extended use of all the facilities, whether internal such as main hall, dance or recording studios or external facilities such as MUGA's and 3G sports pitches.
49. The Council seeks to maximise community benefits wherever possible, including benefits for children and young people, through its procurement practices. The Council has explicitly identified this as one aspect of its programme to promote children's rights, as a participating member of the UNICEF Child Rights Partner Programme. This commitment will be reflected in any tender documentation, on a project-by-project basis.
50. In line with Welsh Government guidelines on Community Benefits, the Council will strive to meet the benchmark targets through the delivery of Band B 21st Century Schools programme. These will build stronger communities and in turn develop the local economy to reduce social exclusion and poverty in deprived areas.
51. Delivery of Community Benefits is overseen by a Community Benefits Board, which was established in January 2017. The role of the Board is to co-ordinate the social value agenda across Cardiff Council and maximise the community benefits delivered. The Board includes senior managers from across the Council and meets on a quarterly basis.

### **Indicative Cost of Programme and Funding Options**

52. The indicative cost of the Council's outline Band B programme is £284 million, based on standardised construction cost rates as provided by

Welsh Government. This total cost represents the full “rolled-up” cost of all schemes within the preferred programme. External cost consultants have confirmed that delivering the programme should be possible within the overall envelope identified. As schemes progress, it is felt that it will be possible to identify further efficiencies and various cost-saving measures to ensure that the overall cost envelope is not exceeded.

53. The Welsh Government’s funding model requires the Council to match fund 50% of the total capital cost, with the Welsh Government contributing the other 50% in the form of capital grant. Therefore, the Council will be required to identify capital funding totalling £142 million. In line with the approach taken to Band A, this funding will predominantly take the form of external prudential borrowing and any available capital receipts. External borrowing will give rise to revenue expenditure in the form of capital financing costs and, therefore, the Council will be required to identify revenue funding sources to meet those costs.
54. In addition to the traditional funding model that Band A was predicated on, the Welsh Government made an additional option available to local authorities as part of Band B, known as the Mutual Investment Model (MIM). MIM is a revenue funded option and is based on a 75:25 cost sharing arrangement in the favour of local authorities. The basic premise of the model is that any new schools created would be funded through the private sector through Special Purpose Vehicles, in which Welsh Government would be represented, and local authorities would lease the assets created over a period of 25 years. As such, local authorities would pay an annual lease payment for use of the new school facilities, rather than incurring the up front capital costs associated with constructing and then owning the facilities. The Welsh Government’s proposal would be to provide revenue funding towards 75% of the annual lease payments for the 25 year period. At the end of the 25-year period, the assets would transfer over to the respective local authorities.
55. The Council reviewed the options available, particularly the MIM option, using example information provided by Welsh Government. In doing so, the Council decided to express an interest in the traditional capital funding model only, when submitting its Strategic Outline Business Case. This followed consideration of the overall cost of MIM, the Welsh Government’s proposed contribution rate and the overall level of risk exposure. As such, the intention is that the £284 million programme, if fully approved, will be funded on the traditional capital grant model basis. The final confirmation of funding anticipated from Welsh Government is expected to be on the basis of the traditional model.

### **Local Member Consultation**

56. Any proposals to increase the size of an educational establishment, change its configuration or its location would require statutory consultation. Such consultation would include local members, and would follow publication of detailed proposals and proposed locations.

## **Reason for Recommendations**

57. To approve the schemes that have been prioritised for investment under the Band B phase of the 21<sup>st</sup> Century School programme/

## **Financial Implications**

58. The recommendations to this report do not themselves commit the Council to any capital expenditure commitments and, therefore, there are no capital financial implications directly arising from this report. However, the report outlines a potential capital programme totalling £284 million, the financial implications of which will be significant. External borrowing totalling a maximum of £142 million would result in significant annual revenue capital financing costs and funding sources would need to be identified in order to meet the expenditure commitments resulting. The significance of these commitments necessitate the need for consideration as part of the wider Council budget process and, therefore, the preferred funding solution will form part of the annual budget report presented to Cabinet and Council in February 2018.
59. In addition to the capital, and consequent revenue, funding implications arising from the Band B programme, revenue expenditure in relation to programme management, school transition and business case development will also arise. These costs will also form part of the funding considerations made as part of the Council's annual budget process. However, Recommendation 2 to this report, which highlights the need to progress initial business case development, may result in the need to incur revenue costs in the form of external advice prior to February 2018. It is anticipated that it will be possible to fund these costs from within the current SOP Revenue Reserve, set aside for revenue costs arising from the current 21<sup>st</sup> Century Schools Band A programme and other school organisation projects.

## **Legal Implications**

60. Under the Education Act 1996, the Council has a general statutory obligation to promote high standards of education and to consider parental preference which includes preference for Welsh medium education. The Council also has obligations under the School Standards and Framework Act 1998 and School Funding Regulations 2010 to provide capital funding for maintained schools.
61. Section 84 and 85 of the School Standards and Organisation (Wales) Act 2013 and the Welsh in Education Strategic Plans and Assessing Demand for Welsh Medium Education (Wales) Regulations 2013, set out the statutory obligations for all local authorities to prepare, submit, publish and revise Welsh in Education Strategic Plans (WESPs).
62. The Council also 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. The Protected characteristics are:

- Age
- Gender reassignment
- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Marriage and civil partnership
- Sexual orientation
- Religion or belief – including lack of belief

63. The Council also has to consider its obligation under section 88 and schedule 10 of the Equality Act 2010 to prepare and implement an accessibility strategy. The strategy should increase disabled pupils' access to the curriculum and improve the physical environment and the provision of information.
64. The report identifies that the Equality Impact Assessment has been completed. 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 Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh language, the report and Equality Impact Assessment deals with all these obligations.

### **HR Implications**

65. HR People Services will work with the Governing Body of all schools within Band B on any HR matters arising from the expansion of individual schools. In line with the SOP HR Framework, the Headteacher and the Governing Body of the schools concerned will be encouraged in to undertake a review of their staffing structure and assess the workforce requirements required for the increase in pupil numbers. This will have to be balanced against the forecasted school budget. However, it is likely that the permanent expansion schools within Band B will result in the creation of new posts in each of the schools concerned.
66. HR People Services will also provide support for the additional recruitment. This will take into account the School Redeployment and Redundancy Policy and Procedure whereby new posts may provide opportunities for any school based staff on the school redeployment register at that particular time.

### **Equality Impact Assessment**

67. An Equality Impact Assessment for the 21<sup>st</sup> Century Schools Band B Programme has been carried out. The assessment concluded that the programme would not adversely affect a particular group in society. Any proposals brought forward following this report would be subject to

further equality impact assessments including an assessment on any changes to accommodation. (Details of the Equality Impact Assessment can be seen at Appendix 1).

### **Sustainability Assessment**

68. 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 Council's 'What Matters' strategy which seeks to deliver 7 strategic outcomes. Any proposals brought forward following this report would be subject to an environmental assessment which would be carried out as part of the planning application process. (Details of the Sustainability Assessment can be seen at Appendix 2).

### **Transport Matters**

69. High level transportation issues have been reviewed for the sites in question to ensure that consideration is given to the ability of the potential locations to support Active Travel, in terms of pedestrian and cycle access to the sites.
70. All new developments will require a Transport Assessment to be undertaken, this will determine whether any changes are deemed necessary to the immediate highway network to enable pupils and staff to access the schools using Active Travel modes. All schools within Cardiff are also encouraged to develop robust Travel Plans which will help them address issues relating to how their staff and pupils travel to school, with the emphasis on encouraging and promoting Active Travel such as walking and cycling.
71. Any highway improvement works identified from the Transport Assessments will have to be funded and delivered as part of the 21<sup>st</sup> Century Schools Programme.

### **Community Impact**

72. The Welsh Assembly Government School Organisation Code 2013 requires local authorities to conduct a Community Impact Assessment and a Welsh Language Impact Assessment when proposing changes to school organisation.
73. The following are taken into account when developing proposals
- Public Open Place/parkland
  - Noise and traffic congestion
  - School designation
  - School links to the local community
  - Impact on parents and families
  - Travelling implications for pupils/families
  - Impact on community activities, impact on community facilities

74. Any proposals brought forward following this report which would be subject to public consultation would include a full assessment of any community impact.

### **RECOMMENDATIONS:**

The Cabinet is recommended to:

1. Approve the prioritised schemes under Band B of the 21<sup>st</sup> Century Schools Programme.
2. note the approval in principle of Cardiff Council's Band B Strategic Outline Case by Welsh Government and to authorise the Director of Education and Lifelong Learning to secure Welsh Government approval in principle for the schemes within the programme.
3. note that a subsequent report to Cabinet will propose arrangements to secure sufficient capacity and appropriate governance in order to deliver the Cardiff Band B 21<sup>st</sup> Century Schools Programme.

### **NICK BATCHELAR**

Director of Education & Lifelong Learning

8 December 2017

*The following Appendices are attached*

Appendix 1 - Equality Impact Assessment

Appendix 2 - Sustainability Assessment

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Cardiff Council  
Equality Impact Assessment  
Corporate Template



<b>Strategy Title:</b> Cardiff Council's 21 <sup>st</sup> Century Schools Programme – Band B
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: October 2017	

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

Band B is the second tranche of funding from the Welsh Government to modernise education infrastructure. The Council's proposed Vision for Cardiff's Band B 21st Century School Strategy is to deliver "***Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential.***"

The programme has 4 main aims as follows:

- **Aim 1:** To provide a sufficiency of school places across the city that are in the right place and are at the right size to enable the delivery of excellent education provision.
- **Aim 2:** To provide high quality educational facilities that will meet the diverse requirements of the 21st Century.
- **Aim 3:** To optimise the use of education infrastructure for the benefit of the wider community across Cardiff.
- **Aim 4:** To ensure that Cardiff achieves best value from its resources to improve the efficiency and cost effectiveness of the education estate.

**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.]**

Since the approval of the "Band A" investment programme in 2014 there have been a number of significant factors that will influence the sufficiency of school places in Cardiff. These include:

- A sustained rapidly growing population in the City that has seen it grow by 1.1% per annum, which is around 4,000 individuals.
- This has resulted in successive large Reception age cohorts of 4,200 pupils, continuing to enter the system and significantly exceeding the intakes in the last 10

year period. The most recent reception intake represents an increase of 28% that is over 800 more children compared to the 2006 intake of 3,381 pupils.

- The large primary cohorts are now age promoting to Secondary Schools and by September 2019, they will exceed the numbers of places available within the English medium high school sector across the City at entry to year 7. Projections indicate that there will need to be an additional 8 Forms of Entry (equating to 240 places more per year) over and above the existing 114 form of entry city-wide at entry to Year 7 in the English-medium sector, in order to accommodate the existing residential population and known migration patterns. The central areas of the city have the most acute need for additional schools places and require a strategic solution to meet demand. These are concentrated in the areas that serve the catchment for Fitzalan High School, Cantonian High School, Willows High School, Cathays High School and Cardiff High School.
- As the City's population has grown so has the number of children with Additional Learning Needs. At present, 23.4% of pupils in Cardiff schools have an Additional Learning Need (ALN) and there are currently appropriately 1,800 statements of ALN across the authority. Whilst, there are a number of specialist settings across the Cardiff, the needs presenting exceed the places available and will continue to do so into the future, creating an acute sufficiency issue. Increased need is anticipated particularly within the following areas: behaviour emotional and social needs (BESN); complex learning needs (CLN); (nb: The term CLN is used here as a generic term for a range of primary need labels including severe learning difficulties (SLD), physical and medical needs (PMED), profound and multiple learning disabilities (PMLD) and autism spectrum conditions (ASC).
- The City of Cardiff has been a dispersal area for asylum seekers for more than a decade. More recently, EU nationals have arrived, along with large numbers of students from around the world who attend local universities and bring their families.
- Cardiff's adopted Local Development Plan, maps the infrastructure required to facilitate and sustain the city's growth up to 2026. This involves the potential building of 41,415 homes over the period of the plan including sizeable strategic sites in the North and West of the City. These will be of up to 5000 homes in each area, which will generate significant increases in pupil place demand and distribution across the city, continuing over the next 10 years.
- In order to increase the demand for places in the Welsh-medium primary sector, in accordance with the Welsh Government Policy aspirations and the Cardiff City Council's Welsh in Education Strategic Plan (WESP), some additional investment is necessary. Demand for Welsh-medium places at entry to secondary education is projected to exceed places available by September 2021.
- Cardiff has a very large education estate with over 127 school properties, many of which comprise multiple blocks, spread geographically across the City. A large number of these, including both primary, secondary and special schools, are in a very poor state of repair. The estate has a significant maintenance backlog of approximately £68M, of which circa £8M is Equality Act 2010 compliance. There are now three High Schools in Cardiff that are classed as "D" which is end of life and risk of imminent failure in terms of their Condition. These are Cantonian High, Willows High and Fitzalan High. The large proportion of schools classed as "C" condition, exhibiting major deterioration, in the primary, secondary & special sector. In fact, this represents 46% of the overall estate.

- Four schools in the special sector were classed as “D” for suitability. That is they were deemed to have poor environments and the buildings seriously inhibited the schools’ ability to deliver the curriculum and these are catering for some of the most vulnerable children in the city.
- In Band B, the programme would address the sufficiency of places within the English-medium secondary sector in the main but would also improve the condition of schools within the worst condition rating category.

### 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.

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

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

There would be a positive impact on 3-18 year age groups in particular, due to a new school buildings being provided for this core age group.

There would also be a positive impact on over 18 year olds too due to new schools offering community facilities that would be accessible by the wider community through:

- Modern inspiring learning facilities across the city
- Schools at the heart of the community and co-located community and/or integrated services where appropriate

There may still be a perception that recruitment/deployment opportunities could be affected by age. The Council’s procedure for managing staffing changes arising from reorganisation of school places would be used in implementing any changes. This would ensure that good practice is applied 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:**

Delivery of the programme would have a positive impact on accessibility for all users. A number of schools across Cardiff are not fully wheelchair accessible and therefore choice of school for pupils with disabilities is dictated by the level of adaptations. This means that many areas of Cardiff do not provide “accessible pathways” from primary to secondary school. In many cases, pupils are not able to stay with their peer group at transition and have to travel across the city to attend secondary education that can meet their needs.

It is difficult to adapt schools so that they become fully wheelchair accessible and so accessibility is only significantly improved with the provision of new build schools. Delivering new build projects in Band B would provide “accessible pathways” across the city and 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 pictorial signs.

Those with a physical impairment – e.g. level threshold doors, lifts with disabled access

Those with learning disabilities – e.g. quiet spaces

Special Educational Needs (SEN) School Action support is provided in the classroom. However, there may be occasions where pupils are withdrawn from a classroom to receive an intervention. If the new build accommodation is a standardised design, discussion would be needed on the design approach and how it caters for pupils with SEN.

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 could be modified without significant structural changes being required.

**Consultation**

Feedback from public consultation and from engagement with schools would be considered. The Design Equalities Advisory Group (DEAG) and/or the Cardiff Council Access Focus Group (CCAFG) and/or the Council's City Operations Inclusion Officer would also be given the opportunity to comment at the design stage.

### ***Transport***

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

## **3.3 Gender Reassignment**

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

	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:**

Feedback arising from consultation on a project would inform provision e.g. privacy of toilet provision, changing areas.

### ***Recruitment/redeployment opportunities***

The Council's procedure for securing staffing requirements would be used to ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

## **3.4. 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		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:**

An equality impact assessment would be carried out at the design stage on a new build scheme and to identify any reasonable adjustments that could be made to improve accessibility to any existing accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins

#### ***Recruitment/redeployment opportunities***

The Council's procedure for securing staffing requirements would be used to ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

### 3.6 Race

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

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

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

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

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

The programme would not have a differential impact upon one particular ethnic group, as the provision would be available to all.

### 3.7 Religion, Belief or Non-Belief

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

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

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 provides education for access by all children and young people and therefore does not itself establish faith schools. The senior management in a school are best placed to manage needs e.g. providing space for prayer and any significant change in diversity in terms of belief. New accommodation would be designed to incorporate the EAL facilities required by Building Bulletins 98/99/102.

### 3.8 Sex

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

	Yes	No	N/A
Men		x	
Women		x	

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

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

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

**Recruitment/redeployment opportunities**

The Council's procedure for securing staffing requirements would be used to ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

### 3.9 Sexual Orientation

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

	Yes	No	N/A
Bisexual		x	
Gay Men		x	
Gay Women		x	
Heterosexual		x	

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

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

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

#### **Recruitment/redeployment opportunities**

Evidence collated by the Stonewall lobby group alleges that Lesbian, Gay, Bisexual people are likely to be discriminated against in workplace recruitment. The Council's procedure for securing staffing requirements would be used to ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

### 3.10 Language

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

	Yes	No	N/A
Welsh Language		x	
Other languages		x	

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:

Proposals are brought forward to meet demand for English-medium or Welsh-medium education.

It is Cardiff Council's 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.



#### 4. Consultation and Engagement

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

The Design Equalities Advisory Group (DEAG) and/or the Cardiff Council Access Focus Group (CCAFG) are given the opportunity to comment on projects at the design stage. The internal equalities groups could also be consulted for comments, if appropriate.

#### 5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	Equality Impact Assessments are carried out on each proposal and project. An initial equality impact assessment is carried out at the proposal stage and is updated following consultation. A further equality impact assessment is then carried out at the design stage on a new build scheme and to identify any reasonable adjustments that could be made to improve accessibility to any existing accommodation.
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Language	The equality impact assessments would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

#### 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: Angela Withey	Date: October 2017
Designation: Project Manager – Governance	
Approved By: Janine Nightingale	
Designation: Head of Schools Organisation, Access & Planning	
Service Area: Education	

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## **Cardiff Council**

### **Statutory Screening Tool Guidance**

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

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

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

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The main statutory requirements that strategies, policies or activities must reflect include:

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

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

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

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

## Statutory Screening Tool

<b>Name of Strategy / Policy / Activity:</b>	<b>Date of Screening:</b>
Band B 21 <sup>st</sup> Century Schools Programme	October 2017
<b>Service Area/Section:</b> Education & Lifelong Learning	<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>The 21st Century Schools and Education Programme is a unique collaboration between the Welsh Government (WG), the Welsh Local Government Association (WLGA) and local authorities. It is a major, long-term and strategic capital investment programme with the aim of creating a generation of 21st century schools in Wales. The programme focuses resources on the right schools in the right places, from early years through to post-16.</p> <p>The Council's proposed vision for Cardiff's Band B 21st Century School Strategy is to deliver <b><i>"Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential."</i></b></p> <p>The programme has 4 main aims as follows:</p> <ul style="list-style-type: none"> <li><b>Aim 1:</b> To provide a sufficiency of school places across the city that are in the right place and are at the right size to enable the delivery of excellent education provision.</li> <li><b>Aim 2:</b> To provide high quality educational facilities that will meet the diverse requirements of the 21st Century.</li> <li><b>Aim 3:</b> To optimise the use of education infrastructure for the benefit of the wider community across Cardiff.</li> </ul>	<p>Cardiff City had the largest 21st Century School Programme in Wales and has benefitted greatly from the initial "Band A" investment programme of some £164 million. Since the approval of the "Band A" investment programme in 2014, there have been a number of significant factors that will influence the sufficiency of school places in Cardiff. These include:</p> <ul style="list-style-type: none"> <li>A sustained rapidly growing population in the City that has seen it grow by 1.1% per annum, which is around 4,000 individuals.</li> <li>This has resulted in successive large Reception age cohorts of 4,200 pupils, continuing to enter the system and significantly exceeding the intakes in the last 10-year period. The most recent reception intake represents an increase of 28% that is over 800 more children compared to the 2006 intake of 3,381 pupils.</li> <li>The large primary cohorts are now age promoting to Secondary Schools and by September 2019, they will exceed the numbers of places available across the City at entry to year 7.</li> <li>As the City's population has grown so has the number of children with Additional Learning Needs. At present, 23.4% of pupils in Cardiff schools have an Additional Learning Need (ALN) and there are currently approximately 1,800 statements of ALN across the authority. Whilst, there are a number of specialist settings across the Cardiff, the needs presenting exceed the places available and will continue to do so into</li> </ul>

- **Aim 4:** To ensure that Cardiff achieves best value from its resources to improve the efficiency and cost effectiveness of the education estate.

the future, creating an acute sufficiency issue.

- Cardiff's adopted Local Development Plan, maps the infrastructure required to facilitate and sustain the city's growth up to 2026. This involves the potential building of 41,415 homes over the period of the plan including sizeable strategic sites in the North and West of the City. These will be of up to 5000 homes in each area which will generate significant increases in pupil place demand and distribution across the city, continuing over the next 10 years.

Added to these acute sufficiency issues are the fact that the school estate in Cardiff is in a very poor condition overall. Whilst Band A will reduce the asset backlog by 14% (circa £17m), it still remains at a critical level at £68m. There are now three High Schools in Cardiff that are classed as "D" which is end of life and risk of imminent failure in terms of their condition. These are Cantonian High, Willows High and Fitzalan High. These schools must be prioritised in any Band B capital programme.

There are also 4 Special Schools that are "D" rated for suitability, in that they are deemed to have poor environments where the buildings seriously inhibit the staff's ability to deliver the curriculum. These special schools arguably house the most vulnerable learners in Cardiff and again will need to amongst the top priorities for any band B programme.

It is clear that the following issues need to be addressed in Band B:-

- Acute sufficiency issues in the secondary sector
- Acute sufficiency issues in the special sector
- Condition & suitability issues within the school estate

## 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	
1.1	<b>People in Cardiff are healthy;</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li>the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc,</li> <li>vulnerable citizens and areas of multiple deprivation</li> <li>Addressing instances of inequality in health</li> </ul>	x				<p>In Band B, the Programme aims to address the sufficiency of secondary school places across city and would prioritise the removal of category D condition schools. Welsh Government is committed to removing all "D" condition schools from Wales. By addressing the three category D condition schools, this would provide new environments incorporating community facilities.</p> <p>Within the proposed Band B Programme, there are four special schools that have been identified for investment. These schemes would address provision for the city's most vulnerable citizens.</p> <p>See 1.2 below – local schools for local children to encourage walking and cycling and promote health.</p> <p>See 1.3 below re crime prevention - Secure by Design.</p>
1.2	<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>the causes and consequences of Climate Change and creating a carbon lite city</li> </ul>	x				<p>The programme aims to provide schools of the right size. Minimising surplus places should mean high utilization rates (energy/water resources not used to heat and supply underutilised accommodation).</p> <p>The programme would provide new build schools that are BREEAM Excellent and EPC A rated to minimise running costs, and any detrimental environmental impact.</p> <p>The programme would remove accommodation that has a D rating for condition and replace with new facilities, thus improving</p>

Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
	+	-	Ntrl	Un-Crtn	
					<p>sustainability.</p> <p>The programme aims to provide local schools for local children to encourage use of non-polluting modes of transport.</p> <p>Water efficient measures would be built into building designs.</p>
<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				<p>Locating provision central to the area it serves should minimise the use of cars or public transport and encourage walking and cycling to and from school.</p> <p>The limited scope for parking on a school site should encourage walking and cycling to school.</p> <p>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.</p> <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> <p>A Transport Assessment would be carried out for all schemes as part of the planning application process.</p> <p>A travel plan is created for each school, detailing proximity to public transport, as well as walking and cycling routes.</p> <p>Changes to the traffic and transport infrastructure would be</p>

Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
	+	-	Ntrl	Un-Crtn	
					considered as part of the Transport Investigations and Assessments for proposals.
<ul style="list-style-type: none"> <li><i>reducing environmental pollution (land, air, noise and water)</i></li> </ul>			x		<p>If appropriate, as part of the BREEAM process, an acoustic report would be prepared to ascertain the site acoustic levels and the acoustic impact. A further report could be prepared for the proposals in line with the BB93 Acoustics for School requirements.</p> <p>Builders would be encouraged to minimise air, light and noise pollution during the construction period.</p>
<ul style="list-style-type: none"> <li><i>reducing consumption and encouraging waste reduction, reuse, recycling and recovery</i></li> </ul>	x				<p>Contractors are required to demonstrate how they meet the requirements relating to consumption and waste reduction as set out by the Welsh Government and in the procurement framework (e.g. SEWSCAP).</p> <p>The following could be incorporated into new build designs:</p> <ul style="list-style-type: none"> <li>Sustainable urban drainage system</li> <li>Solar hot water</li> <li>Photovoltaic</li> <li>Natural Ventilation</li> <li>Control of solar gains</li> <li>Rainwater Harvesting</li> <li>A or A+ rated materials in accordance with BRE Green Guide to Specification</li> </ul> <p>Cardiff Council, Waste Management would advise on the provision of waste and recycling collection on school sites.</p>
<ul style="list-style-type: none"> <li><i>encouraging biodiversity</i></li> </ul>				x	Where required a Phase 1 survey (Preliminary Ecological Assessment) of a site would be undertaken to identify the main habitats and whether any detailed surveys for protected species



	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>are needed. If more detailed surveys are required recommendations to mitigate any impacts on biodiversity would be considered as part of the planning application for a project.</p> <p>A new build provides the opportunity to consider innovative ways to encourage biodiversity through the integration of the Eco-schools initiative into new build schemes.</p>
1.3	<b>People in Cardiff are safe and feel safe;</b> <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <li><i>reducing crime, fear of crime and increasing safety of individuals</i></li> <li><i>addressing anti-social behaviour</i></li> <li><i>protecting vulnerable adults and children in Cardiff from harm or abuse</i></li> </ul>	x				<p>The South Wales Police's Crime Prevention Design Advisor would be consulted on all projects where appropriate and the recommendations considered and incorporated where practicable.</p>
14 Page 71	<b>Cardiff has a thriving and prosperous economy;</b>  <b>Consider the potential impact on</b> <ul style="list-style-type: none"> <li><i>economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity)</i></li> <li><i>Assisting those Not in Education, Employment or Training</i></li> <li><i>attracting and retaining workers (new employment and training opportunities, increase the value of employment,)</i></li> <li><i>promoting local procurement opportunities or enhancing the capacity of local companies to compete</i></li> </ul>	x				<p>Schools provide employment.</p> <p>Investment in school buildings improves the learning environment that contributes to the delivery of a modern curriculum and should have a positive impact on the economy as it helps learners to achieve their potential. See 1.5 below.</p> <p>The Council aspires to maximise Community Benefits wherever possible, including benefits for children and young people, through its procurement practices, and has explicitly identified this as one aspects of its programme to promote children's rights as a participating member of the UNICEF Child Rights Partner Programme. This will be reflected in any and all tender documentation, on a project by project basis.</p> <p>The Council will work with contractors to ensure that their supply chains are aware of the Council's aspirations for Community Benefits. In line with Welsh Government guidelines on Community Benefits, the Council will strive to meet the benchmark targets. These four targets are:-</p>

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
Page 72						<ol style="list-style-type: none"> <li>1. Jobs</li> <li>2. Apprenticeships</li> <li>3. STEM Engagement</li> <li>4. Training</li> </ol> <p>These will build stronger communities and in turn develop the local economy to reduce social exclusion and poverty.</p> <p>Commissioning and Procurement will review all monitoring information in consultation with relevant contract managers and once validated outcomes will be recorded in a Community Benefits Register. The Community Benefits Board that was established in January 2017 will also oversee the development of an annual Community Benefits Report, including case studies, so that progress is widely reported, including to Welsh Government. All individual schemes within Cardiff's Band B Programme will include community benefits targets, will provide completed benefits measurement tools and will feed into the overall corporate community benefits register and feed into WG targets. These benefits are a critical part of Cardiff's Band B schemes to ensure wider social, environmental and economic issues are taken into account during the project life cycle.</p>
	<b>1.5 People in Cardiff achieve their full potential;</b>  <b>Consider the potential impact on</b> <ul style="list-style-type: none"> <li>• promoting and improving access to life-long learning in Cardiff</li> <li>• raising levels of skills and qualifications</li> <li>• giving children the best start</li> <li>• improving the understanding of sustainability</li> <li>• addressing child poverty (financial poverty, access poverty, participation poverty)</li> <li>• the United Nations Convention on the Rights of a Child and Principles for Older persons</li> </ul>	x				<p>Investment in buildings enables schools to be best placed to provide the opportunities for learners to achieve their potential, which can address the link between disadvantage and attainment.</p> <p>A key focus of the programme is providing the best possible learning facilities and learning opportunities to inspire and enable young people to achieve their full potential. At secondary level, this should encourage young people to access post-16 provision, should reduce the percentage of school leavers not in education, employment and training and in turn should improve their life chances.</p>

	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	
						New school builds will have a focus on community benefits and facilities and as such, there will be opportunities to address life-long learning.
1.6	<b>Cardiff is a Great Place to Live, Work and Play</b>  <b>Consider the potential impact on</b> <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>• <i>play opportunities for Children and Young People</i></li> <li>• protecting and enhancing the landscape and historic heritage of Cardiff</li> <li>• <i>promoting the City's international links</i></li> </ul>			x		<p>Consideration is given at the design stage to providing spaces that have the potential to be used by the community outside of school hours in response to local need.</p> <p>Partnerships with post 16 providers would continue to be explored.</p> <p>The Council's online sources are used to check whether there are any cultural heritage receptors recorded within a site.</p>
1.7	<b>Cardiff is a fair, just and inclusive society.</b> Consider the potential impact on <ul style="list-style-type: none"> <li>• <i>the elimination of discrimination, harassment or victimisation for equality groups</i></li> </ul>	x				<p>An Equality Impact Assessment in accordance with the Equality Act 2010 has been carried out on the Programme. Equality Impact Assessments are also carried out on each proposal and project. An initial equality impact assessment is carried out at the proposal stage and is updated following consultation. A further equality impact assessment is then carried out at the design stage on a new build scheme and to identify any reasonable adjustments that could be made to improve accessibility to existing accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins. Cardiff Council's Access Advisor is also given the opportunity to comment on new build designs.</p> <p><b>Recruitment of school staff</b></p> <p>The Council's recruitment/redeployment process ensures that good practice is followed including the application of the Council's policies on equal opportunities.</p>

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
	<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 and statutory consultation is carried out, if required.</li> <li>Relevant departments in the Council are engaged.</li> <li>Submission of designs to the Design Commission for Wales (DCfW) Review Panel can be undertaken.</li> <li>The Design Equalities Advisory Group (DEAG) and/or the Cardiff Council Access Focus Group (CCAFG) that includes representatives from external groups would be given the opportunity to comment at the design stage.</li> <li>South Wales Police's Crime Prevention Design Advisor can be consulted, if appropriate.</li> </ul>
	<b>EQUALITY IMPACT ASSESSMENT (This is attached on page 16)</b>					
Page 74	<p><b>The Council delivers positive outcomes for the city and its citizens through strong partnerships</b></p> <p>Consider the potential impact on</p> <ul style="list-style-type: none"> <li>strengthening partnerships with business and voluntary sectors</li> <li>the collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings</li> </ul>	x				<p>Modern school facilities can provide flexible spaces for partnership working (integrated services) and use as valuable community assets (potential for efficiency savings).</p> <p>The local authority is keen to ensure schools promote creativity at the heart of learning. The Council has recognised that some of our communities need support to raise aspirations and create a culture of achievement, underpinned by a high quality education. There is a need to develop the relationship between business and education so that young people leave education with the skills and competences to be work ready. As a way to forge close working links between the city's education provision and its successful creative sector; the Creative Education Partnership Cardiff was launched in March 2016 and works to strengthen productive links between schools and the sector to support young people in education and to ensure the strength and vibrancy of the future workforce in the region. The Founder Partners have come together to provide the initial impetus behind the initiative, but the Partnership is open to all who have an interest and a contribution to make. The Partnership is shaped through a Steering Group consisting of representatives of the</p>

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
						<p>Founder Partner bodies - Amgueddfa Cymru - National Museum Wales; BBC Wales; Cardiff Council; Cardiff Metropolitan University; Cardiff and Vale College; Creative &amp; Cultural Skills UK; Welsh National Opera; Wales Millennium Centre; University of South Wales. Cardiff West Community High School is the first 'pathfinder school' to pilot this partnership. This school is being built within Band A and have already benefitted from working with partners who operate within the creative economy of the city. If successful, this partnership model could be replicated with other sectors in the regional economy e.g. science, technology engineering, for example.</p> <p>Feasibility discussions have been initiated with neighbouring local authorities to determine if there would be any benefits of providing facilities to address pupils identified with SEN within Band B.</p>

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

**Economic**

- A key focus of the programme is providing the best possible learning facilities and learning opportunities to inspire and enable young people to achieve their full potential. At secondary level, this should encourage young people to access post-16 provision, should reduce the percentage of school leavers not in education, employment and training and in turn should improve their life chances.

- Schools provide employment.
- The Welsh Government have created robust community benefit targets that Cardiff Council will consider in all schemes. These are based around jobs, apprenticeships, STEM Engagement and training. All individual schemes within Cardiff's Band B Programme will include community benefits targets and they are a critical part of Cardiff's Band B schemes to ensure wider social, environmental and economic issues are taken into account during the project life cycle.
- Modern school facilities can provide flexible spaces for partnership working (integrated services) and can be valuable community assets (potential for efficiency savings).

## Social

- Investment in buildings enables schools to be best placed to provide the opportunities for learners to achieve their potential.
- Consideration is given at the design stage to providing spaces that have the potential to be used by the community.
- An Equality Impact Assessment in accordance with the Equality Act 2010 has been carried out on the Programme (see page 16)
- Equality Impact Assessments are also carried out on each proposal and project. An initial equality impact assessment is carried out at the proposal stage and is updated following consultation. A further equality impact assessment is then carried out at the design stage on a new build scheme and to identify any reasonable adjustments that could be made to improve accessibility to existing accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

The South Wales Police's Crime Prevention Design Advisor would be consulted on all projects where appropriate and the recommendations considered and incorporated where practicable.

Locating provision central to the area it serves should encourage walking/cycling to school and should have a positive impact on the health and well-being of pupils.

## Environmental sustainability

- Delivery of this programme would include removing accommodation that is rated D (poor) for condition with more energy efficient new build accommodation.
- The programme aims to provide schools of the right size. Minimising surplus places should mean high utilization rates (energy/water resources not used to heat and supply underutilised accommodation).
- The programme would provide new build schools that are BREEAM Excellent and EPC A rated.
- The programme would remove or replace accommodation that is rated poor for condition (D rating).
- Contractors are required to demonstrate how they meet the requirements relating to consumption and waste reduction as set out by the Welsh Government and in the procurement framework (e.g. SEWSCAP).
- The programme aims to provide local schools for local children to encourage use of non-polluting modes of transport.
- Limiting the scope for parking should encourage walking and cycling to school.
- Consideration is given to improving the road infrastructure, walking routes and public transport.
- If required, a Phase 1 survey (Preliminary Ecological Assessment) of a site would be undertaken to identify the main habitats and whether any detailed surveys for protected species are needed. If more detailed surveys are required recommendations to mitigate any impacts on biodiversity would be considered as part of any planning application.

<b>WHAT ACTIONS HAVE BEEN IDENTIFIED OR CHANGES BEEN MADE TO THE POLICY / PLAN / PROJECT AS A RESULT OF THIS APPRAISAL:</b>
<b>All projects</b>  Recommendations made in the Equality Impact Assessment /Traffic Assessment at the design stage would be taken into account in the planning application Design & Access Statement. A detailed Environmental Assessment (including Ecological Appraisal) would be completed if required as part of any planning application for an individual project.

## Part 2: Strategic Environmental Assessment Screening

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

<b>Is a Full Strategic Environmental Assessment Screening Needed?</b> <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>	Yes	<b>No</b> X An SEA has been undertaken (attached)
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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 X – Statutory Requirements

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

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

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 14 DECEMBER 2017**

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**CALCULATION OF COUNCIL TAX BASE**

**FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR  
CHRIS WEAVER)**

**AGENDA ITEM: 5**

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**CORPORATE DIRECTOR (RESOURCES)**

**Reason for this Report**

1. The information is required by the Welsh Government under its powers in section 68 of the Local Government Finance Act 1992, as amended. Cabinet has the authority to approve the Council Tax Base following the determination by Council in 2013 which delegated such further decisions to Cabinet.

**Background**

2. Section 33 of the Local Government Act 1992 requires each billing authority to calculate the Council Tax Base each year. The Local Authorities (Calculation of Council Tax Base)(Wales) Regulations 1995, as amended, contain rules for this calculation, which in essence, are as follows: -
  - a) Determine the number of chargeable dwellings in each valuation band, taking account of exemptions and anticipated changes during the year.
  - b) Adjust the numbers in each band to take account of the disablement reductions.
  - c) Allow for discounts in respect of unoccupied properties and those occupied by one person only.
  - d) Weight the adjusted total for each band to equate it to band D.
  - e) Repeat the calculation for each of the six Community Councils that issue precepts.

**Issues**

3. The Council Tax Base calculation is a complex annual exercise that is used by the Welsh Government (WG) for the distribution of Revenue

Support Grant. It is also used by the Council for calculating the Council Tax charges for each year. Appendices A to G set out the detailed calculation. As the Appendices are in a format prescribed by WG the following points explain the details included in those Appendices.

- The number of domestic dwellings in the valuation list in force at the 29 October is used and adjusted to take account of anticipated new properties, demolitions, appeals and exemptions which is represented as chargeable dwellings (line A1 Appendix A).
- Properties in receipt of disablement relief receive a reduction of 1 band in their amount payable. Lines A2 and A3 reflect these adjustments. For example the number of properties in band B (at line A1) amounting to 18,025 is reduced by 77 for those that will receive the 1 band reduction and increased by 280 for those properties coming down from band C. This gives a new total of 18,228.
- An estimate of the number of single person discounts (B2) and empty property discounts (B3) are also taken into account in the calculation. Line C1 represents the total number of equated single person discounts (25% discount each). This total is then divided by 4 to convert to assumed full properties and deducted from line A3 to reach the weighted total in line C2.
- To convert the total in each band to a band D equivalent the appropriate ratio as set out in line C3 is applied to reach the total band D equivalents in C4.

4. The total band D equivalent properties calculated are then adjusted to take account of the estimated collection rate, as well as any contributions in respect of M.o.D. properties, as follows: -

2017/18		2018/19
145,161.14	a) Total Discounted chargeable dwellings: band D equivalent	145,588.58
98.5%	b) Estimated Collection Rate	98.5%
142,983.72	a) x b)	143,404.75
48.55	M.o.D. exempt dwellings : band D equivalent	48.55
-----		-----
143,032.27		143,453.30
-----		-----
(143,032)		(143,453)

The table above shows an increase in the Council Tax Base of 421 properties at band D equivalent.

5. As set out in paragraph 3 to this report, the calculation of the Council Tax Base reflects a range of factors including changes to the number of domestic properties together with the anticipated level of discounts and exemptions that may apply to those properties. In this regard, a key

factor in recent years has been the significant growth in purpose built student accommodation in the City which whilst increasing the overall property base does not impact directly on the Council Tax base owing to the exemptions that apply to those properties when occupied. This has added a degree of complexity and uncertainty, not just in relation to the timing of completed accommodation but also in relation to the number of student properties that will be occupied in a given year and the wider impact in other areas of the City where changes to the number of students occupying properties in those areas might be expected.

6. In the calculation of the 2017/18 Council Tax Base, whilst these factors were taken into account the actual number of student exemptions has proved to be significantly higher than anticipated which has impacted on the current amount of Council Tax to be collected. This will be reflected in the Council's Month Nine Monitoring Report which is expected to show a worsening of the position in relation to Council Tax collected compared to budget in the current financial year. This also impacts on the calculation of the 2018/19 Council Tax Base in that the increased level of exemptions in the current financial year which are not currently reflected in the 2017/18 Base have to be taken into account. This is reflected in the calculations set out in paragraph 4 to this report with the effect that this has significantly reduced the anticipated year on year increase in the Council Tax Base for 2018/19, partly offsetting the real increase in the number of new properties anticipated during this period. Further increases to purpose built student accommodation are also anticipated in 2018/19 and this has been reflected in the Council Tax Base calculations together with an assessment of the likely level of exemptions.
7. There is an expectation that over time the areas of the city that have housed significant numbers of students in residential properties may revert to family dwellings and this should lead to an increase in council tax collected. However, the timing of this change is uncertain and may become noticeable only over the medium term. As the scale of development reflected in the Local Development Plan and Cardiff Living (formerly the Housing Partnership Programme) starts to become evident the council will see significant increases in new properties each year with commensurate increases in the Council Tax Base.

### **Council Tax Collection Rate**

8. WG assume 100% of the tax base for Revenue Support Grant, however, for Council Tax setting purposes it is necessary to assume an ultimate collection rate to use in the budget for 2018/19. It is proposed to keep the ultimate collection rate at 98.5%. As can be seen in the table below since 2013/14 the ultimate collection rate has increased from 97.7% to the current level of 98.5%, an increase of 0.8%. Due to potential impacts as a result of changes in welfare arrangements, uncertainties about the economy and inflation, it is prudent to continue with the current estimated ultimate collection rate for 2018/19. This position will continue to be kept under review and closely monitored.

Financial Year	Ultimate Collection Rate
2013/14	97.7%
2014/15	98.2%
2015/16	98.3%
2016/17	98.5%
2017/18	98.5%

#### Schedule of precept payments

9. Regulations require that by 31 December each year the Council inform each of its precepting authorities of the proposed dates of monthly precept payments in the following year and determines a payments schedule by 31 January.
10. Currently instalment payments to the South Wales Police Authority are paid on the last working day of each month and to the Community Councils on 1 April, and it is recommended that these arrangements should continue for 2018/19.

#### **Reasons for Recommendations**

11. It is a statutory obligation for the Council to agree its Council Tax Base annually and this figure is used for Council Tax setting.

#### **Legal Implications**

12. The Council Tax Base is essentially the constituency of Council Tax payers having regard to the fact that some persons will be entitled to reductions in Council Tax and others will be eligible for exemptions from payment. The Council Tax Base is calculated in accordance with a complicated formula laid down in the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as amended.
13. The central provision is regulation 3, which provides that the Council Tax Base is calculated by multiplying the total of the 'relevant amounts' by the authority's estimate of its collection rate for the year. It is therefore necessary to identify both the 'relevant amount' and the 'collection rate'.
14. Regulation 3 of the Local Authorities (Calculation of Council Tax Base) and the Council Tax (Prescribed Classes of Dwellings) (Wales) (Amendment) Regulations 2000 inserts a new regulation 5A into the 1995 Regulations. This provides for the calculation of "the relevant amounts" by a billing authority for financial years beginning on or after 1 April 2005. The relevant amount for each Council Tax band is a measure of the number of dwellings in that band after taking account of exempt dwellings and discounts.
15. The 'relevant amount' is the maximum sum which the authority would recover in respect of the dwellings in the particular band. However, the regulations anticipate that this will not always be the case. Thus in order to ascertain the Council Tax Base, it is necessary to determine the collection rate. This is governed by regulation 3 of the 1995 Regulations.

The Council must estimate its collection rate for the financial year by estimating the aggregate of the amounts in respect of Council Tax for the year which are likely to be paid to the Council expressed as a proportion of its estimate of the total of such amounts which are payable to the Council taking into account certain discounts. In order to calculate the Council Tax Base, the authority then adds up the total of the relevant amounts previously calculated and multiplies this by the estimate of the collection rate. This leaves the 'Council Tax Base'. The sum which the authority has calculated must be raised locally and is then divided by the Council Tax Base figure to give the 'basic amount of Council Tax' as defined in section 33 of the Local Government Finance Act 1992.

16. The relevant day for the financial year commencing 1 April 2018 will be 29 October 2017.
17. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of 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**

18. The Council Tax Base will be used to set the specific Council Tax charges for 2018/19 when the budget is approved. There are a large number of variables that are included in this calculation such as new properties, demolitions, effect of appeals, changes to discounts and exemptions and it is important to ensure that the resulting estimate of properties is as accurate as possible as a small percentage variance could result in a large difference against the budget. The tax base calculation is also used by the Welsh Government for the determination of the distribution of Revenue Support Grant. The final financial settlement from the Welsh Government will include the redistribution impact of these figures across Wales.
19. The increase in the tax base as set out in this report is estimated to generate an additional £554,777 in 2018/19 without raising the actual rate of tax. Of this sum, £91,879 represents the extra revenue for the Police and Crime Commissioner for South Wales whilst Cardiff Council will receive an extra £462,898. At present, this additional income has not been taken into account in the Council's draft budget position as there may be a consequential adjustment to RSG as a result of the relative changes to council tax bases across Wales. Any such changes will be reflected in the final Financial Settlement from WG in December.

## RECOMMENDATIONS

Cabinet is recommend to:

- (1) Agree that the calculation of the Council's tax base for the year 2018/19 be approved;
- (2) agree that pursuant to this report and in accordance with the Local Authorities (Calculation of Tax Base) (Wales) Regulations 1995, as amended, the amount calculated by Cardiff Council as its Council Tax Base for the year 2018/2019 shall be 143,453;
- (3) agree that pursuant to this report and in accordance with the Local Authorities (Calculation of Tax Base) (Wales) Regulations 1995, as amended, the amounts calculated by the Council as the Council Tax Base for the year 2018/19 in the community areas subject to a precept shall be as follows:-

Lisvane	2,350
Pentyrch	3,263
Radyr	3,709
St. Fagans	1,311
Old St. Mellons	1,543
Tongwynlais	823

- (4) Agree that the arrangements for the payment of precepts in 2018/19 to the South Wales Police Authority be by equal instalments on the last working day of each month from April 2018 to March 2019 and the Community Councils be by one payment on 1 April 2018, be on the same basis as that used in 2017/18 and the precepting authorities be advised accordingly.

**CHRISTINE SALTER**  
**CORPORATE DIRECTOR RESOURCES**  
8 December 2017

*The following Appendices are attached:*

- Appendix A: Calculation of the Council Tax Base for the City and County of Cardiff
- Appendices B-G: Calculation of the Council Tax Base for the 6 Community Councils



# CARDIFF COUNCIL

## COUNCIL TAX BASE CALCULATION FOR 2018/19

### APPENDIX A

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing	0	4,030	18,954	32,404	35,161	29,541	20,933	9,918	2,723	1,421	155,085
All Chargeable Dwellings (A1)	0	3,652	18,025	30,482	33,092	25,471	19,366	9,522	2,646	1,401	143,657
Disabled (A2)	0	8	77	280	356	340	315	178	43	51	1,648
Adjusted chargeable Dwellings (A3)	8	3,721	18,228	30,558	33,076	25,446	19,229	9,387	2,654	1,350	143,657
Dwellings with no discount (B1)	2	829	8,363	17,317	20,172	17,236	14,343	7,523	2,180	1,176	89,141
Dwellings with one discount (B2)	6	2,866	9,704	13,015	12,639	8,003	4,745	1,796	419	154	53,347
Dwellings with two discounts (B3)	0	26	161	226	265	207	141	68	55	20	1,169
Total number of discounts (C1)	6	2,918	10,026	13,467	13,169	8,417	5,027	1,932	529	194	
Weighted Total (C2)	6.50	2,991.50	15,721.50	27,191.25	29,783.75	23,341.75	17,972.25	8,904.00	2,521.75	1,301.50	
Band D Relation (C3)	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent (C4)	3.61	1,994.33	12,227.83	24,170.00	29,783.75	28,528.81	25,959.92	14,840.00	5,043.50	3,036.83	145,588.58

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**CARDIFF COUNCIL**  
**COUNCIL TAX BASE CALCULATION NOVEMBER 2017**  
**LISVANE**

**APPENDIX B**

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	0	2	12	45	58	143	714	295	198	1,467
Exemptions	0	0	-1	-1	-5	-4	-6	-13	-4	-3	-37
Chargeable Dwellings	0	0	1	11	40	54	137	701	291	195	1,430
Disabled totals	0	0	0	0	0	0	4	10	5	1	20
Adjusted Total	0	0	1	11	40	58	143	696	287	194	1,430
Dwellings with two discounts	0	0	0	1	1	1	1	1	1	1	7
Dwellings with one discount	0	0	0	9	28	21	36	139	46	24	303
Dwellings with no discount	0	0	1	1	11	36	106	556	240	169	1,120
Total number of discounts	0	0	0	11	30	23	38	141	48	26	
Weighted Total	0.00	0.00	1.00	8.25	32.50	52.25	133.50	660.75	275.00	187.50	1,350.75
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	0.00	0.78	7.33	32.50	63.86	192.83	1,101.25	550.00	437.50	2,386.05
Estimated Collection Rate											98.5%
Tax Base											2,350.26

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# CARDIFF COUNCIL

## COUNCIL TAX BASE CALCULATION NOVEMBER 2017

### APPENDIX C

#### PENTYRCH

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	2	82	241	325	395	834	443	165	93	2,580
Exemptions	0	-1	-5	-10	-12	-6	-10	-1	0	-1	-46
Chargeable Dwellings	0	1	77	231	313	389	824	442	165	92	2,534
Disabled	0	0	0	2	9	1	12	3	1	2	30
Adjusted Total	0	1	79	238	305	400	815	440	166	90	2,534
Dwellings with two discounts	0	0	3	0	4	0	2	5	4	0	18
Dwellings with one discount	0	0	46	132	114	104	155	63	19	7	640
Dwellings with no discount	0	1	30	106	187	296	658	372	143	83	1,876
Total number of discounts	0	0	52	132	122	104	159	73	27	7	
Weighted Total	0.00	1.00	66.00	205.00	274.50	374.00	775.25	421.75	159.25	88.25	2,365.00
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	0.67	51.33	182.22	274.50	457.11	1,119.81	702.92	318.50	205.92	3,312.98
Estimated Collection Rate											98.5%
Tax Base											3,263.29

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# CARDIFF COUNCIL

## COUNCIL TAX BASE CALCULATION NOVEMBER 2017

### APPENDIX D

RADYR

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	0	8	92	338	447	816	796	200	86	2,783
Exemptions	0	0	-1	-5	-14	-10	-14	-11	-1	0	-56
Chargeable Dwellings	0	0	7	87	324	437	802	785	199	86	2,727
Disabled	0	0	1	0	0	3	8	12	4	3	31
Adjusted Total	0	1	6	87	327	442	806	777	198	83	2,727
Dwellings with two discounts	0	0	0	2	7	6	1	2	2	0	20
Dwellings with one discount	0	1	4	49	153	161	176	105	17	9	675
Dwellings with no discount	0	0	2	36	167	275	629	670	179	74	2,032
Total number of discounts	0	1	4	53	167	173	178	109	21	9	
Weighted Total	0.00	0.75	5.00	73.75	285.25	398.75	761.50	749.75	192.75	80.75	2,548.25
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	0.50	3.89	65.56	285.25	487.36	1,099.94	1,249.58	385.50	188.42	3,766.00
Estimated Collection Rate											98.5%
Tax Base											3,709.51

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# CARDIFF COUNCIL

## COUNCIL TAX BASE CALCULATION NOVEMBER 2017

### APPENDIX E

#### ST. FAGANS

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	1	2	81	159	261	198	182	93	44	1,021
Exemptions	0	0	-1	-4	0	-6	0	-2	-1	0	-14
Chargeable Dwellings	0	1	1	77	159	255	198	180	92	44	1,007
Disabled	0	0	0	1	3	4	5	2	2	0	17
Adjusted Total	0	1	2	79	160	256	195	180	90	44	1,007
Dwellings with two discounts	0	0	0	0	0	4	2	1	3	3	13
Dwellings with one discount	0	0	0	33	43	53	38	23	15	3	208
Dwellings with no discount	0	1	2	46	117	199	155	156	72	38	786
Total number of discounts	0	0	0	33	43	61	42	25	21	9	
Weighted Total	0.00	1.00	2.00	70.75	149.25	240.75	184.50	173.75	84.75	41.75	948.50
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	0.67	1.56	62.89	149.25	294.25	266.50	289.58	169.50	97.42	1,331.62
Estimated Collection Rate											98.5%
Tax Base											1,311.65

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**CARDIFF COUNCIL**  
**COUNCIL TAX BASE CALCULATION NOVEMBER 2017**  
**OLD ST. MELLONS**

**APPENDIX F**

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	73	104	232	257	218	245	131	82	55	1,397
Exemptions	0	-5	-2	-5	0	-3	-5	-3	-3	0	-26
Chargeable Dwellings	0	68	102	227	257	215	240	128	79	55	1,371
Disabled	0	1	0	1	2	1	5	3	0	0	13
Adjusted Total	1	67	103	228	256	219	238	125	79	55	1,371
Dwellings with two discounts	0	0	2	1	0	1	0	3	1	3	11
Dwellings with one discount	1	52	81	89	75	50	38	23	16	8	433
Dwellings with no discount	0	15	20	138	181	168	200	99	62	44	927
Total number of discounts	1	52	85	91	75	52	38	29	18	14	
Weighted Total	0.75	54.00	81.75	205.25	237.25	206.00	228.50	117.75	74.50	51.50	1,257.25
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.42	36.00	63.58	182.44	237.25	251.78	330.06	196.25	149.00	120.17	1,566.95
Estimated Collection Rate											98.5%
Tax Base											1,543.45

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# CARDIFF COUNCIL

## COUNCIL TAX BASE CALCULATION NOVEMBER 2017

### APPENDIX G

#### TONGWYNLAIS

DESCRIPTION	BAND A*	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	BAND I	TOTAL
Dwellings per V.O. listing (+ projections)	0	1	111	164	200	198	94	45	5	9	827
Exemptions	0	0	-4	-1	-2	-2	0	-2	0	0	-11
Chargeable Dwellings	0	1	107	163	198	196	94	43	5	9	816
Disabled	0	0	0	2	2	2	0	1	0	1	8
Adjusted Total	0	1	109	163	198	194	95	42	6	8	816
Dwellings with two discounts	0	0	1	0	2	1	0	0	0	0	4
Dwellings with one discount	0	1	62	71	58	49	15	5	0	1	262
Dwellings with no discount	0	0	46	92	138	144	80	37	6	7	550
Total number of discounts	0	1	64	71	62	51	15	5	0	1	
Weighted Total	0.00	0.75	93.00	145.25	182.50	181.25	91.25	40.75	6.00	7.75	748.50
Band D Relation	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	21/9	
Band D Equivalent	0.00	0.50	72.33	129.11	182.50	221.53	131.81	67.92	12.00	18.08	835.78
Estimated Collection Rate											98.5%
Tax Base											823.24

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET: 14 DECEMBER 2017**

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**CORPORATE RISK MANAGEMENT – MID YEAR POSITION  
2017/18**

**FINANCE, MODERNISATION AND PERFORMANCE  
(COUNCILLOR CHRIS WEAVER)**

**AGENDA ITEM: 6**

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**CORPORATE DIRECTOR RESOURCES**

1. To bring the risk management position at quarter 2 2017/18 to the attention of the Cabinet, for consideration of the strategic risks facing the Council.

**Background**

2. The Cabinet receives an update on the risk management position on a biannual basis. The last Cabinet review was on 27 July 2017, at which time the risk management position at quarter 4 2016/17 was presented.
3. There are two tiers of risk register which make up the quarterly risk management review process. Each Directorate holds a Directorate Risk Register (DRR), and the Senior Management Team (SMT) collectively own a Corporate Risk Register (CRR). The CRR records the main risks to the delivery of corporate objectives and priorities, whilst the DRRs record the key risks to the delivery of Directorate functions and priorities.
4. A systematic risk escalation process is in place, whereby each Director is required to take ownership of all residual (current) risks rated as 'red/amber' and above on their DRR and, at a minimum, to escalate all 'red' residual risks to Senior Management Team (SMT) for collective ownership and review.
5. SMT determine if any changes are required to the CRR each quarter in consideration of the risk assessments reported and escalated. The remaining escalated risks continue to be held on Directorate Risk Registers (DRR) and reviewed by SMT each quarter until it is agreed that mitigation is sufficient for risk ownership to transfer back to the Directorate.

## Issues

6. Each Director has worked with their Risk Champion(s) in undertaking the quarter 2 risk management review. The Risk Management Team has also liaised with both the Risk Champions and Senior Management and has provided advice and guidance on the measurement and reporting of risks. The quarter 2 risk assessment is presented through the publication of a Corporate Risk Map (Appendix A), a Summary CRR (Appendix B) and a Detailed CRR (Appendix C).
7. The Risk Management Review process has two tiers (Directorate and Corporate) and the actions at each for quarter 2 are detailed as follows.

### Directorate Risks

8. At the quarter 2 position, 369 risks were reported from DRRs. All escalated risks and requests for de-escalation were discussed and approved in SMT on 31 October and 14 November 2017.
9. It was approved that 15 directorate risks would be carried forward as SMT escalated risks at quarter 2.

Directorate	Resources	City Operations	Communities, Housing & Customer Services	Economic Development	Education & Lifelong Learning	Social Services	Governance & Legal Services
Directorate Risks	133	42	58	92	20	16	8
Risks at SMT Escalation Point	5	1	1 (shared)	3 (inc.1 shared)	4	1	1

### Corporate Risks

10. SMT collectively reviewed each escalated risk, in consideration of the nature of each risk and the potential impact on the organisation and its corporate objectives. From this review an escalated risk on 'Air Quality' was added to the CRR.
11. **Air Quality** - Senior Management recognised that poor air quality is the most significant environmental determinant of health, for which the Council will progress its responsibility to address this issue through a strategic and collaborative approach to identifying and implementing appropriate and sufficient mitigating measures.
12. The Senior management review of existing corporate risks resulted in one 'red' risk being extended in scope, and reductions in the residual risk scores for two further 'red' risks.
13. **City Security** – Senior Management discussed the holistic security strategy for the city which is being developed through the city's CONTEST partnership mechanisms. It was recognised that the corporate risk register required an update in focus to extend the perspective of the city's security beyond hostile vehicle mitigation (HVM).



The revised risk on City Security, was approved, to measure and provide assurance on the range of security measures, including the continuing development and agglomeration of the city's CCTV and the deployment of new technological solutions.

14. **Social Services Provision** - The risk has been reduced from 'B2' to 'C1' in recognition of good progress with the Institute of Public Care. Whilst there are external factors which limit the extent to which demand, quality and choice of the social services provision can be controlled, a number of mechanisms are in place to promote independence, deliver preventative services, manage demand and enhance the overall service provision. There are additional risk-based actions to build resilience, including:
  - i. Implementing a strategic review facilitated by the Institute of Public Care with a view to agreeing a 3-5 year Financial Strategy for adult social care;
  - ii. Developing and delivering an inter-agency, City-Wide preventative strategy for children.
15. **Information Governance** - The risk has been reduced from 'B1' to 'C1' to account for the progress made in preparing for the implementation of the General Data Protection Regulation (GDPR) from May 2018. The Council is robust in assessing compliance and risk around information governance. It has processes in place to provide confidence that personal information is handled, stored, processed and destroyed in line with current and future legal requirements, whilst ensuring that the rights of individuals to access their information are upheld. Risk-based priorities include:
  - i. Delivering a 'One Council Approach' for information requests;
  - ii. Completing the GDPR Implementation Plan;
  - iii. Targeting 100% compliance with information governance training.

#### Risk Management Development

16. The quarter 2 senior management review involved a wider strategic focus and discussion on risk appetite and risk tolerance, to inform the extent and urgency of risk-based actions and targets. Underpinning the strategic discussion was the Corporate Risk Management Policy and Strategy, which is in a process of review.
17. The new RM Policy and Strategy will communicate a clear enterprise-wide risk appetite, designed to enable the delivery of effective innovation and change with effective governance and stewardship. The focus is to deliver a framework through which decision makers are aware of their responsibilities and are supported in delivering organisational change and advancement over the medium and longer term.
18. The approach seeks to embed the Council's risk aware philosophy into organisational actions, activities and thinking. Through the Risk Management Steering Group, Cllr Christopher Weaver (Member Risk

Champion) has been engaged in discussions on the development of the RM Policy and Strategy. Consultation with Cabinet will commence in quarter 4 2017/18.

### **Reason for recommendation**

19. To enable the Cabinet to monitor and consider the quarter 2 risk management position 2017/18.

### **Legal Implications**

20. There are no direct legal implications arising from this report. However, one of the benefits of identifying risk is that mitigation measures may be taken, if appropriate, and consequently successful claims against the Council may be avoided altogether, or reduced.

### **Financial Implications**

21. There are no direct financial implications arising from this report. The Corporate Risk register will be used to guide the Internal Audit Plan and the Council's resource planning processes and forms an important part of the governance arrangements for the Council.

## **RECOMMENDATION**

The Cabinet is recommended to note the content of the Corporate Risk Register, and to note the continued development of risk management within the Council.

**CHRISTINE SALTER**  
**CORPORATE DIRECTOR RESOURCES**  
8 December 2017

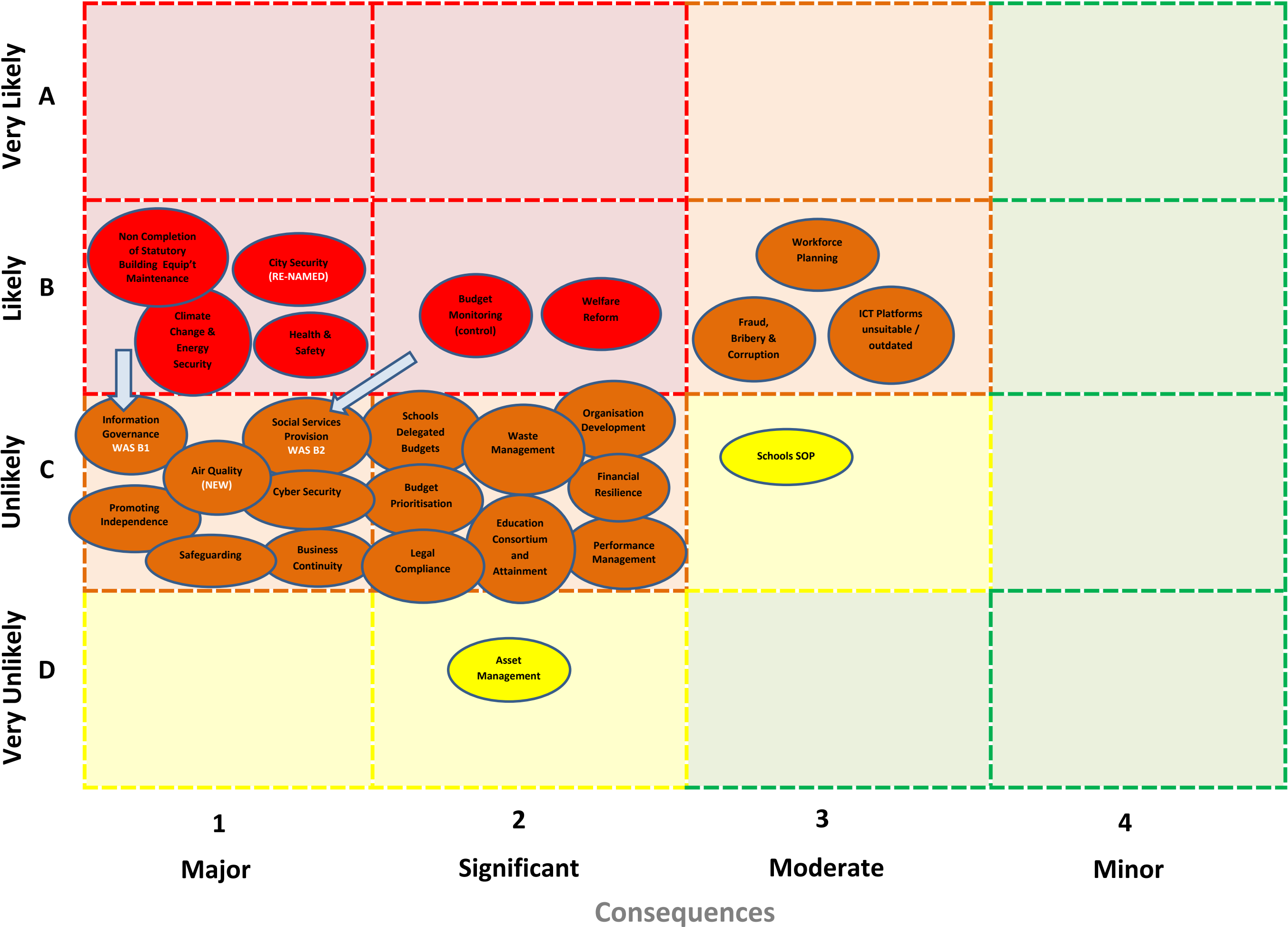
*The following Appendices are attached:*

Appendix A - Corporate Risk Map - Q2 2017/18  
Appendix B - Summary Corporate Risk Register - Q2 2017/18  
Appendix C - Detailed Corporate Risk Register - Q2 2017/18

Corporate Risk Register – 2017/18 (Quarter 2 Position)

APPENDIX A

Page 105



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Risk Description	Inherent Risk	Residual Risk	Risk Owner	Cabinet Member
EVENT DRIVEN RISKS				
<b><u>City Security</u></b>  Major security-related incident in the city as a result of international or domestic terrorism	High Priority A1	High Priority B1	Andrew Gregory	Leader
<b><u>Welfare Reform</u></b>  That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform including: Universal Credit, further reduction in Benefit Cap, size restrictions for social tenants, restriction of social housing rents to LHA levels, removal of automatic entitlement to housing costs for under 21s. Lack of information, short timescales for implementation and the large number of citizens affected makes these changes a significant risk.	High Priority A2	High Priority B2	Sarah McGill (Jane Thomas)	Councillor Lynda Thorne Housing & Communities.
<b><u>Cyber Security</u></b>  The ability to protect information systems (hardware, software and associated infrastructure), the data on them, and the services they provide, from unauthorised access, harm or misuse. This includes harm caused by the operator of the system (intentionally or accidentally) as a result of failing to follow security processes.  The principal external threat groups to information systems are categorised by HM Government as cyber criminals, states and state-sponsored, terrorists, hackers and script kiddies.	High Priority A1	Medium Priority C1 (Red/ Amber)	Christine Salter (Phil Bear)	Councillor Christopher Weaver Finance Modernisation and Performance
<b><u>Waste Management</u></b>  Failure to achieve targets for Landfill. '0' allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment. Failure to comply with EU recycling waste directive.	High Priority B1	Medium Priority (Red/Amber) C2	Neil Hanratty	Councillor Michael Michael Clean Streets, Recycling and Environment.
<b><u>Education – Schools - SOP</u></b>  Large scale Capital Programme (£164m) with tight timescales for delivery, in context of very rapidly growing primary age school population.	High Priority B1	Medium Priority (Amber/ Green) C3	Nick Batchelar (Janine Nightingale)	Councillor Sarah Merry Deputy Leader & Education, Employment & Skills
<b><u>Business Continuity</u></b>  Large scale incident/loss affecting the delivery of services.  The potential risk is that our most time sensitive activities are not sufficiently resilient and fail, following an incident which impacts on their delivery and that our incident mangement structure, used in response to internal incidents and external emergencies, also fails in response to an incident.	High Priority B1	Medium Priority (Red/Amber) C1	Christine Salter	Councillor Huw Thomas Leader
ONGOING RISKS				
<b><u>Non completion of Statutory Building Equipment maintenance</u></b>  Currently statutory obligations testing is not organised in a consistent and centrally managed process across the Council, partly due to a lack of understanding om who is responsible for arranging the testing and any remedial works identified. As a result there is a risk that all required testing/remedial works may not be undertaken and completed correctly. Also, a complete up-to-date accurate register of all statutory obligations testing requirements does not exist. Furthermore, there is no embedded technology in use consistently to manage the statutory obligations work or the storing of relevant statutory obligation documentation.	High Priority A1	High Priority B1	Neil Hanratty (Tara King)	Councillor Russell Goodway Investment & Development
<b><u>Air Quality</u></b>  Poor air quality is the most significant environmental determinant of health.  UK Government has placed the improvement of Air Quality very high on their agenda and it has been made clear that they consider the responsibility for addressing the issue is at the door of Local Authorities.  There is a need to secure funding: <ul style="list-style-type: none"><li>to undertake full feasibility study of shortlisted improvement measures.</li><li>for the implementation and management of mitigating actions.</li></ul>	High Priority A1	Medium Priority (Red/Amber) C1	Andrew Gregory (Gary Brown)	Councillor Caro Wild Strategic Planning & Transport
<b><u>Education Consortium &amp; Attainment</u></b>  The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate.	High Priority B1	Medium Priority (Red/Amber) C2	Nick Batchelar (Angela Kent)	Councillor Sarah Merry, Deputy Leader & Education, Employment & Skills
<b><u>ICT Platforms Unsuitable/ Outdated</u></b>  The ICT platforms (desktop, software, network, servers, and telephones) will not be able to support the technologies required by the corporate change programme and deliver effective service to the council, or will not provide a reliable service due to age and condition of equipment and systems.	High Priority A2	Medium Priority (Red/Amber) B3	Christine Salter (Phil Bear)	Councillor Christopher Weaver Finance Modernisation and Performance.
<b><u>Safeguarding</u></b>  Systemic failure in the effectiveness of the Council's safeguarding arrangements together with other statutory safeguarding partners.  .	High Priority B1	Medium Priority (Red/Amber) C1	Tony Young & Davina Fiore	Councillor Susan Elsmore Social Care, Health & Well-being  Councillor Graham Hinchey Children & Families.  Councillor Christopher Weaver Finance Modernisation and Performance.
<b><u>Budget prioritisation</u></b>  Failure to deliver the statutory obligation of setting a balanced annual budget and a fully informed Medium Term Financial Plan which takes into account statutory budget planning obligations (compounded by the risk of only receiving annual settlement figures from the Welsh Government).	High Priority A1	Medium Priority (Red/Amber) C2	Christine Salter (Ian Allwood)	Councillor Christopher Weaver Finance Modernisation and Performance.
<b><u>Financial Resilience</u></b>  The Financial resilience of the Council over the medium term is significantly weakened so that it is financially unable to discharge its statutory obligations and services to the citizens of Cardiff.	High Priority A1	Medium Priority (Red/Amber) C2	Christine Salter (Ian Allwood)	Councillor Christopher Weaver Finance Modernisation and Performance.
<b><u>Budget Monitoring (Control)</u></b>  Failure to achieve the budget set, inclusive of budgeted spend and savings across Directorates, with increased use of emergency finance measures and the drawdown of reserves.	High Priority A1	High Priority B2	Christine Salter (Allan Evans)	Councillor Christopher Weaver Finance Modernisation and Performance.
<b><u>Health and Safety</u></b>  Ineffective compliance of health and safety through poor application and embedding of the 'Framework for Managing Health and Safety in Cardiff Council.	High Priority A1	High Priority B1	Christine Salter (Donna Jones)	Councillor Christopher Weaver Finance Modernisation and Performance.

Risk Description	Inherent Risk	Residual Risk	Risk Owner	Cabinet Member
<b><u>Climate Change &amp; Energy Security</u></b>  Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.	High Priority B1	High Priority B1	Andrew Gregory	<b>Councillor Michael Michael</b> Clean Streets, Recycling and Environment.
<b><u>Information Governance</u></b>  Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools.	High Priority A1	Medium Priority (Red/Amber) C1	Christine Salter (Vivienne Pearson)	<b>Councillor Christopher Weaver</b> Finance Modernisation and Performance..
<b><u>Social Services – Provision</u></b>  Failure to provide robust and adequate social services in the context of increasing costs and limited resources.	High Priority B1	Medium Priority (Red/Amber) C1	Tony Young	<b>Councillor Susan Elsmore</b> Social Care, Health & Well-being  <b>Councillor Graham Hinchey</b> , Children & Families
<b><u>Promoting Independence</u></b>  Failure to sustain an effective whole system approach that enables adults with significant health needs to remain in, or return to, their own homes and reduces the need for / length of hospital stays.	High Priority B1	Medium Priority (Red/Amber) C1	Tony Young	<b>Councillor Susan Elsmore</b> Social Care, Health & Well-being
<b><u>Performance Management</u></b>  A performance management culture is not embedded within the Council leaving the Council exposed to intervention by Welsh Government in line with the Local Government (Wales) Measure 2009 and associated requirements.	High Priority B2	Medium Priority (Red/Amber) C2	Christine Salter (Joe Reay)	<b>Councillor Christopher Weaver</b> Finance Modernisation and Performance.
<b><u>Organisation Development</u></b>  OD projects fail to deliver the radical change required to deliver efficiency savings and service changes, due to service and resource pressures.	High Priority B1	Medium Priority (Red/Amber) C2	Christine Salter (Dean Thomas)	<b>Councillor Christopher Weaver</b> Finance Modernisation and Performance.
<b><u>Legal Compliance</u></b>  Changes in services and staff roles across the Council resulting in:  - gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate; - inability to deliver the services in accordance with all duties and responsibilities due to lack of resource:  In each case leading to increased risk of challenges.  Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.	High Priority B2	Medium Priority (Red/Amber) C2	Davina Fiore	<b>Leader</b>
<b><u>Education – Schools Delegated Budgets</u></b>  Secondary Schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools.	High Priority A2	Medium Priority (Red/Amber) C2	Nick Batchelar (Neil Hardee)	<b>Councillor Sarah Merry</b> Deputy Leader & Education, Employment & Skills
<b><u>Fraud, Bribery and Corruption</u></b>  Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.	High Priority B2	Medium Priority (Red/Amber) B3	Christine Salter (Ian Allwood)	<b>Councillor Christopher Weaver</b> Finance Modernisation and Performance.
<b><u>Asset Management</u></b>  Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	High Priority B2	Medium Priority (Amber/Green) D2	Neil Hanratty	<b>Councillor Russell Goodway</b> , Investment & Development
<b><u>Workforce Planning</u></b>  Importance of forecasting and planning to build capability and capacity for the future is not fully recognised and embedded.	Medium Priority (Red/Amber) B2	Medium Priority (Red/Amber) B3	Christine Salter (Philip Lenz)	<b>Councillor Christopher Weaver</b> Finance Modernisation and Performance.



Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Management Action	Risk Owner
EVENT DRIVEN RISKS										
<p><b>City Security</b></p> <p>Major security-related incident in the city as a result of international or domestic terrorism</p>	<p>Service Delivery / Reputation / Legal / Financial / Health &amp; Safety / Financial / Partnership / Community &amp; Environment / Stakeholders</p> <p>Potential for:</p> <ul style="list-style-type: none"><li>Large numbers of fatalities, injuries to public in crowded place.</li><li>Extensive structural damage and/or collapse of surrounding buildings.</li><li>Major fire.</li><li>Damage/disruption to utilities (gas, electricity, water etc.)</li><li>Immediate impact to businesses in the Cardiff area.</li><li>Media coverage affecting public perception, leading to a loss of public confidence directly resulting in reduced business, retail and tourism revenues generated in the city.</li><li>Area to be viewed as a risk for potential future business investment.</li><li>Inability to attract major future national and international events (political, sporting etc.)</li><li>Increase in demand for council services/support for all affected.</li><li>Current economic climate to reduce the effectiveness of any recovery/regeneration of the area.</li></ul>	A	1	High Priority	<ul style="list-style-type: none"><li>All existing identified high risk; crowded places have been formally assessed.</li><li>Some crowded places have an extremely limited and in some cases 'third party managed' access control process to operate them; providing little/no challenge.</li><li>Crowded places have varying standards of boundary treatments protecting them; providing a limited/cursory visual deterrent but little/no protection from a hostile vehicle.</li><li>CONTEST Protect/Prepare Task &amp; Finish Group maintains the City Gateways Public Realm Enhancement Scheme, with agreed options for suitable PAS 68/69 mitigation for appropriate boundary locations; referred to as 'gateways'.</li><li>19 (38%) of the identified 'gateways' into the crowded places already benefit from PAS 68/69 mitigation in place, implemented as a direct result of Home Office (Crowded Places) and Olympic Legacy funding.</li><li>The estimated cost for the procurement and installation of the PAS 68/69 mitigation and ancillary services is £3.6 Million.</li><li>Work is ongoing with City Operations to advise developers across the city in relation to appropriate mitigation required.</li><li>The Cardiff City Centre Access Control Protocol is currently operating at the heightened response level, reflecting the UK National Threat Level; permitting vehicles onto the pedestrianised areas within Cardiff City Centre using strict parameters.</li><li>The Tabernacle Access Control Document is fully operational and sits and as an annex document to the main City Centre Access Control Protocol. It enables the Urban Traffic Control Officers to better manage Tabernacle 'users', covering their requirements whilst adhering to the existing Traffic Regulation Order.</li><li>Wales Extremism and Counter Terrorism Unit (WECTU) Counter Terrorist Security Advisor's (CTSA's), the Emergency Services &amp; Cardiff Council provide Project Argus and EVAC/Griffin training across the city to raise awareness for likely impacts associated with major incidents and in particular, terrorist attacks. The sessions also cover the support likely to be immediately available from the emergency services and Cardiff Council, the practical and simple preparations people/organisations can make prior to incident occurring to help themselves manage and recover from its impacts.</li><li>As the above shows, the work done in the city to address security concerns has been predominantly focused on the provision of physical assets to mitigate against the threat of hostile vehicles. Although this area remains important, a more holistic approach is needed to develop the city's response to and management of a wider range of potential threats.</li></ul>	B	1	High Priority	<ul style="list-style-type: none"><li>The CONTEST Protect/Prepare Group will continue to monitor and review the city's Hostile Vehicle Mitigation scheme to ensure it is fit for purpose until it is fully installed.</li><li>The CONTEST Protect/Prepare Group will give a status report to the Cardiff CONTEST Board</li><li>The CONTEST Board will continue to try identify external funding sources/opportunities from Welsh Government and UK Central Government to conclude scheme and appropriately mitigate the risk.</li><li>£1m of work to enhance the city's HVM scheme (match-funded by Welsh Government and Cardiff Council) to be completed Spring 2018</li><li>The work that will be completed will improve the protection of the City Centre public realm but further funding will be required to conclude the protection of identified public realm.</li><li>Radar and topographical surveys of the sites has been undertaken and work is progressing on detailed design for procuring work. NEC Option A contact is preferred mechanism so contractor manages work with utilities.</li><li>A holistic security strategy for the city is being developed through the city's CONTEST partnership mechanisms. This strategy will extend the perspective of the city's security beyond hostile vehicle mitigation to incorporate a range of security measures, including the continuing development and agglomeration of the city's CCTV and the deployment of new technological solutions</li><li>Once the strategy has been completed it will provide a suite of costed business cases that will allow the continued incremental development of the city's security provision</li><li>This in turn will allow partners to be more responsive to emerging funding opportunities</li></ul>	<p><b>Andrew Gregory</b></p> <p><b>Councillor Huw Thomas, Leader</b></p>
<p><b>Welfare Reform</b></p> <p>That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform including: Universal Credit, further reduction in Benefit Cap, size restrictions for social tenants, restriction of social housing rents to LHA levels, removal of automatic entitlement to housing costs for under 21s. Lack of information, short timescales for implementation and the large number of citizens affected makes these changes a significant risk.</p>	<ul style="list-style-type: none"><li>Private landlords stop renting to benefit claimants</li><li>Social housing rents become unaffordable to some claimants, in particular those under 35 and with large families.</li><li>Increased homelessness and demand for temporary accommodation</li><li>Increased rent arrears, increased evictions</li><li>Redeployment / Severance for 140 benefits staff</li><li>Changing demands on Council stock resulting in increased voids and/or undersupply of smaller properties.</li><li>Barriers to building additional affordable housing</li><li>Supported accommodation becomes unaffordable impacting on social services and vulnerable homeless clients.</li></ul>	A	2	High Priority	<ul style="list-style-type: none"><li>Communities staff continue to work closely with private landlords and advice agencies to mitigate wherever possible the reduction in benefit.</li><li>Discretionary Housing payments are being used to top up the benefit claims of those most affected by the changes and to pay rent in advance and bonds to help tenants to move accommodation where necessary.</li><li>Timely information is being given to claimants to help them respond to the changes.</li><li>A streamlined process is in place for re-housing tenants who need to downsize as a result of the social housing size restrictions. DHP is being used to pay removal costs and to cover shortfall while tenants are waiting to move.</li><li>A new Welfare Liaison team has been created within the housing service to assist tenants affected by the changes. Work has been carried out to identify those affected by the reduced Benefit Cap and to advise them accordingly and to identify the most vulnerable families and award DHP.</li><li>Universal Credit has commenced in Cardiff, still fairly small numbers at present. The scheme has been changed to include more information sharing for landlords and this should offset some of the risk. The council is providing face to face services on behalf of the DWP including digital inclusion and budgeting advice, these services are greatly in demand.</li><li>The implications of the restriction of social housing rents to LHA rate are being considered in partnership with RSLs and options for providing shared / low cost housing are being considered. Work is ongoing to review supported housing schemes and prioritise this ahead of the changes.</li><li>The Advice Hub in Central Library is providing comprehensive advice services for those affected by Welfare Reform.</li><li>The Tackling Poverty Group and subgroups are working well in coordinating multi-agency activity and developing appropriate interventions during a difficult transition period for many people affected.</li><li>Briefings continue to be provided to Members on Welfare Reform and further information is sent as appropriate.</li><li>Digital inclusion training and banking support has been successfully implemented and will continue to be monitored.</li><li>Into Work Services are providing services across the city and helping people get back to work with particular focus on those families affected by the benefit cap.</li></ul>	B	2	High Priority	<ul style="list-style-type: none"><li>Additional resource has been agreed for supporting council tenants with the Universal Credit changes, staff have been recruited to assist with this and the new team is working well. Funding has recently been provided to provide Advice and Into Work services in food bank and other community locations where hard to reach individuals attend.</li><li>Work has been undertaken to cost the potential risks of Universal Credit and this will continue to be updated as the more information is known.</li><li>Working groups are ongoing to support social tenants affected by ongoing Benefit Caps, involving RSLs, children's services, families first and a range of other partners who may be able to help support these families.</li><li>Regular meetings are held with social housing providers to monitor and improve processes.</li><li>DHP spend is being monitored carefully. Expenditure for 17/18 will focusing on the most vulnerable individuals or helping people with the transition into work.</li><li>The impact of the changes to rent levels for under 35 is currently under review with all social landlords considering how they can contribute to a solution to this issue. At present all are continuing to house young applicants as normal.</li><li>Full implications of the removal of automatic entitlement for under 21s is not yet known and further work will be undertaken to understand this further.</li><li>Sub group set up to consider the impact of changes on Supported and temporary accommodation.</li></ul>	<p><b>Sarah McGill</b></p> <p><b>(Jane Thomas)</b></p> <p><b>Councillor Lynda Thorne, Housing &amp; Communities.</b></p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Management Action	Risk Owner
<p><b>Cyber Security</b></p> <p>The ability to protect information systems (hardware, software and associated infrastructure), the data on them, and the services they provide, from unauthorised access, harm or misuse. This includes harm caused by the operator of the system (intentionally or accidentally) as a result of failing to follow security processes.</p> <p>The principal external threat groups to information systems are categorised by HM Government as cyber criminals, states and state-sponsored, terrorists, hacktivists and script kiddies.</p>	<p>Reputational / Legal / Financial / Stakeholder / Service Delivery / Health &amp; safety</p> <p>The intent of cyber attackers includes, but is not limited to:</p> <ul style="list-style-type: none"><li>financial fraud;</li><li>information theft or misuse,</li><li>activist causes to render computer systems intolerable and to disrupt critical infrastructure and vital services.</li></ul> <p>The impact of a cyber-attack / incident has the potential to involve the realisation of the risks associated with:</p> <ul style="list-style-type: none"><li>An information governance breach (i.e. Stop Now Order, Information Notice, Enforcement Notice, Financial Penalty etc.)</li><li>A business continuity incident – with a potential for major loss of service and legal, health and safety and financial implications.</li><li>A financial / fraud related attack.</li></ul> <p>A malicious attack could result in loss of confidence from those transacting with the Council (reputation), as well as legal, asset, system, operational and financial implications.</p>	A	1	High Priority	<ul style="list-style-type: none"><li>A cyber security maturity assessment is regularly reviewed against 11 risk factors following the National Cyber Security Centre approach (based on network security, user education and awareness, malware prevention, removable media controls, secure configuration, privileged accounts, incident management, monitoring, home and mobile working policy, risk management regime and corporate cloud security).</li><li>The maturity self-assessment concludes that the Council has:<ul style="list-style-type: none"><li>strong malware prevention, user privileges and home and mobile working controls.</li><li>adequate / mature risk management regime, network security, user education and awareness, removable media controls and incident management.</li><li>a need for senior management team (SMT) to collectively assess the effectiveness of secure configuration, monitoring and corporate cloud security controls.</li></ul></li><li>The cyber security maturity assessment underpins this summary corporate risk and regular monitoring has commenced to drive risk-based prioritisation and actions.</li><li>Escalated risks to SMT around secure configuration, monitoring and corporate cloud security controls to SMT and support for improvements agreed at the meeting.</li><li>Risks monitored and escalated via Information Security Board as well as directorate management meetings and Senior Management Team (SMT)</li><li>As part of improving user education and awareness Information Asset Owners receive compliance reports relating to Bob's Business Data Protection training</li><li>Privacy Impact Assessments which include Cloud Impact Assessments are in place</li></ul>	C	1	Medium Priority (Red/Amber)	<ul style="list-style-type: none"><li>ICT and Information Governance (IG) Teams to continue to liaise with FM for physical security assurances and to promote an incident reporting culture.</li><li>To enhance user education and awareness:<ul style="list-style-type: none"><li>Data Security Incident Policy to be communicated via Core Brief in Q3 17/18.</li><li>Information Governance Seminars will be held for each Directorate during Q3 and Q4 2017/18.</li></ul></li><li>To ensure strong ICT security, monitoring and cloud security controls:<ul style="list-style-type: none"><li>ICT lifecycle and notification targets are being monitored and managed through the 'ICT Platforms' risk actions.</li><li>Collaboration between ICT and IG to develop and map current ICT system providers in phased development of an Information Asset Register.</li><li>Privacy Impact Assessment / Cloud Impact Assessments to be reviewed to ensure compliance with the requirements of the General Data Protection Regulation (GDPR) Action Plan being managed by the Information Governance Team.</li><li>Governance and management requirements to be formalised for periodic and systematic review of all ICT systems.</li><li>SIRO to review / consider Cloud Infrastructure to ensure:<ul style="list-style-type: none"><li>Effective governance and management.</li><li>Resource, risk appetite and outcomes required.</li><li>Education of business systems owners in risk and management of cloud based services.</li></ul></li></ul></li></ul>	<p><b>Christine Salter</b></p> <p><b>(Phil Bear)</b></p> <p><b>Councillor Christopher Weaver, Finance Modernisation and Performance.</b></p>
<p><b>Waste Management</b></p> <p>Failure to achieve targets for Landfill. '0' allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment. Failure to comply with EU recycling waste directive.</p>	<p>Reputational / Financial / Stakeholder / Service delivery / Legal / Environmental / Community</p> <ul style="list-style-type: none"><li>Significant financial penalties for failure at up to £200/tonne or incorrectly capture tonnage data.</li><li>Procure disposal elsewhere with additional costs.</li><li>Reputation damage</li><li>Increased costs of landfill and alternative treatment markets</li><li>Risk to grant funding (currently £6.9m 2016/17), potential in year cuts, future year grant reductions and changing terms and conditions</li><li>No MTFP for future grant funds or capital confirmed by WG</li><li>Reducing Grants; reducing worldwide market values for recyclates; market collapse for recycling outlets</li><li>Risk of legal challenge</li><li>The risk of fines remains high due to seasonality of recycling performance and green waste which could lead to a status quo in recycling performance or at worse a drop in performance.</li><li>The targets for statutory recycling in 2016/17 was 58% rising to 64% by 2019/20, therefore, the risk rating remains high.</li><li>Waste growth and commercial expansion remains a challenge as it brings in new residual waste.</li><li>A high risk remains in the materials market where fluctuations are influenced by world-wide pricing which is affecting the volume of material recycled.</li></ul>	B	1	High Priority	<p><b>Policies / Strategy</b></p> <ul style="list-style-type: none"><li>Previous updates contain the policy position improvements between 2008/2015.</li><li>Waste Management Strategy 2011/2016 was approved on 13th January 2011 and was revised and approved in April 2015. Keys aspects continue to be implemented from the strategy.</li><li>Several progress reports have been made to Cabinet and Environmental Scrutiny in that period.</li><li>Monthly performance tracking of recycling has been established to help predict the end of year position.</li><li>Steps taken to improve MRF processing rates means less waste to treatment.</li><li>Commercial recycling centre opened March 2014, its performance is increasing with more commercial HWRC being identified. Growing the customer base continues.</li><li>Focus on pre-sort on the HWRCs is showing improvements in site recycling. Target of 80% recycling and reuse.</li><li>The outline waste strategy has been approved by Cabinet April 2015. The first phase of reducing residual waste capacity to force higher dry recycling and food and green waste recycling was completed in 2015/16. The Flats/ HMOs Strategy to improve waste and recycling collections from flats is designed to enable greater recycling and food waste from hard to capture areas, was implemented in 2016/17. This included a business case on current recycling methods.</li><li>The sweepings contract is secured and operating.</li><li>Seasonal hours changes and proof of residency at the HWRCs has resulted in tonnage reductions and savings from not processing non Cardiff waste and recycling.</li><li>The first phase of the Waste Management strategy was delivered in December 2016, which was the free reuse and recycling bulky collection service.</li><li>Restrictions to Cardiff domestic householders for residual waste through the introduction of 140 litre bins have reduced residual waste tonnage profiles in 2016/17.</li></ul> <p><b>Risk of Fines</b></p> <ul style="list-style-type: none"><li>The risk of failing the biodegradable limits to landfill has been significantly minimised due to the current treatment and disposal routes.</li><li>Secondary recycling is being carried out on residual waste to increase recycling rates.</li></ul> <p><b>Contracts / Projects</b></p> <ul style="list-style-type: none"><li>Several Contracts have been put in place for additional materials to be recycled</li></ul>	C	2	Medium Priority (Red/Amber)	<p><b>Policy / Strategy</b></p> <ul style="list-style-type: none"><li>Explore reuse partner(s) as market test and initial procurement was not successful, work is ongoing to secure a partner(s). Working with other Local Authorities to explore TEEP business cases and/or exploring joint working options.</li><li>Delays have been experienced in the HWRCs changes, which will reduce the recycling potential and waste minimisation activities that were planned for 2016/17 onwards.</li><li>An in year review of the HWRC facilities strategy has commenced. Operational testing of Lamby Way is underway with the official launch planned for 18th July.</li></ul> <p><b>Risk of Fines</b></p> <ul style="list-style-type: none"><li>Ensure correct recording of waste tonnages from Neighbourhood Services to ensure exclusion of Non MSW waste that was not previously counted towards the targets.</li></ul> <p><b>Contracts / Projects</b></p> <ul style="list-style-type: none"><li>Driving trials for the new In-Cab tachograph have commenced. Implementation and training will be rolled out across the Service.</li></ul> <p><b>Prosiect Gwyrdd</b></p> <ul style="list-style-type: none"><li>Continued management of the contract to ensure treatment and diversion of residual waste in line with the contracted positions.</li><li>Working in partnership with Viridor to ensure appropriate wastes are presented for treatment, to reduce rejects and increase recycling.</li></ul> <p><b>Cardiff Organic Waste Treatment Contract</b></p> <ul style="list-style-type: none"><li>Continued management of the contract to ensure treatment and diversion of residual waste in line with the contracted positions.</li><li>Working in partnership with Kelda to reduce levels of contamination and ensure appropriate wastes are presented for treatment, to reduce rejects from the process and for other wastes to be recycled by the appropriate routes.</li></ul>	<p><b>Neil Hanratty</b></p> <p><b>Councillor Michael Michael, Clean Streets, Recycling and Environment.</b></p>



Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Management Action	Risk Owner
					<p>from the HWRC's.</p> <ul style="list-style-type: none"><li>Interim contract in place for disposal of biodegradable green/food waste</li><li>Aggregate recycling is now in place.</li><li>Recycling litter bins are in place in the city centre.</li><li>New initiatives such a charging for bulky waste, commercial recycling centre, sweepings, mattress and carpet recycling schemes are all underway.</li><li>New HWRC delivery model is underway.</li><li>New free reuse and recycling bulky collection services strategy 2016.</li><li>New markets for mattresses have been tendered and awarded in 2016/17.</li><li>Contract now in place for new materials at Lamby Way and Bessemer Close HWRCs e.g., carpets, tyres and UPVC widows.</li><li>Recycling Waste Management focus on pre-sort high quality recycling and removing the reliance on post sorting of waste.</li></ul> <p><b>Prosiect Gwyrdd</b></p> <ul style="list-style-type: none"><li>Financial Close occurred December 2013 Viridor are the appointed contractor which commenced Sept 2015. Removes risk of failing biodegradable waste limit to landfill.</li></ul> <p><b>Cardiff Organic Waste Treatment Project</b></p> <ul style="list-style-type: none"><li>The procurement of a processing contract and facility for food and green waste was completed for both Cardiff and the Vale of Glamorgan, with Kelda Organic Energy being appointed contractor. Full Service Commencement was achieved 1st April 2017, providing sustainable diversion of organic waste from landfill.</li></ul> <p><b>Household &amp; Commercial Waste Collections</b></p> <ul style="list-style-type: none"><li>Implemented changes to household waste collections to align service with the WG recycling blueprint e.g., smaller fortnightly black waste collection (with accompanying hygiene services) and weekly food and dry recycling and fortnightly green waste.</li><li>Commercial waste operations have refined the marketing package for recycling in the commercial sector to increase recycling from commercial waste collected by the Waste Collection Authority that is included in the total MSW (and therefore relevant to statutory targets).</li></ul> <p><b>Collaboration work</b></p> <ul style="list-style-type: none"><li>Working and engaging with Welsh Government on legal and policy changes.</li></ul>				<p><b>Household &amp; Commercial Waste Collections</b></p> <ul style="list-style-type: none"><li>Set and achieve new commercial recycling opportunities for new materials and new income opportunities – targeting commercial food collections and schools.</li><li>National government discussions are underway regarding co-mingled recycling issue. Modelling has been undertaken on the best option for Cardiff and concluded a twin steam is the best option. Further steps will be developed to assure compliance with WG blue print.</li></ul> <p><b>MRF</b></p> <ul style="list-style-type: none"><li>Complete procurement and installation of Auto Sorter for mixed plastics and fibre products e.g. paper and cardboard. Contract awarded. Installation looking to take place by January 2018.</li><li>Develop business case for kerbside collections of separated glass and report to Cabinet.</li><li>Arranged for Glass trial to reduce our current cost per tonne. The glass trial recycling yield was &gt; 70% which represents better value to the authority as currently paying £60 per tonne with a 65% recycling yield.</li></ul>	
<p><b>Education – Schools - SOP</b></p> <p>Large scale Capital Programme (£164m) with tight timescales for delivery, in context of very rapidly growing primary age school population.</p>	<p>Reputational / Legal / Financial / Social / Stakeholder / Health &amp; safety.</p> <ul style="list-style-type: none"><li>Insufficient primary places in some areas of the City.</li><li>Further degeneration of school buildings</li><li>Reducing educational standards.</li><li>Project cost and time overruns</li><li>Risk that Welsh Government do not approve individual project funding if not satisfied with Business Cases.</li></ul>	B	1	High Priority	<ul style="list-style-type: none"><li>A significant proportion of the Schools Organisation Programme has been delivered to date including:-<ul style="list-style-type: none"><li>A new Pontprennau Primary School</li><li>Refurbishment to Millbank Primary School</li><li>An extension to Adamsdown Primary School</li><li>An extension to Coed Glas Primary School</li><li>An extension to Ysgol Y Wern</li><li>New Science Block at Fitzalan High</li></ul></li><li>These address in the main the sufficiency issues in the Primary Sector.</li><li>The construction of the new Eastern High School, in partnership with Cardiff &amp; Vale College is progressing well, the construction contract signed for £26m with Willmott Dixon and the buildings works commenced on site in 2016. Due for completion December 2017.</li><li>The procurement of the 3 new primary school buildings for Howardian Primary, Ysgol Hamadryad and Ysgol Glan Morfa is complete. Work started on site for Howardian and Ysgol Glan Morfa in June 2017. Ysgol Hamadryad received planning permission in June and work will start on site in October 17.</li><li>The procurement of the new High School in the West is complete with Willmott Dixon appointed to design &amp; build the school in January 2017. Full planning achieved in August, with contractor to start on site in September.</li><li>Assets being considered corporately to maximise the opportunity to focus funds realised within the Council and through other sources on fewer high quality buildings.</li><li>21<sup>st</sup> Century Schools Band B funding bid submitted to WG in July and awaiting WG decision.</li></ul>	C	3	Medium Priority (Amber/Green)	<p>All risks being monitored and reported to Schools Programme Board.</p> <ul style="list-style-type: none"><li>'Turn Key solutions' being progressed on all new school builds i.e. one contract, single point of management and responsibility.</li><li>Two step procurement methods being undertaken on all procurements.</li><li>Standardised design methods being used where possible.</li><li>Continued active dialogue with Welsh Government and other professional parties to support progress and development.</li><li>Prioritise population data development to support accurate projections and forecasts for existing resident populations and to support effective s106 negotiations going forward.</li><li>Ensure consistent monitoring and reporting of all risks to Schools Programme Board.</li><li>Capacity strengthened in SOP Team.</li></ul>	<p><b>Nick Batchelar</b></p> <p><b>(Janine Nightingale)</b></p> <p><b>Councillor Sarah Merry, Deputy Leader &amp; Education, Employment &amp; Skills</b></p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Management Action	Risk Owner
<p><b>Business Continuity</b></p> <p>Large scale incident/loss affecting the delivery of services.</p> <p>The potential risk is that our most time sensitive activities are not sufficiently resilient and fail, following an incident which impacts on their delivery and that our incident mangement structure, used in response to internal incidents and external emergencies, also fails in response to an incident.</p>	<p>Reputational / Legal / Financial / Stakeholder / Service delivery / Health &amp; safety</p> <ul style="list-style-type: none"><li>• <b>Health and Safety</b> – potential impact on staff and on the public relying on our most, time sensitive, critical services.</li><li>• <b>Legal action</b> -Failure of key services could lead to Legal action against the council.</li><li>• <b>Financial</b> - Failure of key services could led to significant financial cost both in terms of Ombudsman action and Enforcement action from regulatory bodies as well as individual legal action against the corporate body where service failure leads to legal action against us from private claimants.</li><li>• <b>Reputational</b> - Impact on key services to the public could lead to significant reputational damage to the organisation.</li><li>• <b>Stakeholder</b> – Impact on key stakeholders as result of failure.</li><li>• <b>Service delivery</b> – Potential significant impact on service delivery to the public, impact of key services could lead to significant impacts to the public and the corporate body un delivering its services.</li></ul>	B	1	High Priority	<ul style="list-style-type: none"><li>• The Council has a BCM Champion who sponsors BCM at a strategic level and is actively supporting the BCM Programme.</li><li>• We have an approved Business Continuity Policy which is aligned to ISO22301.</li><li>• BCM Intranet web page.</li><li>• BCM toolkit is now available on CIS allowing all service managers to develop an appropriate BCM response for their services allowing future effective maintenance and audit. BCM workshops are available from the BC Officer on request.</li><li>• The Council has employed a Business Continuity Officer (appointed October 2010). The officer is a qualified ISO22301 lead auditor.</li><li>• The Emergency Management Unit has developed an Incident Management Plan (Cardiff Councils Emergency Management Plan) to ensure alignment with ISO22301 this has been distributed to all Directorates.</li><li>• The Council has a 24 hour Incident Management structure for Gold and Silver Officers.</li><li>• The Red and Amber activities were last reviewed in July 2014. The BCM Champion presented a report to the SLT on the position on all the Red and Amber activities. Directors, Assistant Directors and Chief Officers were tasked with ensuring that their Red and Amber activities had business continuity plans produced and audited by the end of 2014/2015.</li><li>• A partnership approach between the Emergency Management Unit and the Corporate Risk Steering Group is helping to raise awareness and drive forward the BCM programme.</li><li>• 81 % of our most time sensitive activities (Reds) now have Business Continuity plans which have met, or are going through, audit. Work on the remaining plans is ongoing to close gaps and bring them up to date and in line with the corporate audit requirement</li><li>• 28 % of our Amber activities now have business continuity plans which meet the business continuity audit requirement.</li><li>• Cardiff Council is a member of the Core Cities Business Continuity Group and has been for the last 8 years. This membership allows the sharing of best practice and joint initiatives between group members.</li><li>• The Business Continuity Officer has been working closely with the procurement section of Resources to ensure that the resilience of suppliers is considered carefully when procuring services which are important to our most time sensitive activities, our Red and Amber activities.</li><li>• Internal Audit conducted an audit of the Business Continuity Risk in the first 2 quarters of 2015 / 2016 a briefing note has been issued to SLT on the current position and actions moving forward to further enhance our organisational resilience.</li><li>• The BC Officer is actively supporting the development of an appropriate Threat and Response Policy to support council security arrangements.</li><li>• The Business Continuity corporate risk has just gone through a further Internal Audit review and the BC Officer has worked closely with Internal Audit to provide them with the support, evidence, and guidance needed to allow them to review this risk.</li><li>• The Corporate Emergency Management Plan was fully revised and updated in March 2017.</li></ul> <p>The Corporate Incident Management structure and Emergency Management Plan, and the Corporate recovery plan were exercised and validated in a corporate wide exercise on the 29<sup>th</sup> of March 2017, this exercise also provided an opportunity for individual Business Continuity plans to be activated.</p>	C	1	Medium Priority (Red/ Amber)	<ul style="list-style-type: none"><li>• The BC Officer is working closely with Facilities Management to ensure they have effective plans in place to help manage possible business disruptions to our core buildings.</li><li>• Work with ICT to ensure our core infrastructure is as resilient as practical to support a resilient and effective delivery of essential ICT services and the effective planning for recovery of critical IT services after an incident that affects our IT.</li><li>• The Emergency Management Unit are planning a piece of partnership work with ICT to support areas that provide red activities in assessing the impact the loss of technical services, and ensuring suitable mitigation is in place to make our red services more resilient, where this is possible.</li><li>• Work with the teams involved with looking at the potential of using alternative delivery models for council services. Identifying risks associated with alternative delivery models for specific services and recommend potential risk management solutions for implementation, to protect the delivery of our most critical services.</li><li>• The Business Continuity Officer is working to develop and enhance individual Directorate response capability to ensure Directorates are in a stronger position to respond to incidents which could impact on the Council and our most time sensitive activities.</li><li>• The Business Continuity Officer is proposing working closely with Education and Life Long Learning to support them in developing a school specific Business Continuity Plan template to enhance schools resilience capability.</li></ul>	<p>Christine Salter</p> <p>Councillor Huw Thomas, Leader.</p>
ONGOING RISKS										
<p><b>Non completion of Statutory Building Equipment maintenance</b></p> <p>Currently statutory obligations testing is not organised in a consistent and centrally managed process across the Council, partly due to a lack of understanding om who is responsible for arranging the testing and any remedial works identified. As a result there is a risk that all required testing/remedial works may not be undertaken and completed correctly.</p> <p>Also, a complete up-to-date accurate register of all statutory obligations testing requirements</p>	<p>Potential consequences:</p> <ul style="list-style-type: none"><li>• Fatalities or serious injuries</li><li>• Closure of part or whole of facilities with major disruption to service delivery</li><li>• HSE interventions and consequential actions including fines and prosecution;</li><li>• Significant additional expenditure requiring realignment of Corporate budgets;</li><li>• Temporary relocation of staff</li><li>• Temporary loss of operational service</li><li>• Invalidation of insurance policy</li><li>• Serious adverse impact on reputation</li><li>• Damage to fabric of building or other equipment</li></ul>	A	1	High Priority	<p>CONTRACTOR</p> <ul style="list-style-type: none"><li>• Competent contractor in place to undertake statutory obligations testing and consequential remedial work;</li></ul> <p>RAMIS IT Software</p> <ul style="list-style-type: none"><li>• RAMIS Statutory Obligation Compliance software system procured and in process of being commissioned. This will replace spreadsheet system currently in place;</li><li>• Staff training has commenced</li></ul> <p>Statutory Obligation Compliance</p> <ul style="list-style-type: none"><li>• Electrical testing and works monitored/supervised by qualified internal staff</li><li>• Electrical certificates received and reviewed by qualified internal staff</li><li>• C1/C2 electrical remedial works identified through testing are attended to appropriately and immediately by contractor undertaking electrical works</li><li>• Spreadsheet database established to record status of statutory obligation compliance across whole Council estate</li><li>• Desk-top audit of compliance completed March 2017 to improve understanding of the current level of statutory compliance. On-site audits have since been implemented with schools buildings scheduled</li></ul>	B	1	High Priority	<p>Strengthen monitoring and supervision of contractors undertaking statutory obligations testing and works;</p> <p>Complete installation of RAMIS:- Property Portfolio uploaded to the system, demo to be provided 16/10/17. Access for Technical Officers and contractors to be arranged in Qtr 4. With support from Risk Monitor Upload of all current statutory certs to be uploaded via. FTP transfer end of 10-17. Recruitment of Officer to Implementation, Management and administration of the system moved to H&amp;S to provide a central governance system for statutory maintenance. Rollout of the system to commence in Qtr 4, along with Building Managers Training, approximately 1,000 managers to undergo training.</p> <p>Statutory Compliance Audits on all schools to be completed by end October 2017.</p> <p>On completion schools to be issued with feedback from the audits, along with the following:-</p>	<p>Neil Hanratty</p> <p>(Tara King)</p> <p>Councillor Russell Goodway Investment &amp; Development</p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Management Action	Risk Owner
<p>does not exist.</p> <p>Furthermore, there is no embedded technology in use consistently to manage the statutory obligations work or the storing of relevant statutory obligation documentation.</p>					<p>for completion by end of October 2017 with the remainder of the estate due for completion by March 2018;</p> <ul style="list-style-type: none"><li>Planned Preventative Maintenance Certificates are held centrally and can be easily accesses via computer (to be transferred to RAMIS);</li><li>Appropriate statutory obligations testing is being arranged where previously unrecorded requirements are identified through the audits</li></ul> <p>Corporate Landlord Programme</p> <ul style="list-style-type: none"><li>Corporate Landlord Model Programme Brief has been approved by the Programme Board – objective is to create one point of contact in the Council to lead on all property matters across the Council’s estate.</li><li>Implementation of the Corporate Landlord Programme commenced early 2017/18.</li><li>Consultation on the new corporate management structure to deliver a corporate Landlord role and delivery programme started in qu2.</li></ul> <p>HSE</p> <ul style="list-style-type: none"><li>HSE concerns regarding work undertaken by Allianz (company appointed by Council Insurers) have been addressed.</li></ul> <p>Health &amp; Safety Model</p> <ul style="list-style-type: none"><li>A new Health &amp; Safety Operational Manager has been appointed with a role to independently ‘police’ statutory obligations compliance across the building estate.</li></ul> <p>Landlord / Occupancy Agreement</p> <ul style="list-style-type: none"><li>Work commenced on the draft Landlord/Occupancy Agreement template, expected full roll out in by April 2018.</li><li>This will set out principle occupant and landlord permissions responsibilities and Permission for Works arrangements required</li></ul> <p>Conditions Survey of Non Domestic Buildings</p> <ul style="list-style-type: none"><li>This work has commenced with priority school buildings and will continue for the remainder of 2017/18 and into 2018/19.</li></ul>				<ul style="list-style-type: none"><li>Updated handbook detailing roles and responsibilities for safe management and maintenance of school premises, plant and equipment.</li><li>Heads of Terms agreement between the Council and Headteacher/Governing Body to detail roles and responsibilities in law for management and maintenance of school premises.</li><li>The Heads of Terms will be accompanied by a permission to undertake work protocol to seek the Council's permission to make changes to building fabric/services etc.</li></ul> <p>Undertake Statutory Compliance Audits on Corporate Estate to review current compliance position – target completion March-18.</p> <p>Continue to commission investigations / work to complete required compliance testing (and works required) in respect of ‘gaps’ in compliance status identified through the audits across the estate.</p> <p>Implement new In house Statutory Obligations Team to manage the undertaking of the statutory obligations surveys/work across the Council.</p> <p>Engage with CLAW (Consortium of Local Authorities in Wales - supports the professional and technical interests of property management in local government in Wales) to benchmark statutory obligation compliance performance and benefit from experience of other Welsh authorities This is being progressed through the proposed Corporate Landlord Programme.</p> <p>Client Liaison Officers are to be appointed in quarter 3 to assist with relationship management of commissioning of asset maintenance and statutory obligations works for schools, to work alongside Health and Safety advisors.</p> <p>Undertake appropriate training to ensure that all Council building Duty Holders have a clear understanding of their statutory obligations compliance responsibilities (by end 17/18)</p> <p>Continue with the conditions surveys of the non-domestic buildings (complete 18/19).</p> <p>Introduce new technology to assist in improving the scheduling, commissioning, monitoring and auditing of statutory obligations work – by Qtr 4, 17/18. Present the Full Business Case for the proposed new technology to the Investment Review Board in qu3 and move to commission the solution by quarter 4.</p> <p>Commission Improved statutory maintenance contracting arrangements to be in place by April 2018, provide approved contractor supplier competency and performance measures, alongside increased contractor management (implementation of the Property Maintenance Structure), supported by RAMIS and the new Asset Management system.</p>	



Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Management Action	Risk Owner
<p><b><u>Air Quality</u></b></p> <p>Poor air quality is the most significant environmental determinant of health.</p> <p>UK Government has placed the improvement of Air Quality very high on their agenda and it has been made clear that they consider the responsibility for addressing the issue is at the door of Local Authorities.</p> <p>There is a need to secure funding:</p> <ul style="list-style-type: none"><li>to undertake full feasibility study of shortlisted improvement measures.</li><li>for the implementation and management of mitigating actions.</li></ul>	<p>Cardiff does not comply with legal standards of NO2, and the primary source of the pollution is road transport emissions, particularly diesel vehicle emissions.</p> <p>Cardiff currently falls short of the required limits and although improvements are being seen, non-compliance of the legal limits is projected beyond 2020.</p> <p>The UK and devolved Governments have a legal obligations to achieve nitrogen dioxide (NO2) annual average limit value (40ug/m3 AA) as set out in the EU Ambient Air Quality Directive (2008/50/EC) in the shortest possible time, and their continued failure to meet this has been subject to a number of legal challenges.</p>	A	1	High Priority	<p>Monitoring - Cardiff have 4 existing declared 4 Air Quality Management Areas (AQMA's) all as a result of elevated NO2 concentrations resulting from road traffic emissions.</p> <p><b><u>Development of a Clean Air Strategy:</u></b></p> <p>A multi-sectorial approach is needed to develop and effectively implement long term policies and strategies that reduce risks of air pollution to health and hence the development of a Clean Air Strategy.</p> <p>The strategic measures to address the air quality issues in Cardiff that will be detailed in the Clean Air Strategy can be summarised as follows:</p> <p>LDP Policies adhered to (KP18, EN13), Develop and finalise relevant SPG to improve AQA, additional relevant SPGs</p> <p>Transport strategy- reducing congestion, Car clubs, 20mph zones, influencing behavioural change</p> <p>Active Travel Improvements - increase Cycling and Walking. Public Transport Improvements - Buses, Metro, Trains, school travel plans, influencing behavioural change.</p> <p>Increase EV infrastructure, alt fuels (H2), fleet changes (CCC to lead), industry change, influence behavioural change. Non idling zones, parking permit reform, taxi policy review.</p> <p>Full investigation and feasibility study of potential mitigation measures including the implementation and management of a Clean Air Zone (funding dependant)</p>	C	1	Medium Priority (Red/Amber)	<p>Working Group in place and meeting regularly.</p> <p>Meetings have taken place with WG and DEFRA and will assist with development of strategy.</p> <p>Funding to undertake a full feasibility study into the potential mitigation measures, including a Clean Air Zone, is being pursued with WG.</p> <p>Effective communications strategy, focus on promoting and marketing the wider health and environmental benefits of tackling air quality - inclusive of green paper development</p> <p>An officers working group has made progress on developing the Clean Air Strategy and work is focusing on finalising strategic measures that the Council needs to implement to improve air quality in Cardiff.</p> <p>The strategy will set out specific action plans to implement these measures and will develop a set of performance measurements to demonstrate the effectiveness of the strategy.</p> <p>An additional Working Group which now includes members of the Cabinet and Senior Management has been established to help develop and steer the Strategy.</p> <p>Following full feasibility study (funding dependant) a decision will be made and a full business case produced for the introduction of mitigation actions to improve air quality in the shortest possible time.</p>	<p><b>Andrew Gregory</b></p> <p><b>(Gary Brown)</b></p> <p><b>Councillor Caro Wild</b></p> <p><b>Strategic Planning &amp; Transport</b></p>
<p><b><u>Education Consortium &amp; Attainment</u></b></p> <p>The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate.</p>	<p>Reputational / Legal / Financial.</p> <ul style="list-style-type: none"><li>Budget implications.</li><li>Educational standards falling behind other LA's.</li><li>Potential impact on Estyn judgement for LA.</li><li>Intervention from WG</li></ul>	B	1	High Priority	<p>There have been continuous improvements in nearly all the outcome indicators at all key stages, although the performance of a few of Cardiff secondary schools is still a significant concern. The work of the school improvement service commissioned from the regional consortium is now based on clear priorities and a good understanding of Cardiff schools. Cardiff schools are being challenged more rigorously and supported more effectively to improve.</p> <p>A Secondary Senior Challenge Adviser with well-developed knowledge and skills to build on the progress made to date has been appointed on an interim basis. There is a new Primary Senior Challenge Adviser in post.</p> <p>The Schools Causing Concern processes have been revised in partnership with the Consortium and the Local Authority. The systems and processes to secure improved joint service delivery is now in place, with regular meetings calendared with the Assistant Director and the Senior Challenge Advisers, Primary and Secondary.</p> <p>There is a strong working relationship between the local authority and the regional consortium. The local authority has moderated the outcomes of categorisation, in partnership with the regional consortium. This has led to a more accurate view of school performance, an improved model of differentiated support and challenge, and earlier intervention in schools causing concern. Through school improvement meetings, challenge advisers are developing a better understanding of the role that wider services in the local authority play in improving schools.</p> <p>A number of Cardiff schools have been appointed as Pioneer Schools to develop the new curriculum over the next three years in line with "Successful Futures".</p>	C	2	Medium Priority (Red/Amber)	<ul style="list-style-type: none"><li>Officers will continue to ensure the agreed commissioning arrangements are refreshed and delivered and impact positively on the performance of schools.</li><li>A comprehensive review of the Local Authority annex is underway to ensure it is closely related with the priorities contained within the Education Directorate Delivery Plan 2017-2018.</li><li>Local Authority officers and members of the Consortium have already identified the need to commission more comprehensive support for Governors and support for Federations.</li></ul>	<p><b>Nick Batchelar</b></p> <p><b>(Angela Kent)</b></p> <p><b>Councillor Sarah Merry,</b></p> <p><b>Deputy Leader &amp; Education, Employment &amp; Skills</b></p>
<p><b><u>ICT Platforms Unsuitable/ Outdated</u></b></p> <p>The ICT platforms (desktop, software, network, servers, and telephones) will not be able to support the technologies required by the corporate change programme and deliver effective service to the council, or will not provide a reliable service due to age and condition of equipment and systems.</p>	<p>Reputational / Financial / Stakeholder / Service delivery.</p> <ul style="list-style-type: none"><li>Loss of PSN services.</li><li>Service delivery impacts from unreliable/unavailable ICT systems</li><li>Cardiff seen as unable to deliver on aspirations</li><li>Poor morale from frustrations with inability to deliver services.</li><li>Potential for income losses from revenue collection impacts.</li><li>Unable to meet delivery deadlines on both business as usual and transformation projects.</li></ul>	A	2	High Priority	<ul style="list-style-type: none"><li>Measurements put in place to track impact</li><li>Existing ICT budget spend focused on dealing with critical issues, capital and revenue budget resource provided in 2012-15 to address major issues, medium term financial plan investment programme in place for subsequent years.</li><li>Spending complete for renewal/upgrade of highest risk items, in particular firewalls, core servers/switches and external bandwidth.</li><li>New system down analysis process in place to ensure that key pressure points are rapidly identified and fixed at minimum cost until full programme can be initiated. Recent issues with telephony have resulted in retargeting of some resources to focus on weak points now identified.</li><li>New deliveries are all being designed for a 99.99% minimum uptime, with critical systems targeted at 99.999% (equating to less than 6 minutes per year)</li><li>Active projects underway and the current aged file storage solution have been replaced and cloud based storage for additional resilience and flexibility is being assessed. Other projects underway to replace many of the core older back end servers.</li><li>Corporate file storage systems replaced and new disk to disk backup option installed to improve performance and resilience</li><li>Due to mitigation actions so far to reduce the risk, the risk of critical service</li></ul>	B	3	Medium Priority (Red/Amber)	<ul style="list-style-type: none"><li>Development of lifecycle monitoring and clearer customer engagement.</li><li>Pilot leasing scheme within schools to be considered for corporate desktop estate</li><li>Monitored on the corporate risk register.</li><li>Breakdown of costs to remediate to be generated and reviewed. To include workstation replacement costs, supporting network infratructure and server infrastructure.</li></ul>	<p><b>Christine Salter</b></p> <p><b>(Phil Bear)</b></p> <p><b>Councillor Christopher Weaver,</b></p> <p><b>Finance Modernisation and Performance.</b></p>

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					downtime has been reduced. <ul style="list-style-type: none"><li>• Additional load balancers to be purchased for application resilience in key systems.</li><li>• Full renewal programme for all desktop, software, network, servers, and telephones, appropriate to Cardiff's ambitions and resources.</li><li>• Continued assessment of priorities for replacement – applications infrastructure and servers are the next priority</li><li>• Refresh of existing SAP, thin client and virtual server farms</li><li>• Assessment of equipment required replacing to maintain PSN compliance</li><li>• Further revenue and capital investment in 2014-16.</li><li>• Migrate VM infrastructure over to Pure Storage. Project initiated and led by ICT Server Manager.</li><li>• Migrated users from CAG to ASA. Project to move over users complete.</li></ul>					
<b>Safeguarding</b>  Systemic failure in the effectiveness of the Council's safeguarding arrangements together with other statutory safeguarding partners.	Reputation / Financial / Stakeholders / Service delivery / Legal / Partnership / Community <ul style="list-style-type: none"><li>• A child/ren or adult/s suffers avoidable significant harm or death.</li><li>• Reputation of Council and partners.</li><li>• Severe adverse publicity.</li><li>• Potential regulator intervention.</li><li>• Loss of confidence by the community in the safety of children and adults.</li><li>• Loss of confidence of staff in the overall "safety" of the service, impacting on morale, recruitment and retention.</li></ul> Potential litigation with associated financial penalties.	B	1	High Priority	<ul style="list-style-type: none"><li>• Embedding the Social Services &amp; Wellbeing (Wales) Act 2014 in relation to the strengthening of adult safeguarding.</li><li>• Strategic review of safeguarding governance across the region completed in partnership with the Vale of Glamorgan Council.</li><li>• Strategic review of the functioning of the Regional Safeguarding Adults Board completed.</li><li>• Ongoing implementation of the Child Sexual Exploitation Strategy.</li><li>• Implementation of the Corporate Safeguarding Board work programme.</li><li>• Growth proposals for operational safeguarding capacity included in 2017/18 budget</li><li>• Cardiff Council hosting the All Wales Adult and Child Protection Procedure re-write.</li><li>• Raising profile of Adult Sexual Exploitation (ASE) in Adult Services in line with the Child Sexual Exploitation (CSE) Strategy.</li></ul>	C	1	Medium Priority  (Red/Amber)	<ul style="list-style-type: none"><li>• Training staff in relation to Adult Protection Orders.</li><li>• Draft Annual Plan for Regional Adults / Childrens Safeguarding Board.</li></ul>	<b>Tony Young</b>  <b>&amp;</b>  <b>Davina Fiore</b>  <b>Councillor Susan Elsmore, Social Care, Health &amp; Well-being</b>  <b>Councillor Graham Hinchey, Children &amp; Families.</b>  <b>Councillor Christopher Weaver, Finance Modernisation and Performance.</b>
<b>Budget prioritisation</b>  Failure to deliver the statutory obligation of setting a balanced annual budget and a fully informed Medium Term Financial Plan which takes into account statutory budget planning obligations (compounded by the risk of only receiving annual settlement figures from the Welsh Government).	Reputational / Financial / Legal / Service delivery / Stakeholder <ul style="list-style-type: none"><li>• Risk of failing to meet statutory obligations.</li><li>• Risk that service delivery impacted due to uncertainty in the budget planning process resulting in decreasing resources or failure to effectively prioritise spend in line with Corporate Plan Objectives.</li><li>• Risk that settlement figures will not be as anticipated giving an element of uncertainty to any proposals from Cabinet during public consultation and beyond.</li><li>• Risk that savings identified as part of business as usual and efficiencies have not been robustly reviewed for achievability and will not deliver as planned.</li><li>• Risk that financial constraints and budget proposals result in unintended consequences such as increased instances of non-compliance and financial impropriety.</li><li>• Risk that annual budget settlement frustrates medium / longer-term planning and that the cycle does not integrate with other business cycles and vice versa.</li><li>• Risk of unbalanced budget as savings required over the medium term become harder to achieve and their impact on service delivery more difficult to manage.</li><li>• Risk that organisational development does not align to the financial strategy in relation to budget reduction requirements.</li><li>• Additional obligations such as Wellbeing of Future Generations Act leading to Council failing in statutory duty.</li><li>•</li></ul>	A	1	High Priority	<b>2018/19 and Medium Term</b> <ul style="list-style-type: none"><li>• The 2016/17 settlement allowed the Council to reduce risk and improve resilience through addressing the pace and scale of the most challenging saving proposals, reviewing planning assumptions and introducing a new financial resilience mechanism. This mechanism has been used for 2017/18 and will be a key part of the assurance for 2018/19</li><li>• The final 2017/18 Budget was underpinned by Directorate Savings of £13.264m and Addressable Spend Savings of £3.743m; a total of £17.007m. Robust monitoring are and will take place during 2017/18 in order to inform the 2018/19 budget position.</li><li>• The MTFP set out in the July 2017 Budget Strategy Report shows an estimated Budget Reduction Requirement of £73.512m for the medium term (2018/19-2020/21).</li><li>• Close working with Policy team in respect of alignment with Corporate Plan and duties under Wellbeing of Future Generations Act.</li></ul>	C	2	Medium Priority  (Red/Amber)	<b>2018/19 and Medium Term</b> <ul style="list-style-type: none"><li>• The 2018/19 Provisional Settlement was received in October 2017 with Final Settlement December 2017. There is a concern that there may be changes between provisional and final settlement.</li><li>• Budget to be approved at Council February 2018</li><li>• Continue the work that ensures alignment with the demands of the Wellbeing of Future Generations Act with the 2018/19 Budget Strategy and any proposals.</li><li>• Ensuring closer alignment with objectives of the Corporate Plan and the Organisational Development Programme in order to ensure resources are allocated appropriately and that longer term financial savings are developed in enough time to be realised in the medium term.</li></ul> <b>Medium Term</b> <ul style="list-style-type: none"><li>• Continued due diligence, challenge of proposals and development of detailed plans for both 2018/19 to 2020/21</li><li>• Continue to refresh assumptions at key stages as relevant information becomes available.</li></ul>	<b>Christine Salter</b>  <b>(Ian Allwood)</b>  <b>Councillor Christopher Weaver, Finance Modernisation and Performance.</b>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Management Action	Risk Owner
<p><b>Financial Resilience</b></p> <p>The Financial resilience of the Council over the medium term is significantly weakened so that it is financially unable to discharge its statutory obligations and services to the citizens of Cardiff.</p>	<p>Reputational / Financial / Legal / Service delivery / Stakeholder</p> <ul style="list-style-type: none"><li>• The risk that the Council will not be able to react to adverse situations through a combination of poor imprudent planning and significant challenges such as increasing demands for services such as social services, education, roads etc.</li><li>• The risk is that the Council will not be able to operate within the financial funds available to it and fail in its statutory duty to deliver services.</li><li>• Reputational risk of defaulting on creditor / payroll payments thus creating uncertainty across the community of Cardiff and beyond.</li><li>• The risk that this leads to intervention and increasing adverse impacts on the community of Cardiff that rely on the services being delivered by the Council.</li></ul>	A	1	High Priority	<ul style="list-style-type: none"><li>• The Council regularly reports in relation to its financial performance and monitoring.</li><li>• The establishment of a £4m financial resilience mechanism to protect the Council from the uncertainties associated with the absence of multi-year settlement information whilst allowing for one-off investment in the mean-time.</li><li>• The Wales Audit Office's Report into financial resilience scored the Council as low risk in terms of financial governance and control and medium risk in terms of financial planning. Subsequent report received stated that the Council has a transparent and effective savings approach which supports financial resilience being achieved.</li><li>• Further Improvement actions associated with the medium risk for financial planning related to 1) Fully developing savings proposals prior to start of year, with realistic timescales set and 2) Continuing to improve and further develop links between the MTFP and Organisational Development Programme.</li><li>• A financial snapshot is used to report the financial resilience of the Council and is reviewed 3 times a year and reported at Budget Report (Feb17 &amp; Feb 18), Budget Strategy (Jul) and to Audit Committee.</li></ul>	C	2	Medium Priority (Red/Amber)	<ul style="list-style-type: none"><li>• Key stakeholders are briefed on this position and financial triggers against this snapshot continue to be developed and reviewed.</li><li>• Work in respect of improving savings plans continues in order to increase the % of savings proposals accepted that deliver. The key focus is due diligence, challenge and development of detailed plans but with an emphasis and accountability to the directorate which proposed the saving. Savings documentation has also been reviewed and developed with the aim of ensuring consideration and capture of key factors relating to savings proposals.</li><li>• Links between the MTFP, OD Programme, Service Plans and Improvement Plans continue in order to further build on work already undertaken in the Budget Strategy Work Programme.</li></ul>	<p>Christine Salter</p> <p>(Ian Allwood)</p> <p>Councillor Christopher Weaver, Finance Modernisation and Performance.</p>
<p><b>Budget Monitoring (Control)</b></p> <p>Failure to achieve the budget set, inclusive of budgeted spend and savings across Directorates, with increased use of emergency finance measures and the drawdown of reserves.</p>	<ul style="list-style-type: none"><li>• Inability to balance spend, against budget, for the financial year.</li><li>• Requirement to implement emergency measures to reduce spending during the financial year thus adversely impacting on ability to meet corporate plan objectives.</li><li>• Requirement to drawdown from General Reserves at the year end.</li></ul>	A	1	High Priority	<ul style="list-style-type: none"><li>• Clear financial procedure rules setting out roles and responsibilities for budget management are in place.</li><li>• In recognition of the quantum of savings and the risks posed a £3 million General Contingency was allocated in the Budget.</li><li>• Availability of General Reserve should this be required.</li><li>• The final 2016/17 outturn showed a balanced position. However this included an overspend of £7.63m in relation to directorate budgets with shortfalls of £6.475m against 2016/17 savings targets and £1.881m against shortfalls carried forward from 2015/16.</li><li>• The Corporate Director of Resources, Chief Executive and Cabinet Members have continued to hold challenge meetings going forward into 2017/18 in all areas both to address shortfalls against budget proposals accepted but also the overall financial position of each directorate.</li><li>• Full financial monitoring processes is in place for month 3 to 11 of the financial year including achievement of budget savings with months 3 to 10 completed.</li></ul>	B	2	High Priority	<ul style="list-style-type: none"><li>• The balance of any 2015/16 or 2016/17 savings targets designated as not being achievable have been provisionally allocated and will continue to be reviewed as the 2017/18 monitoring process progresses.</li></ul>	<p>Christine Salter</p> <p>(Allan Evans)</p> <p>Councillor Christopher Weaver, Finance Modernisation and Performance.</p>
<p><b>Health and Safety</b></p> <p>Effective compliance of health and safety through poor application and embedding of the 'Framework for Managing Health and Safety in Cardiff Council.</p>	<p>Reputational / Legal / Financial / Service delivery</p> <ul style="list-style-type: none"><li>• Fatalities</li><li>• Serious injuries</li><li>• Prosecution – fines for body corporate and/ or fines/imprisonment for individual</li><li>• Claims</li></ul>	A	1	High Priority	<ul style="list-style-type: none"><li>• Appointment to OM1 post for Head of Health and Safety, started 4/9/17.</li><li>• Restructure of the Health and Safety Team required, to increase resources and skill set.</li><li>• Health and Safety support for schools is limited, Concerns regarding statutory compliance on the range of statutory issues including the following high risk issues:-<ul style="list-style-type: none"><li>- Asbestos Control</li><li>- Fire Safety</li><li>- Electrical Safety</li><li>- Gas Safety</li><li>- Legionella Control</li></ul></li><li>• Quality of Risk Assessments across the Council is varied and improvements required in consistency and quality in some areas.</li><li>• Health and Safety Advisers carry out a programme of general health and safety audits, focussing on high risk activities, and undertake other inspections / investigations as necessary. Increased competency required on specialist risks such as asbestos, fire and CDM in order to appropriately monitor and report on H&amp;S risks.</li><li>• Policy and Codes of Guidance reviewed, further work required in this area going forward to ensure that all policies are up to date and reflect current practice within the Council.</li></ul>	B	1	High Priority	<ul style="list-style-type: none"><li>• Restructure of the Health and Safety Team is a key priority, HR process underway as well as consultation with union representatives.</li><li>• Team to be established for schools to provide a traded service which will be subsidised by Education budget initially. Education Compliance Team to be transferred to Health and Safety to ensure a co-ordinated approach to all compliance issues in schools.</li><li>• Schools Health and Safety Team to be rolled out in 2018, on a phased approach, Budgets determined and meetings planned with Headteachers to discuss the services available to schools.</li><li>• Audits of Statutory compliance being undertaken in schools, which will result in an improvement strategy on key risks, to engender improvement in safety and legal compliance. All audits to be completed by half term. Following completion the team will move to Corporate Buildings.</li><li>• Responsibility for Implementation of RAMIS transferred to H&amp;S in September 2017. RAMIS4Schools to be rolled out in November 2017, Core RAMIS to manage Statutory Maintenance to be rolled out to all Technical Officers, contractors and building managers, by end of the financial year.</li><li>• Review of Fire Risk Assessment and Fire Safety Management undertaken. Change to arrangements required for the assessment of Fire Risk. RAMIS to be utilised for undertaking all Fire Risk Assessments going forward, to ensure that all remedial actions can be programmed, monitored, costed and delivered. Recruitment of 3 x part time Fire Safety Officers planned to undertake the risk assessment review programme and provide advice and guidance on fire safety matters. FRA Programme will also be supported by Building Control Officers using the RAMIS System. Costs to be covered by existing Fire Risk Assessment budgets from Education and Strategic Estates.</li><li>• Asbestos management to be reviewed and improved to minimise the risk of accidental disturbance and reduce the costs associated with asbestos services including surveying, sampling, reassurance air tests and management of asbestos removal works. Recruitment of a Competent Asbestos Manager planned for a start in 2018, utilising existing budget spend on external asbestos contractors. HSE investigation currently underway involving disturbance of asbestos insulating ceiling tiles at Ysgol Y Wern during the summer holidays by a contractor fitting new lighting.</li></ul>	<p>Christine Salter</p> <p>(Donna Jones)</p> <p>Councillor Christopher Weaver, Finance Modernisation and Performance.</p>



Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Management Action	Risk Owner
									<ul style="list-style-type: none"><li>• RAMIS system to be utilised for monitoring statutory compliance and H&amp;S Audits/Inspection, RAMIS Officer to be recruited to administer and implement the system. Funding of the post agreed at SMT to be covered equally be all Directors.</li><li>• Risk Assessment Library and Asbestos Management module to be included in the RAMIS system.</li><li>• Review of Policy/Codes of Guidance – Corporate Policy and 13 Codes of Guidance reviewed and uploaded to CIS, further reviews planned in 17/18, particular priorities are Violence and Work, Control of Vibration, Stress and Wellbeing, Asbestos Management and Fire Safety.</li><li>• Review of Violence at Work and PACD System completed, ALERT, the replacement system to be demonstrated to SMT 17/10/17 and to Corporate Health and Safety Forum on 24/10/17.</li></ul>	
<p><b>Climate Change &amp; Energy Security</b></p> <p>Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.</p>	<p>Reputational / Financial / Stakeholder / Service delivery / Legal / Partnership / Community / Health &amp; Safety</p> <p>Flooding &amp; increased frequency and severity of storm events:</p> <ul style="list-style-type: none"><li>• Loss of life and personal injury</li><li>• Direct damage to property, infrastructure and utilities</li><li>• Contamination and disease from flood and sewer water and flood on contaminated land</li><li>• Increased costs of insurance</li><li>• Break up of community and social cohesion</li><li>• Blight of land and development</li></ul> <p>Increased summer temperatures:</p> <ul style="list-style-type: none"><li>• An increase in heat related discomfort, illness and death, increasing pressure on health and emergency services</li><li>• An increase in demand for limited water supplies</li><li>• Damage to temperature sensitive infrastructure (transport systems, electrical systems).</li><li>• Migration of biodiversity.</li></ul> <p>Inconsistent energy supply and cost:</p> <ul style="list-style-type: none"><li>• Inability to deliver public services</li><li>• Decrease in economic output</li><li>• Disruption to the supply of utilities</li><li>• Increased transport costs</li><li>• Increased costs for heating / providing services to buildings</li><li>• Increased fuel poverty</li></ul>	B	1	High Priority	<p><u>Emergency Management Unit</u></p> <p>Cardiff Council Emergency Management Unit is working through the Local Resilience Forum (LRF) structure to ensure planning is carried out with consideration of flood risk.</p> <ul style="list-style-type: none"><li>• Cardiff Area Community Risk Register is developed and reviewed on a regular basis by the Cardiff Area Risk Group. It takes into account changes in the national risk register and how those changes affect Cardiff.</li></ul> <p>We are engaging internally with The Welfare of Future Generations Act to integrate the community work with the Councils strategy and externally with voluntary organisations such as C3SC to provide training to community groups across Cardiff</p> <ul style="list-style-type: none"><li>• Cardiff Council Emergency Management Unit have in place a long term communication strategy in Cardiff in conjunction with multi agency partners highlighting flood awareness alongside other emergency eventualities such as extreme temperatures and how residents, businesses and communities can be aware of the risks in their area and hence better prepare for them should that risk materialise. Cardiff has 5 active community flood plans with others in the planning stage. We have produced a 'Preparing for Emergencies – A Guide for Communities' document which is now available to all agencies and organisations. It provides information on how to prepare, respond and recover from an incident including flooding. The document can be found via the following link; <a href="https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Emergency-Planning-and-Resilience/Pages/default.aspx">https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Emergency-Planning-and-Resilience/Pages/default.aspx</a></li></ul> <p>We have further developed our capability to communicate with the public with the development of the EVAC Cardiff App which is now available for both android and apple systems. Alongside the App we are developing a stand-alone website to offer further advice and information to back up the information available via the App.</p> <p>We have procedures in place to alert relevant departments within the council to extreme temperatures and work with partner agencies in line with Welsh Governments Heatwave Plan, this can be found via the following link; <a href="http://www.wales.nhs.uk/docopen/218909/">http://www.wales.nhs.uk/docopen/218909/</a></p> <p><u>Energy Management Unit</u></p> <ul style="list-style-type: none"><li>• The Council procures competitive energy contracts through the Crown Commercial Services on a 6 monthly purchasing window for the following 12 month financial year.</li><li>• Key sites are fitted with back-up generators for emergency backup, specifically for IT systems.</li><li>• The Carbon reduction Strategy 2022 identifies projects and activities through 4 strands in order to achieve a 35% reduction in the council's carbon emissions from electricity and gas by 2022. These include; Renewables, energy Efficiency, Design and Asset Management and Behaviour Change.</li><li>• The new strategy is accompanied by a project programme which is currently being implemented with projects categorised across all strands.</li><li>• Key project achievements include 16 LED lighting upgrades to schools, 700kW of solar PV installed across the estate as well as the commissioning of the Radyr Weir Hydroelectric scheme with a capacity of 400kW,</li><li>• Progress in 2015/16 has achieved a 6.9% reduction in carbon versus 2013/14 baseline.</li></ul> <p><u>Local Flood Risk Management Strategy</u></p> <p>A Local Flood Risk Management Strategy was produced as a requirement of the Flood and Water Management Act 2010 in accordance with WG's Flood &amp; Coastal Risk Strategy guidance. The LFRMS integrates; the PFRA, a coastal protection strategy, stakeholder communications and sets a clear corporate approach to flood management.</p> <p>Flood Risk Management Plan</p> <p>In 2013, as a requirement of the Flood Risk Regulations 2009, the Environment</p>	B	1	High Priority	<p><u>Emergency Management Unit</u></p> <ul style="list-style-type: none"><li>• To consider flood risks recognised in the Community Risk Register in the Community Planning/Integrated Partnership process. Community resilience workshops continue in high risk areas</li></ul> <p><u>Energy Management Unit</u></p> <ul style="list-style-type: none"><li>• Progress has been made to establish up to date energy budgets.</li><li>• Deliver development of local power generation within city boundaries and with neighbouring LAs by securing heat networks, deliver the Affordable Warmth Strategy through measures such as ECOT2 and Green Deal opportunities, provide supplementary planning guidance on passive and renewal heating systems to new build and retrofit schemes.</li><li>• Energy security related issues to inform corporate financial systems revised buying and power consumption monitoring arrangements to save money and reduce demand and provide corporate &amp; community planning for Energy City Wide to Business and public sector.</li><li>• Further guidance to be disseminated to service areas on energy security and energy savings opportunities such as implementation of Carbon Culture, delivering extensive energy invest to save programmes on the Council Estate.</li><li>• Delivering renewables within larger properties to lower dependency to grid supply.</li><li>• Energy Performance certificates undertaken to Council owned stock to improve understanding along with a variety of energy efficiency measures (cavity / loft / external wall insulation and boiler upgrades) funded via ARBED, ECO and Green Deal.</li></ul> <p><u>Local Flood Risk Management</u></p> <ul style="list-style-type: none"><li>• An officer's flood working group has been established to improve internal and key stakeholder communications on flooding issues.</li><li>• Identify where flood risk information is in place for key social and civil infrastructure and identify where there are gaps (i.e. contaminated land).To consider flood risks recognised in the Community Risk Register in the Community Planning/Integrated Partnership process. Community resilience workshops continue in high risk areas</li><li>• The proposal to further progress Surface Water modelling further in line with national guidance and deadlines to inform the Cardiff Area Flood Plan awaits the next guidance from the Welsh Government</li><li>• To consider the long term planning implications for coastal protection owned/managed by the Council. Funding of £400k has been secured from Welsh Government for 2016/17 to develop a Project Appraisal Report to manage coastal flooding and erosion risk. The appraisal must consider wider benefits, and project appraisal will seek to identify options to remedy coastal erosion and will also have a consideration for the coasts flood defence standards.</li><li>• The Outline Business Case has been submitted to Welsh Government for review. Should the Council be successful in securing funding from the Welsh Government Coastal Risk Management Programme, detailed design will commence before the end of the year. The WG's CRMP has a time line between 2018 and 2021.</li></ul> <p><u>Planning</u></p> <p>Assess findings for flood risk indicators and identify whether</p>	<p><b>Andrew Gregory</b></p> <p><b>Councillor Michael, Clean Streets, Recycling and Environment.</b></p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Management Action	Risk Owner
					<p>Agency, working with Natural Resources Wales and Lead Local Flood Authorities, produced the updated Flood Map for Surface Water (uFMfSW). The maps identify the risk, extent, velocity and hazard posed to Cardiff for a series of rainfall events.</p> <p>These maps have been used to inform the Flood Risk Management Plans, which Cardiff have produced as a requirement of the Flood Risk Regulations 2009. The plan sets out how Cardiff Council will over the next six years manage flooding so that the communities most at risk and the environment benefit the most. The plan does this by:</p> <ul style="list-style-type: none"><li>• Highlighting the areas most at risk of flooding from surface water, ordinary watercourses and groundwater in Cardiff Council's area;</li><li>• Draws conclusions from these risks; and</li><li>• Sets out the measures that will be implemented over the 6 year cycle to mitigate these risks and make our communities more resilient.</li></ul> <p><u>Planning</u> Project Management techniques and partnership working are being used to effectively manage the process of preparing the LDP Annual Monitoring Report (AMR) and a programme of Supplementary Planning Guidance (SPG). In addition a process has been identified and tested to collect data relating to the flood risk indicators.</p> <p><u>Sustainable Development Unit</u></p> <ul style="list-style-type: none"><li>• Changing Climate, Changing Places pilot project.</li><li>• Strategic climate change resilience action plan approved by Cabinet in 2013 as part of a wider One Planet Cardiff Cabinet Report. Actions and recommendations in the plan cover heat planning and flooding issues.</li><li>• Corporate PI on climate change resilience developed to help support the authority and its services to be prepared for a changing climate, and to enable robust reporting to WG on this work. There has been limited response from Directorates due to key staff leaving and organisational changes. This work is now being aligned with the Well-Being of Future Generations Act.</li><li>• The Council has signed up to the Compact of Mayors in addition to its existing commitment to the Covenant of Mayors. Reporting year 2 data submitted for the Compact of Mayors Carbon Disclosure Project and a Monitoring Emissions Inventory in process for the Covenant of Mayors Sustainable Energy Action Plan.</li></ul>				<p>any corrective actions are required to reduce flood risk in new developments.</p> <p><u>Sustainable Development Unit</u></p> <ul style="list-style-type: none"><li>• Climate Change is being considered as part of the Well-Being Assessment and subsequent actions in the Well-Being Plan.</li><li>• Work to be undertaken with both the Covenant of Mayors and the Compact of Mayors (merging to become the Global Covenant of Mayors for Climate Change) to agree a consistent method of emissions reporting and action planning so as to not duplicate efforts and get maximum benefit from the commitments.</li></ul>	
<p><b>Information Governance</b></p> <p>Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools.</p>	<p>Reputational / Financial / Legal / Service delivery / Stakeholder</p> <ul style="list-style-type: none"><li>• Leads to the Information Commissioner issuing notices of non-compliance</li><li>• These could consist of:</li><li>• a Stop Now Order which would mean that no personal data could be processed by the Council in its entirety</li><li>• An Information Notice which would mean that a service would have to provide information in a very limited period thereby impacting on service delivery</li><li>• Undertaking which requires an Action Plan of Remedial Measures which would be subject to ICO Audit</li><li>• Enforcement Notice requires immediate improvement action to be put in place</li><li>• Financial Penalty up to £500,000 (currently)</li><li>• The General Data Protection Regulation will come into force in May 2018 and puts in place a new Enforcement Regime and financial penalty structure. The maximum fine will be 4% of turnover or 20,000,000 euros</li></ul>	A	1	High Priority	<ul style="list-style-type: none"><li>• Information Security Board chaired by the SIRO held quarterly.</li><li>• Suite of Information Governance Policies in place and annually updated.</li><li>• Processes for Information Requests, Data Loss in place.</li><li>• The Information Governance Training Strategy in place and training provided to staff with access to electronic personal data</li><li>• Information Requests and Training compliance monitoring reports provided and reported to Information Security Board, SIRO.</li><li>• ICO Consensual Audit determined that the Council is considered to have a 'reasonable level of assurance' in place</li><li>• Standard Contracts include a clause regarding 3rd Parties processing personal data and obligations in respect of Freedom of Information</li><li>• Processes established through procurement and ICT acquisition processes for ensuring Privacy Impact Assessments are completed if personal data is being processed, including Data Processing Agreement with third party contractors</li><li>• Privacy Impact Assessment Board established to ensure that the Council, when changing systems and processes where personal data is involved, considers relevant legislation.</li><li>• Advice provided to the National Adoption Service, and Service Level Agreements in place for service provisions to Rent Smart Wales and Cardiff Capital Region City Deal as Cardiff Council is the Data Controller for these services</li><li>• Advice and assistance provided to collaborative services of the Educational Consortium, Vale, Valleys and Cardiff Regional Adoption Service and Shared Regulatory Service where Cardiff is not the Data Controller</li><li>• Advice and Guidance Service in operation to Cardiff Schools (with the exception of Eastern High and St Illytds) to support compliance within schools and governing bodies</li><li>• Advice and guidance available to Directors and Lead Officers on the Information Governance aspects of Alternative delivery Models</li><li>• Digitisation of Records forms part of the considerations of the OD Programme for services becoming 'digital by default' and programmes of digitisation support provided to services where contracted.</li><li>• Corporate Retention schedule in place and updated annually in line with any legislative changes</li><li>• Information Governance Maturity Model established to monitor risks against areas of information governance to feed into corporate risk status</li></ul>	C	1	Medium Priority  (Red/Amber)	<p>1) The remaining 10% of Information Requests sitting in Directorates will be brought into the Information Governance Team during quarter 3 of 2017/18 in line with the 'One Council Approach' (this work has been delayed as the result of recruitment issues)</p> <p>2) Completion of the GDPR Implementation Plan (6 months)</p> <p>3) Improve the IG Training compliance to meet the target of 100% (3 months)</p>	<p><b>Christine Salter</b></p> <p><b>(Vivienne Pearson)</b></p> <p><b>Councillor Christopher Weaver, Finance Modernisation and Performance.</b></p>



Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Management Action	Risk Owner
					<ul style="list-style-type: none"><li>The Digitalisation of Paper Records Strategy and associated business process changes is in place</li><li>A Corporate external storage contract is in place to improve processes and financial spend on storage of paper records externally</li><li>The Council's Data Processing Agreement template has been updated to ensure that this remains compliant with the requirements of the Data Protection Act</li><li>GDPR Implementation Plan is in place and a GDPR Implementation Group has oversight of progress and will escalate issues to the Operational Manager Information Governance and Risk Management and the Council's SIRO.</li></ul>					
<div><div><div>Promoting Independence</div><div>Failure to sustain an effective whole system approach that enables adults with significant health needs to remain in, or return to, their own homes and reduces the need for / length of hospital stays.</div></div></div>	<div><div>Reputational / Legal / Financial / Community / Stakeholders / Service delivery</div><div>Quality and range of services and interventions compromised, e.g.:<ul style="list-style-type: none"><li>Safety and welfare of individuals in the community compromised.</li><li>Achievement of good outcomes for service users compromised.</li><li>Shortage of appropriate services including placements.</li><li>Inability to meet key objectives and performance targets.</li><li>Increase in challenges from carers, including financial challenges.</li><li>Increase in Delayed Transfers of Care (DToC).</li></ul></div></div>	B	1	High Priority	<div>Strategic service improvement governance arrangements including:<ul style="list-style-type: none"><li>Adult Social Care Strategic Commissioning Programme.</li><li>Internal Review team within Assessment &amp; Care Management continues to focus on delivery of targeted reviews and reviewing packages of domiciliary care for individuals.</li><li>Disability Futures Programme in place to transform futures for disabled children.</li><li>Community Resource Team moved to 7 day working.</li><li>Director has commissioned the Institute of Public Care (IPC) to facilitate strategic development as follows:<ul style="list-style-type: none"><li>Develop outreach Community Resource Team services.</li><li>Develop Older People's Housing Strategy.</li><li>Redesign of Day Opportunities for Learning Disabilities to include capital programme.</li><li>Development of a Reablement Strategy.</li></ul></li><li>Comprehensive Integrated Care Fund (ICF) funded interventions designed to strengthen domiciliary care capacity in place.</li><li>Workforce augmented as a consequence of funded pressures and additional posts.</li><li>Financial 5-10 year analysis of growth and pressures completed.</li><li>Key strategies to promote independence, manage demand and enhance prevention in place as follows:<ul style="list-style-type: none"><li>Early Help Strategy (for children).</li><li>Multi-Agency Safeguarding Hub (MASH).</li><li>Adolescent Resource Centre.</li><li>Signs of Safety.</li><li>Asset Based Approaches in Adult Services.</li></ul></li><li>Enhanced First Point of Contact with Communities &amp; Housing Directorate.</li></ul></div>	C	1	Medium Priority (Red/Amber)	<ul style="list-style-type: none"><li>Implementation of strategic review facilitated by the Institute of Public Care with a view to agreeing a 5-10 year Financial Strategy for adult social care.</li><li>Inter-agency, city wide preventative strategy for children under development to include:<ul style="list-style-type: none"><li>Further enhancement of the Early Help Strategy.</li><li>Pilot locality initiative with third sector partners.</li><li>Extension of Signs of Safety.</li><li>Linking to realignment of Families First programme.</li></ul></li></ul>	<div><div>Tony Young</div><div>Councillor Susan Elsmore, Social Care, Health &amp; Well-being</div><div>Councillor Graham Hinchey, Children &amp; Families.</div></div>
<div><div><div>Promoting Independence</div><div>Failure to sustain an effective whole system approach that enables adults with significant health needs to remain in, or return to, their own homes and reduces the need for / length of hospital stays.</div></div></div>	<div><div>Reputational / Legal / Financial / Community / Stakeholders / Service delivery</div><div><ul style="list-style-type: none"><li>Increase in Delayed Transfers of Care (DToC).</li><li>Poorer outcomes for adults.</li><li>Potential ministerial intervention incurring significant reputational and political risk.</li></ul></div></div>	B	1	High Priority	<ul style="list-style-type: none"><li>Leadership group established to tackle DToC - consisting of Cabinet Members from the Cardiff, Vale of Glamorgan, Chair of UHB and relevant officers.</li><li>Performance challenges set to improve DToC - includes ongoing close monitoring of DToC Plan.</li><li>Joint action plan received and agreed by the Health Minister under frequent review to monitor progress.</li><li>Health &amp; Social Care Integration - continued progression on integration with Health - partnership / governance.</li><li>Community Resource Team moved to 7 day working.</li><li>Comprehensive ICF funded interventions designed to strengthen domiciliary care capacity in place.</li><li>Strategy to engage more proactively with the market in order to support better sustainability in domiciliary care established.</li></ul>	C	1	Medium Priority (Red/Amber)	<ul style="list-style-type: none"><li>Wales Audit Office (WAO) Review endorsed improvements in partnership landscape in Cardiff and establishment of a senior 'Virtual Team' now bringing benefits in terms of shared operational 'grip'.</li><li>Performance continues to improve subject to winter pressures; Winter Pressures Planning commenced.</li><li>Market management impacting effectively and containing 'price'.</li><li>Strategic review of reablement with Institute of Public care (IPC).</li><li>Strategic review of Matrix (Adam) and Proactis commissioning platform under way with a view to considering new arrangements.</li></ul>	<div><div>Tony Young</div><div>Councillor Susan Elsmore, Social Care, Health &amp; Well-being</div></div>
<div><div><div>Performance Management</div><div>A performance management culture is not embedded within the Council leaving the Council exposed to intervention by Welsh Government in line with the Local Government (Wales) Measure 2009 and associated requirements.</div></div></div>	<div><div>Reputational / Service delivery / Stakeholder</div><div><ul style="list-style-type: none"><li>The strategic and corporate level changes do not have the intended impact because they are not fully embedded in operational practices.</li><li>Council unable to accelerate performance improvement as planned/desired.</li></ul></div></div>	B	2	High Priority	<ul style="list-style-type: none"><li>The Council's improved approach to the way it manages its performance was recognised by the Wales Audit Office's follow-on report, but it is also clear there is more work to be done to build on the success achieved so far. A Performance Management programme has been put in place to deliver the required change to address three key areas relating to Reporting, Planning and Challenge.</li><li>The project teams have ensured their work incorporates the requirements of The Well-Being of Future Generations Act 2015, and the managed transitions between the Local Government (Wales) Measure 2009 and the requirements of the new legislation.</li><li>Increasing the transparency with which we manage our performance</li><li>The Self-Assessment process has been established and fed into the SMT Corporate Plan workshop which identified high level key themes that link the Wellbeing &amp; Future Generations Act.</li><li>Consistent RAG ratings have been agreed and developed for Corporate Plan commitments</li><li>A consistent RAG methodology has been developed to enable a mathematical approach be applied to performance indicators</li><li>Directorate scorecards were introduced for the Quarter 2 performance report and presented to PRAP, these were well received and will continue to be used and developed</li><li>PSG (Performance Support Group) has been established. This group reviews the Quarterly Performance Report to identify where and how performance can be improved. The group also identify areas for further discussion at SMT</li><li>Wellbeing objectives have been developed in line with the Corporate Plan</li></ul>	C	2	Medium Priority (Red/Amber)	<ul style="list-style-type: none"><li>The Performance Management Framework and Strategy has been finalised. A soft launch has taken place via the Corporate Performance Team's Public SharePoint Page and will be officially launched in Quarter 3 The Framework will ensure greater effectiveness of planning and reporting, with clearer accountabilities and enhanced 'line of sight'. A cascading matrix system of reporting has been developed through DDPs, Service Plan Scorecard and the reporting framework to demonstrate the golden thread.</li><li>The high level Performance Management Framework documents are available on the Performance Team's Public SharePoint page</li><li>The Self-assessment process from 2016-17 has been built on and is being rolled out in September 2017. The outputs from this will be used to develop the Corporate Plan and the Directorate Delivery Plans.</li></ul>	<div><div>Christine Salter</div><div>(Joe Reay)</div><div>Councillor Christopher Weaver, Finance Modernisation and Performance.</div></div>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Management Action	Risk Owner
					<p>development timeline and endorsed by SMT and presented to informal cabinet</p> <ul style="list-style-type: none"><li>• A target setting process and pro forma has been developed to support the use of appropriate measure and accurate targets in the Corporate Plan and Directorate Delivery Plan</li><li>• A new Directorate Delivery Plan template has been developed which also incorporates the Future Generations requirements and the 5 ways of working. This has been presented to PSG and the template has been endorsed by SMT</li><li>• Reporting scorecards have been trialled by representatives of PSG. These were presented at PSG and were well received.</li><li>• The Corporate Plan has been developed and approved by Full Council</li><li>• A reporting framework has been developed that allows the right audiences to focus on the right level of detail to better aid decision-making. Some elements of this were used in the Q4 2016-17 performance reporting cycle and will be fully implemented for the reporting of performance for Q1 2017-18 to ensure robust reporting arrangements for the WBFG Act</li><li>• A Directorate Delivery Plan template was developed, that incorporates the Future Generations requirements and the 5 ways of working. All directorates have developed these plans</li><li>• Discussions have commenced with key representatives to further develop the self-assessment process which will contribute to the development of the Corporate Plan.</li><li>• Service Level scorecards have been developed across the Council and combine planning and reporting elements. These Scorecards are used, where appropriate, to provide additional detail to supplement the reporting against the Strategic Directorate Priorities and the Corporate Plan Wellbeing Objectives</li><li>• Directorate Delivery Plans were developed and in use from April 2017.They will be used and monitored throughout the year to ensure they represent a clear and up to date statement of what the directorate is aiming to deliver and the progress it is making</li><li>• Building on the work carried out in 2016-17 a new quarterly reporting template has been developed in collaboration with key stakeholders.</li><li>• A Members training session regarding the Performance Management Framework was developed and carried out at the end of the September.</li></ul>					
<p><b>Organisation Development</b></p> <p>OD projects fail to deliver the radical change required to deliver efficiency savings and service changes, due to service and resource pressures.</p>	<ul style="list-style-type: none"><li>• The Council's budget constraints are so severe that the consequence of not delivering large-scale change could have a major impact on customer services.</li><li>• Radical changes to service delivery models may impact on the Council's reputation if not planned, co-ordinated and governed effectively.</li><li>• If change is not delivered, there could be unplanned reduction in staffing to achieve savings, which would result in loss of business knowledge and resources to implement change.</li><li>• Reputational impact if services do not meet increasing customer expectations.</li><li>• If change is not effectively planned, managed and implemented it may be delayed and subsequently impact on the Council's ability to achieve necessary savings and service improvements.</li><li>• With the increased budget pressures, the Council may not have sufficient capital and revenue to invest in technology which would achieve medium and long-term improvements and savings.</li></ul>	<b>B</b>	<b>1</b>	<b>High Priority</b>	<ul style="list-style-type: none"><li>• Governance arrangements established, led by the Chief Executive and Programme Boards, chaired by Directors to ensure change is delivered</li><li>• Disciplined approach, where risk assessment forms an integral part of the approach to change</li><li>• Programmes initiated with dedicated resources</li><li>• Experienced gained by managing programmes and projects over a number of years, building on lessons learned</li><li>• Building capacity and capability across the organisation through development opportunities and skills transfer</li><li>• Appropriate engagement and stakeholder management, including Trade Union meetings and updates for PRAP, Scrutiny and Internal Audit.</li><li>• Continued implementation of Programme &amp; Project Management Database to enhance management information and reporting. Investment Review Board review/approve Business Cases and prioritise resources.</li><li>• Organisational Development Board joined up with Senior Management Team who meets monthly to discuss the OD Programme. This ensures all Directors are fully engaged with the OD Programme.</li><li>• OD/SMT Board approved Programme Briefs for Reshaping Services, Enabling &amp; Commissioning and all component programmes. Improved reporting for the OD Programme has been developed (Dashboard Reports) and implemented at OD/SMT Board. These reports are produced 4-weekly.</li><li>• A review of the ODP is currently underway and a new change programme, with a clear focus on transformational change, to be in place by September 2017.</li><li>• SMT receive monthly updates on the ODP via two dashboards. These contain details on new issues/risks, progress updates on projects, resources allocated to the programme and 'deep dives' on selected projects.</li></ul>	<b>C</b>	<b>2</b>	<b>Medium Priority</b>  <b>(Red/Amber)</b>	<ul style="list-style-type: none"><li>• New Programmes &amp; projects being initiated as part of Organisational Development – driving change from within Directorates, but corporately governed.</li><li>• A new change programme is being developed with SMT with a report to Cabinet planned for November 2017.</li><li>• The current Organisational Development Programme will be closed down with programme closure reports being developed by the end of quarter 3.</li><li>• There will be a requirement to migrate some projects from the ODP into the new change programme. This will be done in consultation with SMT.</li><li>• A criteria for how projects will to be accepted into the new change programme will be developed with SMT.</li><li>• Governance arrangements will be reviewed to ensure the projects within the new change programme are managed effectively.</li><li>• A training programme for the OD Team has been put in place for 2017/18 to ensure both project management and business analyst's skills and knowledge are enhanced.</li><li>• The structure of the OD Team will be reviewed to ensure it is able to deliver the new change programme.</li></ul>	<p><b>Christine Salter</b>  <b>(Dean Thomas)</b></p> <p><b>Councillor Christopher Weaver, Finance Modernisation and Performance.</b></p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Management Action	Risk Owner
<p><b><u>Legal Compliance</u></b></p> <p>Changes in services and staff roles across the Council resulting in:</p> <ul style="list-style-type: none"><li>- gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate;</li><li>- inability to deliver the services in accordance with all duties and responsibilities due to lack of resource:</li></ul> <p>In each case leading to increased risk of challenges.</p> <p>Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.</p>	<p>Reputational / Legal / Financial / Service delivery</p> <ul style="list-style-type: none"><li>• Increase in number of challenges and complaints with consequences in terms of already stretched resources and impact of adverse decisions</li><li>• Implementation of decisions delayed due to challenges and potentially fatally disrupted.</li><li>• Impact on projects if reputation for sound management and implementation of projects is damaged</li><li>• Major incident.</li><li>• Adverse press/media reaction</li><li>• Involvement from Welsh Government in terms of performance standards or measures.</li><li>• Increased costs</li><li>• Impact on capacity to deal with proactive legal work</li></ul>	B	2	High Priority	<ul style="list-style-type: none"><li>• Professional internal legal and financial advice provided to a high standard.</li><li>• Maintaining robust decision making process with legal implications on all Council, Cabinet and Committee reports and Officer Decision Reports at Director level.</li><li>• Appropriate use of NPS Legal Services by Solicitors Framework to increase resilience.</li><li>• Dedicated teams in specialist areas e.g. equalities, FOI / DPA.</li><li>• Sharing training/publications received.</li></ul>	C	2	Medium Priority (Red/Amber)	<ul style="list-style-type: none"><li>• Prioritisation of work to make best use of internal expertise (including programme of projects in accordance with SMT decision).</li><li>• Further development of standard precedents with guidance for use in cases of low value/low risk/repetitive matters.</li><li>• Provide legal training to Directorates to develop knowledge within Directorates of specific statutory functions.</li><li>• Encourage Directorates to ensure reports are discussed at preliminary stage in development to ensure all legal issues are addressed early.</li></ul>	<p><b>Davina Fiore</b></p> <p><b>Councillor Huw Thomas</b> <b>Leader</b></p>
<p><b><u>Education – Schools Delegated Budgets</u></b></p> <p>Secondary Schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools.</p>	<p>Reputational / Legal / Financial.</p> <ul style="list-style-type: none"><li>• Budget implications.</li><li>• Reducing educational standards.</li><li>• Intervention from WG</li></ul>	A	2	High Priority	<ul style="list-style-type: none"><li>• The 2017/2018 delegated budget allocations were issued to schools in early March 2017 and monitoring arrangements put in place for those schools showing financial concern.</li><li>• Officers from Education and Financial Services have started to work with individual schools through Headteachers and Governing Bodies to formulate Medium Term Financial Plans (MTFP) to seek to either balance individual school deficits within four financial years or to ensure that the accumulated deficits were frozen or slowed as much as possible.</li><li>• The previous fall in pupil numbers for certain schools made it clear that a longer period than four years was needed in order to achieve a balanced medium term position</li><li>• Officers continue to monitor and challenge those schools in deficit before allowing any additional financial commitments, both staffing and other expenditure.</li><li>• Work ongoing with all schools but focussed targeting on specific secondary schools to continue to dampen the growth in deficits and ensure that those that do occur are recoverable.</li><li>• Reviewing closely with Education Management Team and SOP in particular as to the opportunities available to address short medium term fall in pupil numbers for certain secondary schools</li><li>• For each school in deficit, the Council has identified a monitoring officer to provide an independent challenge to the school. This is in addition to the LFM Officer currently supporting that school</li><li>• Individual school budget monitoring positions reported to Education Management Team on a quarterly basis</li><li>• Officers have exercised the statutory powers of intervention in three secondary school governing bodies which is beginning to have a positive impact on the ability of the Council to ensure schools meet the targets set out in their deficit recovery plans.</li><li>• School Budget Forum has agreed a revised protocol for responding to schools in deficit and this needs regular review with a tightening on the number of deficit budgets accepted. This has been reflected in the harder message contained within the 2017/18 school budget letters and the 2017/18 Budget Report.</li><li>• Finance Officers continue to meet with Challenge Advisers to discuss individual schools in respect of their financial and school standard performance.</li><li>• The Council has been able to protect school delegated budgets over and above the Welsh Government threshold and a smaller number of schools than in 16/17 have been identified as requiring meeting with S151 officer and senior education officers. These meetings took place in April and early May.</li><li>• The Council will also introduce an increased level of scrutiny of school curriculum plans through support identified with the Central South Consortium.</li></ul>	C	2	Medium Priority (Red/Amber)	<ul style="list-style-type: none"><li>• Council make full use, if necessary, of formal warnings and powers of intervention.</li><li>• Officers exercise the statutory powers of intervention on a school or schools in deficit who are unable to provide a medium term financial plan, this may involve removing delegation from a Governing Body.</li><li>• Officers explore through the School Organisation Planning process how different organisational arrangements for schools would affect the supply of pupils to schools thus affecting their delegated budgets. This will include an understanding of the long term impact of any unused school supply places on the funding formula.</li><li>• Work is continuing with the School Budget Forum and consortium to ensure that the formula funding mechanism is transparent and remains fit for purpose whilst considering any interaction or impact of any grant allocation decisions.</li><li>• Maintaining the need for financial probity whilst ensuring that each school has the opportunity to improve school standards.</li><li>• Working with consortium to ensure that maximising value from constituent parts of Education Improvement Grant is secured and that there is clarity of allocation mechanism for 2017/18 and beyond.</li><li>• Following consultation with the School Budget Forum to undertake an audit during the Summer Term 2017 to identify the actual impact of the schools budget settlement at individual school level.</li><li>• Developing the medium term budget strategy for 2018/19 and providing early notification to budget forum and individual schools of likely impact of said strategy.</li></ul>	<p><b>Nick Batchelar</b></p> <p><b>(Neil Hardee)</b></p> <p><b>Councillor Sarah Merry,</b> <b>Deputy Leader &amp; Education, Employment &amp; Skills</b></p>
<p><b><u>Fraud, Bribery and Corruption</u></b></p> <p>Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.</p>	<p>Reputational / Financial / Legal / Service delivery / Stakeholder</p> <ul style="list-style-type: none"><li>• Increase in frauds and losses to the Council.</li><li>• Reputational risk as more frauds are reported.</li><li>• Increased time investigating suspected fraud cases.</li></ul>	B	2	High Priority	<ul style="list-style-type: none"><li>• The Council communicates a zero tolerance approach to fraud, bribery and corruption.</li><li>• Regular review of relevant policies and procedures e.g. the Fraud, Bribery and Corruption Policy, Money Laundering Policy and Disciplinary Policy.</li><li>• Financial Procedure Rules and Contract Standing Order and Procurement Rules frameworks for staff to follow.</li><li>• Dedicated team of professionally trained and experienced investigators to prevent deter and detect fraud against the Council.</li></ul>	B	3	Medium Priority (Red/Amber)	<ul style="list-style-type: none"><li>• Fraud Team to liaise with the Monitoring Officer and agree a policy for monitoring employees at work and a management framework for its enactment.</li><li>• Fraud Team to liaise with Monitoring Officer to produce a policy for undertaking online investigations.</li><li>• Continue to deliver the mandatory face to face training for Investigating Officers, Presenting Officers and Disciplinary Hearing Chairs.</li></ul>	<p><b>Christine Salter</b></p> <p><b>(Ian Allwood)</b></p> <p><b>Councillor Christopher Weaver,</b></p>



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					<ul style="list-style-type: none"><li>Proactive work on National Fraud Initiative exercises led by the Internal Audit team, in collaboration with the Cabinet Office and Wales Audit Office.</li><li>Receipt and dissemination of fraud intelligence alerts from law enforcement agencies.</li><li>Regular reports to the Section 151 Officer and Audit Committee and the Chief Executive.</li><li>Audit Committee review and assess the risk management, internal control and corporate governance arrangements of the authority.</li><li>Independent assurance from Internal and External Audit on the effectiveness of governance, risk and control.</li><li>Procurement team compliance role relating to contract procedure rules.</li><li>Savings proposals are reviewed and supported by a robust business case and process in consideration of risks to the operation.</li><li>Ongoing delivery of briefings to Schools on fraud and control risks.</li><li>Cardiff Manager Programme includes session on risk management and compliance / control.</li><li>Senior Management Assurance Statements – challenge to Directors and the Chief Executive.</li><li>Provision of disciplinary management information on DigiGov.</li><li>Multi-team collaboration in the development of the updated Disciplinary Policy and supplementary guidance materials.</li><li>Mandatory disciplinary e-learning module for all managers to complete and a programme of mandatory e-learning modules and training for Disciplinary Hearing Chairs, Investigating Officers and Presenting Officers.</li><li>Reported to Audit Committee September 2016, raising awareness of the three documents published by CIPFA and an Executive Summary on Fighting Fraud and Corruption Locally.</li><li>A Fraud Publicity Strategy has been approved, to publicise the Council's approach to counter fraud work / sanction activity and explain the roles and responsibilities of key parties.</li><li>A Prosecution Policy has been in place since mid-2016.</li></ul>				<ul style="list-style-type: none"><li>Develop and deliver a programme of training for investigatory interview note takers.</li><li>Review process for ensuring appropriate fraud, bribery and corruption awareness for Council officers.</li><li>Continued delivery of Cardiff Manager Programme.</li><li>Fraud Team to review a sample of Disciplinary Hearing outcomes, challenge consistency of disciplinary sanctions and report findings to the Section 151 Officer and Audit Committee.</li><li>HRPS to enhance DigiGov to facilitate changes introduced by the new Disciplinary Policy and the production of management information, by the end of quarter 2 2017/18.</li><li>Measure the effectiveness of fighting fraud and corruption against the CIPFA strategy by the end of Q2 2017/18.</li><li>Undertake a skills assessment of the investigation team and invest in training as appropriate.</li></ul>	Finance Modernisation and Performance.
<p><b>Asset Management</b></p> <p>Ensure effective operation of the Council's Asset Management Board achieve effective strategic oversight and identified savings.</p>	<p>Reputational / Legal / Financial / Health &amp; Safety / Stakeholders</p> <ul style="list-style-type: none"><li>Poor use of assets / VFM.</li><li>Lost opportunity for capital receipts.</li><li>Increased maintenance.</li><li>Prosecutions / fines.</li></ul>	B	2	High Priority	<ul style="list-style-type: none"><li>Cabinet formally approved a new Property Strategy in November 2014.</li><li>Corporate Asset Management Board and supporting Working Group now set up to raise property profile and introduce more structured, disciplined approach to management of property and the Office Accommodation Rationalisation Programme.</li><li>Established rolling programme of 'Fitness for Purpose' reviews of all council properties providing high level assessment of the current performance and value of buildings.</li><li>Carbon Management / Energy Efficiency - Certificates / General Awareness / Introduction of Energy Renewables Strategy.</li><li>Established Implementation Plan for the new Property Strategy.</li><li>Determined governance and work programme updates for new Corporate Asset Management Board at meeting in January 2015.</li><li>Review of Investment portfolio completed. Report on future strategy and direction of non-operational estate presented to PRAP in January 2015 for onward consideration by Cabinet in June 2015.</li><li>Asset Management Plan considered by Cabinet in July 2015.</li><li>Future Strategy and direction of the Council's non – operational Investment Estate approved by Cabinet in November 2015.</li><li>Asset Management Board and Partnership Board fully operational.</li><li>Delivered targets in Corporate Asset Management Plan in 2015-17 as follows:<ul style="list-style-type: none"><li>Gross internal floor area reduced by 3.5%</li><li>Maintenance backlog reduced by @£4.4m</li><li>Running cost reduced by £1m</li><li>Delivered £6.7 million capital receipts</li></ul></li><li>Corporate Asset Management Plan 2016/17 considered by Cabinet in July 2016.</li><li>A property investment board has been established comprising officers from Strategic Estates, Capital and Revenue Accounts and also an external property advisor. The external property advisor was appointed in March 16.</li><li>Advisor appointed in Q1 to assist with the review of all investment assets and to develop an Investment Estate Strategy.</li><li>Completed Insole Court community asset transfer (CAT), which was the largest CAT in Wales.</li><li>Progressing Corporate Asset Management Plan targets. In quarter 2 we achieved a 0.9 reduction in GIA, 2.2% reduction in running costs, £3,054,000 reduction in maintenance backlog, and £2,401,710 in capital receipts.</li><li>Inaugural Investment Estate Strategy completed. Approved by Cabinet and Scrutiny.</li><li>Regular monthly Investment Estate Board meetings are taking place to manage implementation of the Strategy.</li><li>On course to achieve the 5 year Corporate Property Strategy targets by April 2020. CAMP achievements for 2016/17 - 7.9% reduction in GIA (617,593 sqft), 9.2% reduction in running costs (£3.3m), £4,500,000 reduction in maintenance backlog and £6m capital receipts.</li></ul>	D	2	Medium Priority (Amber/Green)	<ul style="list-style-type: none"><li>Asset Management software project progressing within Corporate Landlord programme (Assets Management stream). A business case will be presented to Investment Review Board at the end of quarter 3.</li><li>Recruited a post to manage the Investment Estate Portfolio. Work progress on the review of the estate and transaction property deals.</li><li>The Corporate Asset Management Plan (CAMP) for 2017/18 will be published in quarter 3.</li></ul>	Neil Hanratty  Councillor Russell Goodway, Investment & Development.

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Management Action	Risk Owner
<p><b>Workforce Planning</b></p> <p>Importance of forecasting and planning to build capability and capacity for the future is not fully recognised and embedded.</p>	<p>Reputational / Financial / Stakeholder / Service delivery</p> <ul style="list-style-type: none"><li>Poor service delivery due to ineffective use of resources.</li><li>Lack of resources with the knowledge and skills the Council requires for future delivery</li><li>Loss of resources and recruitment problems.</li><li>Poor morale</li><li>Loss of experienced staff members including managers</li><li>Reduce the likelihood of attracting high calibre managers to Cardiff Council</li><li>Risk of not meeting statutory and legislative requirements in relation to specific workforce requirement e.g. social care.</li><li>Risk of workforce not representing the communities to which services are delivered.</li></ul>	B	2	High Priority	<ul style="list-style-type: none"><li>Workforce Strategy developed and agreed by Cabinet in April 2015 and programme developed to encompass a number of projects relating to the requirements around this risk, including Workforce planning, Learning &amp; Development, PPDR review and Employee Voice.</li><li>The Workforce planning project has a completed project brief identifying a number of key outputs</li><li>Workforce planning dashboard data provided to each Directorate to inform Directorate Delivery Planning discussions and development.</li><li>Research and benchmarking undertaken to help inform WFP approach going forward; including – attendance at WLGA – Work Force Planning Wales event - LGA/ Skills for Local Government hosted COP event.</li><li>HR working with Directorates where required, to help identify appropriate strategies to support their WFP agenda.</li><li>Children's Services have developed a Workforce Strategy for their area which is being reviewed on a regular basis.</li><li>Resources have held a workshop which focussed on Professional and Technical areas to inform the key skills required for the Directorate going forward.</li><li>Work has taken place with Cardiff and Vale College to roll out an Essential Skills diagnostic tool to frontline employees through Commercial Services</li><li>A programme of NVQ study is been discussed with Cardiff &amp; vale College and Commercial Services are coming forward with cohorts of employees to attend.</li><li>Employee surveys carried out to identify areas where further employee engagement / development can be focused.</li><li>Work has been carried out with WLGA and WAO to look at a Wales wide workforce planning process for use within Local Authorities.</li><li>Project brief for Workforce Planning provides full details of milestones and implementation dates.</li><li>A review of the courses provided by the Cardiff Academy has taken place to ensure that these meet the skills requirements for the future.</li><li>The Council is committed to providing apprenticeships and traineeships for young people and this programme will be enhanced further with a specific target of 100 opportunities for 2017/18.</li><li>Workforce planning tool kit has been rolled out to pilot areas and workshops taking place between May and September 2017</li></ul>	B	3	Medium Priority  (Red/ Amber)	<ul style="list-style-type: none"><li>The Council is reviewing its resourcing strategies to ensure that it is a considered employer for young people leaving school, college and universities.</li><li>Recruitment advertising to be reviewed and processes put in place to ensure that adverts are reaching hard to reach groups</li><li>Work is taking place to identify areas where the employee group is not representative of the communities and actions identified of what could be done to improve this</li><li>Actions being taken to improve the accessibility to Welsh language either through the recruitment process or through the training and development of current employees</li><li>Development to take place of a corporately agreed skills set for the future delivery of services so that all employees and posts can be measured against this skill set to identify learning and development gaps</li><li>Full rollout of Workforce planning toolkit to take place in 2018/19</li><li>An IT solution to be sourced during 2017/18 in order to develop workforce planning further and to ensure that the Council has available the data it requires to ensure efficient workforce planning in the future.</li></ul>	<p>Christine Salter</p> <p>(Philip Lenz)</p> <p>Councillor Christopher Weaver, Finance Modernisation and Performance</p>

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**CARDIFF COUNCIL  
CYNGOR CAERDYDD**



**CABINET MEETING: 14 DECEMBER 2017**

**THE ACQUISITION OF NEW BUILD HOUSING SCHEME AT  
FORMER WALTERS BUILDING, BUTETOWN FOR COUNCIL  
HOUSING**

**HOUSING AND COMMUNITIES (COUNCILLOR LYND  
THORNE)**

**AGENDA ITEM: 7**

**Director of Communities, Housing and Customer Service**

*Appendices 2 & 3 to this report are not for publication as they contain exempt information of the description contained in paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12A to the Local Government Act 1972*

**Reason for this Report**

1. To enable the Council to enter into a package deal with Cadwyn Housing Association, for the acquisition of 50 flats for council rent and to delegate authority to the Director for Communities, Housing & Customer Services to enter into a contract subject to Heads of Terms being agreed including all due diligence and viability approval.

**Background**

2. The Council has a target of delivering at least 1,000 new council homes within 5 years and this scheme will be part of this delivery.
3. In order to meet this target a number of delivery routes have been prioritised including entering into 'Package Deals'. The Housing Development Manager has approached the Housing Associations with development status in Cardiff (through a recent Development Managers meeting) to offer the opportunity for the Council to work with Housing Associations to deliver package deal opportunities.
4. The former Walters Buildings site is located in the Butetown area of Cardiff, off Clarence Road. The site is surrounded by flatted residential developments and is accessible by public transport and in easy reach of the city centre and local community facilities. A Site location map is attached at appendix 1.

5. The Butetown ward is identified as an area where there are high levels of housing need for both Council and Registered Social Landlord affordable rented properties. The apartments will provide much needed quality council homes in a city centre environment with all the benefits of good access to local amenities and public transport.
6. Cadwyn Housing Association has an option on the site for residential development but do not have the capacity to deliver this site within their own stock. Therefore they have approached the council to determine if delivering the properties as a council rented scheme through a package deal is viable.

## Issues

7. A scheme of circa 50 one and two bed DQR compliant flats is being proposed. Subject to the Council's agreement Cadwyn will begin the detailed design of the scheme, submit a planning application and complete a detailed cost assessment.
8. A final sign-off for the project will be granted only subject to a number of things being satisfactory. These are listed below. Cadwyn are liable for ensuring these are all in place:
  - Planning permission being granted for a DQR (Welsh Government Development Quality Requirements) compliant scheme
  - Cadwyn owning the site and an independent land value being obtained
  - A detailed cost assessment being provided
  - A suitable contractor identified and to be appointed by Cadwyn (undertaking all due diligence)
  - Legal approval
  - Council viability model confirming the scheme is financially viable within the councils financial parameters (including land, build costs & on-costs)
9. **Costs** – subject to the above the scheme is being offered to the Council under a 'package deal' arrangement. 'Package deals' are a way of generating new affordable housing developments where the scheme proposal, site layout and unit designs are led by the developer or landowner, which in this case is Cadwyn Housing Association who will own the land. The Council will enter into an appropriate form of contract and the cost of the 'package deal' (build costs, land costs & on-costs) will be independently verified by Strongs Partnership Ltd, Chartered Quantity Surveyors on behalf of Cardiff Council. Indicative costs based on a 50 unit scheme have been provided (Appendix 2)
10. **Land Valuation** – An indicative land value has been provided but once a scheme has achieved a planning consent this will need to be reviewed and an independent land value report provided.



11. **Financial Viability** – the total scheme will be offered to the Council on a ‘turn-key’ basis for a fixed sum of which includes acquisition costs, works and all fees/charges. A ‘turn-key’ basis means they will be providing completed units that are ready for immediate occupation. The ProVal viability tool will be used to determine financial viability. An assumed level of subsidy will be identified (from S.106 affordable housing contributions) should this be available and will form part of the due diligence review. Initial viability report attached in **appendix 3**.
12. Cabinet is recommended to give delegated authority to the Director for Communities, Housing & Customer Services to complete all due diligence in relation to scheme and enter into a contract subject to Heads of terms being agreed and the scheme being financially viable to the Council.

### **Local Member consultation**

13. Local Ward Members have been consulted about this proposal – no objections have been received.

### **Reason for Recommendations**

14. To enable the Council to achieve its target of delivering at least 1,000 new council homes within 5 years and this scheme will be part of this delivery.
15. To enable the Director for Communities, Housing & Customer Services to complete all necessary final approvals for a package deal subject to due diligence and viability assessments.

### **Financial Implications**

16. The report proposes the purchase of Housing units to make available for Social Housing. This is only if the conditions outlined in the report are met. The Directorate have confirmed that there are no financial commitments to the Council should the Council not wish to proceed. Funding is available in the approved HRA Capital Programme and Business Plan for the purchase and development of new units to support the delivery of new homes.
17. Long term HRA Capital expenditure plans must remain within the current cap set by Welsh Government and remain affordable in the long term. This should be closely considered when determining the pipeline and prioritisation of Housing development schemes to be taken forward in meeting the target for new Council homes.
18. As identified in the report, the development of the site will require a subsidy to ensure affordability and options are available to secure subsidy in terms of WG support and Affordable Housing Planning Gain where received or certain in terms of receipt. Any finalisation of legal agreement will be subject to confirmation that subsidy is in place.

## **Legal Implications**

19. The Council is acquiring dwellings for the purpose of providing housing accommodation in accordance with its powers under Part II of the Housing Act 1985. The Council is required to obtain value for money from its property acquisitions and in this case supporting advice from external valuers and costs consultants is set out in the appendix 2 to this report

## **RECOMMENDATIONS**

Cabinet is recommended to delegate authority to the Director for Communities, Housing & Customer Services to enter into a contract with Cadwyn Housing Association for the acquisition of 50 flats subject to Heads of Terms being agreed including all due diligence and viability approval.

**SARAH MCGILL**

**Director**

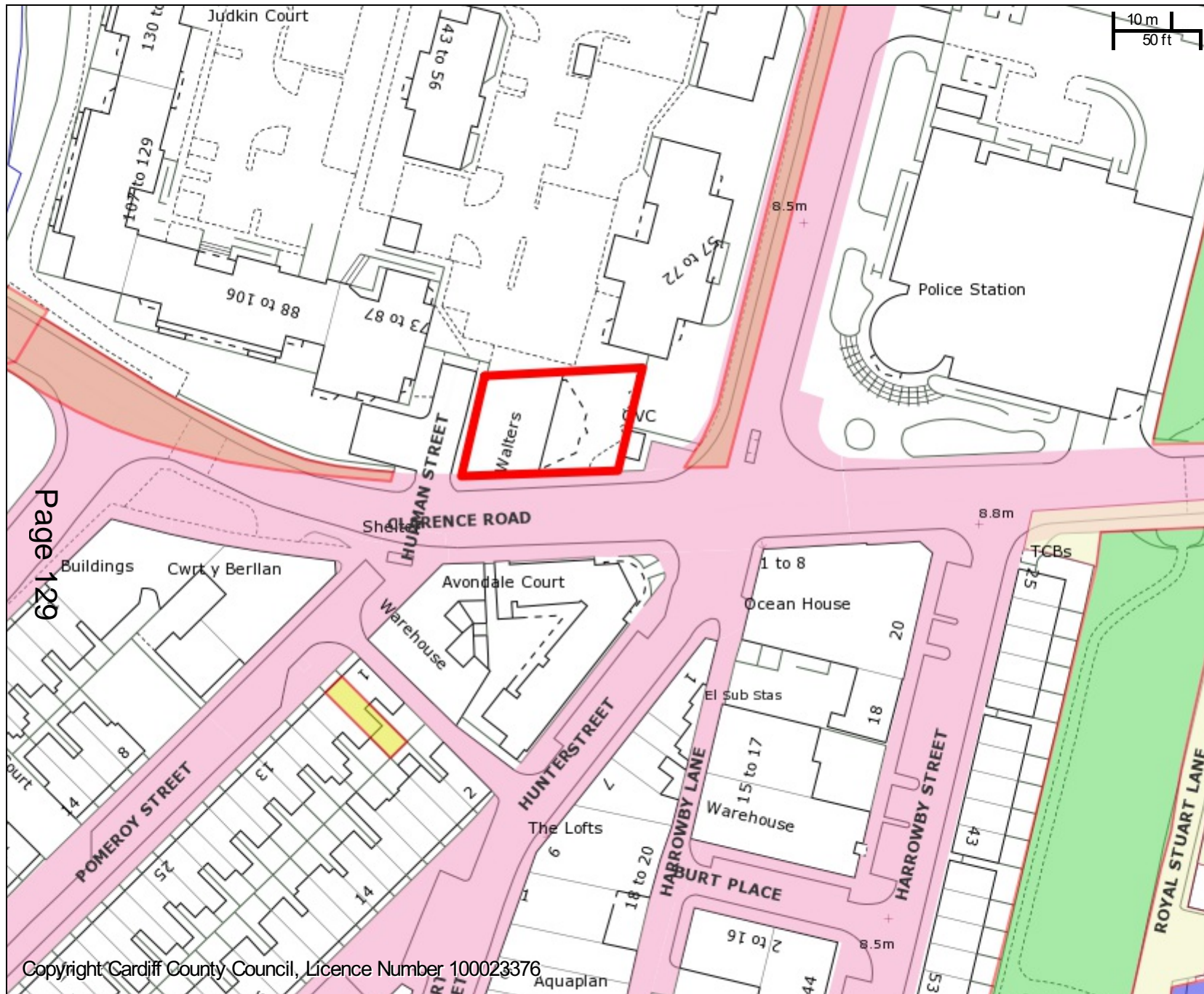
8 December 2017

*The following appendices are attached:*

Appendix 1 – Site location plan

Appendix 2 – Indicative costs and land value (confidential)

Appendix 3 – initial viability report (confidential)



## Appendix 1

**City of Cardiff Council**  
**Cyngor Dinas Caerdydd**



CHIEF EXECUTIVE  
Paul Orders  
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### Title

Scale: 1:1000

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