

CABINET: THURSDAY, 17 MAY 2018 at 2.00 PM

A Cabinet Meeting will be held in Committee Room 4 at County Hall on Thursday 17 May 2018 at 2.00 pm

A G E N D A

- 1 Minutes of the Cabinet meeting held on 19 April 2018 (*Pages 3 - 6*)

Scrutiny Matters

- 2 Report of the Economy & Culture Scrutiny Committee entitled 'Funding of Parks' (*Pages 7 - 74*)

Leader

- 3 Corporate Plan 2018-21 (*Pages 75 - 134*)

Clean Streets, Recycling & Environment

- 4 Draft Recycling and Waste Management Strategy & Delivery Plan Requirements 2018 to 2021 (*Pages 135 - 284*)

Housing & Communities

- 5 Building Resilient Communities through the further development of Community Hubs (*Pages 285 - 298*)

Investment & Development

- 6 Disposal of Land at Wedal Road (*Pages 299 - 332*)

Social Care, Health & Wellbeing

- 7 Extension of Contracts in relation to the Supported Living Service for Adults with a Learning Disability (*Pages 333 - 352*)

PAUL ORDERS

Chief Executive

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**CARDIFF COUNCIL
CYNGOR CAERDYDD**



MINUTES

CABINET MEETING: 19 APRIL 2018

Cabinet Members Present: Councillor Huw Thomas (Leader)
Councillor Peter Bradbury
Councillor Susan Elsmore
Councillor Russell Goodway
Councillor Graham Hinchey
Councillor Sarah Merry
Councillor Michael Michael
Councillor Lynda Thorne
Councillor Chris Weaver
Councillor Caro Wild

Observers: Councillor Joe Boyle
Councillor Neil McEvoy
Councillor Adrian Robson

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

100 MINUTES OF THE CABINET MEETINGS HELD ON 15 & 28 MARCH

RESOLVED: that the minutes of the Cabinet meetings held on 15 and 28 March be approved.

101 CARDIFF HEAT NETWORK: APPROVAL OF THE OUTLINE BUSINESS CASE FOR THE CARDIFF HEAT NETWORK

Appendices C and D are exempt from publications as they contain information pursuant to paragraphs 14 and 21 and paragraph 16 of schedule 12A Local Government Act 1972.

The Cabinet received a report containing the outcome of a detailed feasibility study and Outline Business Case on District Heat Networks in Cardiff

together with details of the proposed network and next steps required to secure the relevant funding.

RESOLVED: that

1. the Outline Business Case for the Cardiff Heat Network be approved in principle, and the further development of a Final Business Case for Cabinet approval be authorised subject to securing the appropriate funding as set out in the report.
2. the project team be authorised to proceed with the grant applications in respect of HNDU and HNIP as set out in the report;
3. the project team be authorised to progress further engagement with stakeholders referred to in the report;
4. authority be delegated to the Director Planning, Transport and Environment in consultation with the Cabinet Member for Clean Streets, Recycling and Environment and with the S151 and Monitoring Officer to (i) finalise the procurement strategy and commence procurement of a Design, Build, Operate and Maintain (DBOM) contractor for the project, generally deal with all aspects of the project and award the DBOM contract after Cabinet has approved the Final Business Case and (ii) Agree minor amendments to the OBC which the Director in consultation with those as referred to above view desirable in the interests of the Council provided that if in either case the nature of the project is substantially altered from that set out in the OBC that the matter referred back to Cabinet.

102 **LOW EMISSION TRANSPORT: A STRATEGY FOR CLEANER, GREENER TRANSPORTATION FUELS**

A report containing the Council's Strategy for delivering a transition to low emission transportation in Cardiff was received. The strategy was focussed on the Council's responsibilities and aspirations in dealing with air quality issues by supporting a transition away from fossil fuels for transportation. It was noted that target dates and details of key actions were contained in the action plan.

RESOLVED: that the Council's strategy and proposed actions for delivering a transition to low emission transportation in the City be approved

103 **SCHOOL ORGANISATION PROPOSALS: IMPROVING PROVISION FOR CHILDREN AND YOUNG PEOPLE WITH ADDITIONAL LEARNING NEEDS (ALN) 2018-22 POST CONSULTATION REPORT**

Cabinet received details of the responses received following consultation on eight proposals for increasing or adapting Additional Learning Needs provision across Cardiff. It was reported that a total of 611 responses were received and these were contained within the report together with an analysis of the points made. The majority of the responses were supportive of the proposals overall, with the exception of the proposal relating to The Hollies special school and therefore this proposal would not be taken forward.

RESOLVED: that

1. statutory notices be issued for the following schemes:

a) Increase the capacity of Ty Gwyn to allow for up to 198 places

Adapt part of the Trelai Youth Centre building, to provide three new classrooms for Ty Gwyn School and to connect the school and youth centre buildings.

b) Extend the age range of Greenhill from 11-16 to 11-19 and increase the capacity of the school to allow for up to 64 places.

Adapt the unused caretaker house on the site to provide accommodation.

c) Change the type of special educational need Meadowbank School provides for from: 'speech language and communication needs', to: 'speech language and communication needs and complex learning disabilities'

Make adaptations to the building to improve disability access.

d) Phase out the Specialist Resource Base at Allensbank School, closing the class in July 2020, or when all current pupils have completed their primary placement, if earlier.

Open an eight-place early intervention class for children with speech and language needs at Allensbank School, admitting the first cohort in September 2019.

e) Subject to a decision by the Governing Body of St Mary the Virgin School, to proceed to statutory notice: approve the inclusion of SRB accommodation in the Band B scheme for a new build St Mary the Virgin School.

f) Open a specialist resource base at Ysgol Pwll Coch, providing up to 10 places initially, but with scope to extend to 20 places in future, as demand grows.

g) Extend the place number of the SRB at Ysgol Glantaf to 30 places.

Adapt and improve accommodation to cater for increased numbers.

2. It be noted that prior to implementation of the proposals a further report will be provided to the Cabinet providing details of any objections received, the proposed responses to those objections and recommendations for implementation or otherwise of the proposals.

104 **WELSH GOVERNMENT 30 HOUR CHILDCARE OFFER**

The Cabinet received a report outlining the Welsh Government's 30 hour childcare offer for 3 and 4 year olds. It was proposed that Cardiff become an early implementer

Local Authority for the offer and the report outlined details of a proposed approach and rationale for the prioritisation of wards for rolling out the offer across Cardiff.

RESOLVED: that

1. Cardiff be approved as an Early Implementer Local Authority for the 30-hour childcare offer.
2. the two rationales cited in paragraphs 17-24 of the report be approved as the agreed approach to identifying the wards in which to phase in the offer, as funding is made available;
3. authority be delegated to the Director of Education to implement the offer using the two rationales cited in paragraphs 17-24 of the report

105 **SUPPLEMENTARY PLANNING GUIDANCE**

A report containing the outcome of consultation on the draft Supplementary Planning Guidance (SPG) on Archaeology and Archaeologically Sensitive Areas and Managing Transport Impacts (incorporating Parking Standards). It was reported that the majority of the comments received were minor and technical in nature and minor amendments had been made to the draft SPGs.

RESOLVED: that Council be recommended to approve the Archaeology and Archaeological Sensitive Areas and Managing Transportation Impacts (Incorporating Parking Standards) SPG, appended to this report.



An Inquiry Report of the:
Economy & Culture Scrutiny Committee

Funding of Parks

April 2018



Cardiff Council



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CHAIR'S FOREWORD

Parks and Green Spaces are important to Cardiff; they shape our City, bringing green and blue landscapes into built up areas and providing a haven for residents, visitors and wildlife. They are an important economic asset, improving the quality of life, attracting visitors, students, companies and investors, and helping to showcase Cardiff during major events. They are part of our collective heritage; as John Ridgewell, Chair of Green Spaces Wales, highlights: *'these important and significant municipal possessions have been nurtured over years, handed on from one generation to the next and allowed to mature— civic pride nay, in the case of our capital city, national pride, is manifest in how they look.'*

This Inquiry is a timely assessment of how, with Cardiff Council facing £91 million savings over the next three years, we can continue to provide excellent Parks and Green Spaces. Our Inquiry has found a huge willingness, across the diverse groups that use our Parks and Green Spaces, to contribute and work in partnership to maintain and improve our Parks. This is evident in the existing excellent partnership working between our dedicated Parks staff, Friends Groups and wildlife organisations and in the responses received from sports pitch user representatives, who are keen to have conversations about how to work together effectively.

With the overall savings required of local authorities, it is clear that non-statutory services such as Parks have to work hard to find income sources and efficiency savings. I would like to thank all those who contributed to the Inquiry, giving their time, views and expertise on how we can keep our first rate Parks and Green Spaces by generating income and reducing costs in ways that do not lower standards or adversely affect the experience of Park users. It can be done, as other cities across the U.K. have demonstrated. I hope that this report will help to kick-start and shape the debate about which approaches are appropriate for Cardiff.

I would like to thank my fellow task group Members, Councillor Iona Gordon and Councillor Gavin Hill-John, for their hard work and willingness to think creatively to assess and find solutions. Special thanks are also due to our Principal Scrutiny Officer, Angela Holt, whose dedication, enthusiasm and support ensured we had access to

timely, relevant and quality information to enable us to successfully undertake our Inquiry.

As part of the Inquiry process, we asked John Ridgewell, Chair Green Spaces Wales, to cast a 'critical friend' eye over our main findings; I am delighted that he found the report to be '*a comprehensive and in depth analysis of the issues*'. Following this, I am pleased that the report and its recommendations received the unequivocal support and endorsement of the whole Committee.

The recommendations of this report, if accepted, will help this Council and partners to work together to improve the future security of funding for Parks and Green Spaces in Cardiff, ensuring future generations benefit, as we do, from these important assets.



Councillor Nigel Howells
Chair, Economy & Culture Scrutiny Committee

TERMS OF REFERENCE

- To investigate how best to increase the sustainability of funding for Parks in Cardiff by:
 - Exploring how best to increase income generation by Parks, including considering commercialisation, events, sponsorship and alternative funding models
 - Exploring how best to reduce costs of managing and developing Parks by improving operational efficiencies, utilising work undertaken by the service area, informed by action planning, and service reviews undertaken as part of the Infrastructure Alternative Delivery Models work stream, i.e. consideration of statutory and non-statutory service provision, scale, volume and quality of service provision and partnership working
 - Utilising the lessons learnt regarding funding of parks in comparable cities across the UK
 - Examining Parks funding models successfully used elsewhere across the World to test whether these are transferable to Cardiff.

- To gather stakeholders views with regard to the above, including customers, partners, third sector organisations and relevant Cabinet Members and Cardiff Council officers.

- To make evidence based recommendations to improve the future security of funding for Parks in Cardiff in a time of austerity.

Members of the Task & Finish Group were:

- Councillor Nigel Howells (Chair)
- Councillor Iona Gordon
- Councillor Gavin Hill-John

HEADLINE FINDINGS

- HF1. Cardiff's Parks and Green Open Spaces are special and of value to residents, visitors, biodiversity and the economy of Cardiff:
- They enable residents and visitors to connect with nature, which is important for mental health and wellbeing; this is even more important in an urban environment, where connection to nature is typically low
 - Several Cardiff Parks and Green Open Spaces contain protected wildlife species
 - Parks boost the economy, as evidenced in this Committee's previous report '*The Economic Role of Parks*' 2009
 - A recent Cardiff Civic Society survey found respondents rated parks as the most important element affecting their quality of life
 - The 2017 Ask Cardiff survey found parks and open spaces in Cardiff scored the highest levels of satisfaction (79%).
- HF2. The Parks Services has reduced costs by 24% over the last four years and has worked hard to increase income, with existing budget figures showing an 18.6% increase in income.
- HF3. The amount of income generated by Parks is not reflected in full in the Parks Services budget. If it were, the amount of income generated in 2017/18 would be over £3 million, equating to 44% of the Parks Services budget.
- HF4. The Council has committed to doing all it can to keep Cardiff's Parks great. It now needs to decide on the purpose and focus of the Parks Service, setting out a vision for Parks Services and a framework that shapes the scale and scope of income generation and cost reduction. This will need to be communicated to staff, partners and residents to ensure there is shared understanding of expectations.
- HF5. There is scope for the Parks Service to generate even more income. There are many possible means of generating income from Cardiff's Parks. The decision on which options to choose needs to be guided by their fit with the stated purpose and focus of the Parks Service, coupled with consideration of a range of factors

including: the anticipated amount of income generated; the ease of generating income; the level of resources required; the impact on existing services; and the level of risk. Income will need to be raised from a range of sources to provide a sustainable solution to meet the gap in resources caused by the need to meet other budgetary pressures.

- HF6. To maximise the effectiveness of an income generation strategy, Parks would benefit from using the capacity and expertise of other areas of the Council and partners that already use a commercial approach, for example strategic estates, marketing and events and the RSPB, who have indicated their willingness to assist. This additional support would enable the Council to build on the successes of income generation to date and to utilise all viable options.
- HF7. There is limited potential to reduce costs further, given the significant work already undertaken by Parks staff to achieve reductions to date. At this stage, additional savings will result from an aggregation of marginal gains, unless whole areas of work cease in their entirety, which would significantly affect the Council's ability to maintain Cardiff's parks to their current standard.
- HF8. There are known pressures on the Parks Services budget arising from:
- a. The Parks Service pays the Council's Central Transport Services (CTS) to maintain their fleet of vehicles for a specified cost per annum. The Parks Service carried out a vehicle rationalisation, reducing the number of vehicles requiring CTS maintenance, which reduced costs by £40k per annum; the Council accepted this as a saving in 2015/16 and reduced the Parks Service budget accordingly. However, CTS has not reduced the amount it charges Parks for vehicle maintenance, leading to an additional pressure on the Parks Services budget.
 - b. The Parks Service budget currently uses £336,400 per annum from Commuted Sums. If this level of spend is maintained, the existing Commuted Sums will be fully spent out by 2019/20. The amount of new commuted sums (from 2016 onwards) is significantly lower than £336,400.

KEY FINDINGS

Strategic Context

KF1. This Administration's key strategic policy document, Capital Ambition, states that *'This Administration knows how much our residents value our city's parks, and we will do all we can to keep them great in the face of budget cuts.'*

KF2. The Corporate Plan 2018-2021 sets out two specific commitments in relation to Parks, as follows:

- a. *Establish a more strategic approach and develop a programme for allocating capital contributions designed to deliver improvements to our parks and green spaces*
- b. *Work with our network of 'Friends of' and volunteer groups to engender a sense of ownership within local communities in the management and development of our parks and green spaces, and to secure improvements in local environmental quality.*

What has been done to manage Parks' budget?

KF3. The Parks Service has significantly reduced costs over the last four years, making bigger cuts than other service areas, with a 24% reduction in budget from 2013/14-2017/18. There has been a differentiation of cost reduction across the Parks service, with the biggest contributions coming from: Grounds Maintenance (£584k), Strategy, Design & Land Management (£353k), Park Keeping (£256k) and Management & Support (£255k). As a percentage of budget, the biggest contributors have been Strategy, Design and Land Management (56%), Management and Support (39%), the Nursery (29%) and Park Keeping, which is the budget for Park Rangers (25%).

KF4. Parks staff and managers have worked together to develop service action plans, which include income generation schemes. The Parks Service has increased income over the last 4 years, with the existing budget for Parks Service showing an increase in income of 18.6% (£411,000) from 2013/14 -2017/18, equating to 30% of the Parks budget in 2017/18.

KF5. Several staff have been able to implement income-generating schemes, with notable successes by staff at the Council's nursery, Roath Park Conservatory, Bute Park, Grounds Maintenance and the arboriculture teams. Other staff, such as the Community Park Rangers, made several suggestions to this Inquiry about income-generating options they believe to be workable. This indicates a willingness and ability to engage with and adapt to a more commercial approach.

KF6. The main areas that have contributed to the increase in income to date are:

- a. Bute Park – increase in income from events held in Bute Park, with the monies generated ring-fenced for use in Bute Park as part of the Heritage Lottery Fund grant criteria (£141K)
- b. Council Nursery - winning the Cardiff BID contract for floral displays and increasing overall plant sales (income increased from approximately £3k in 2013/14 to £73k in 2017/18, with a further contract in 2018/19 to supply the Vale of Glamorgan Council with bedding plants, net worth circa £8k)
- c. Roath Park Conservatory – increasing visitor numbers, training sessions and plant sales (income increased from approximately £5k in 2013/14 to £63k in 2017/18)
- d. Grounds Maintenance - winning sports turf maintenance work with Newport Council and Vale of Glamorgan Council and providing a 'buy-back' service to some Cardiff bowling clubs, including, in 2018/19, Whitchurch bowling club (£40k approximately).
- e. Tree Maintenance – winning business from private clients and internal service areas.

KF7. However, the Parks Service budget does not include all the income generated by Parks. If the income generated from concessions in Parks and work undertaken for the Highways Department is included, the income raised by Parks in 2017/18 is £3,034,442, which equates to 44% of Parks budget. This brings Cardiff close to the accepted best practice of Nottingham City Council's Parks Department, which meets 50% of its budget via income generation.

What more can be done to increase the sustainability of Parks' budget?

KF8. The Inquiry explored several means of generating income and reducing costs, used by other local authorities and agencies. The Inquiry found many of the reducing costs mechanisms have been used by the Council, with limited scope to reduce costs further without reducing significantly/ ceasing certain Park services. The Inquiry found that many of the generating income mechanisms have potential.

KF9. None of the mechanisms is enough on its own to be the sole solution; it is clear that a number will be needed. The decisions on which to choose need to be guided by their fit with the stated purpose and focus of the Parks Service, coupled with consideration of a range of factors including: the anticipated amount of income generated; the ease of generating income; the level of resources required; the impact on existing services; and the level of risk.

KF10. The table overleaf summarises the findings on each mechanism, with more details provided in the main body of the report. This shows that the following are either highly likely (a-e) to deliver savings/ generate income or have potential (f-q):

- a. Reduce running costs of assets
- b. Maximise benefits from concessions in parks
- c. Apprenticeship scheme
- d. Increasing concessions in parks
- e. Corporate volunteering
- f. Land management
- g. Social enterprise cafes
- h. Reductions in bedding plants & replacing with wildflower meadows
- i. Sports Pitches - fees and charges and grounds maintenance
- j. Events
- k. Sale of staff expertise, crops and produce
- l. Advertising and sponsorship – with caveat that unpredictable
- m. Donations
- n. Use of buildings and assets
- o. Endowments and trusts
- p. Grants
- q. Alternative Funding models

Mechanism to generate saving/ income	Highly Likely	Potential	Minimal £
Reduce Costs			
Asset Management			
• reduce running costs of assets	✓	X	X
• maximising benefits from concessions in parks	✓	X	X
• land management	X	✓	X
• buildings and facilities within parks (social enterprise cafes)	X	✓	X
• moving all allotments to full self-management	X	X	✓
Operational Changes –			
• reductions in bedding plants and replacing them with use of wild flower meadows	X	✓	x
• changing horticultural standards to deliver better biodiversity	x	X	✓
• changing horticultural standards re sports pitch maintenance	X	X	✓
• reducing grass cutting	X	X	✓
• replacing annual planting schemes with perennials	X	X	✓
• prioritising maintenance on greatest need/impact on Council priorities	X	X	✓
• Reductions in services (play area and toilet provision)	X	X	✓
Rethinking staffing levels/ costs –			
• apprenticeship scheme	✓	X	X
• reducing management tiers	X	X	✓
• cutting administrative staff	X	X	✓
• recruitment freeze	X	X	✓
• introducing larger seasonal staffing to replace core workforce	X	X	✓
• introducing role flexibility.	X	X	✓
• reducing IT/communications systems updates	X	X	✓

Mechanism to generate saving/ income	Highly Likely	Potential	Minimal £
Generate income:			
Fees and charges, including:			
• Concessions in parks	✓	X	X
• Sports Pitches	X	✓	X
• Events	X	✓	X
• Admissions & Membership	X	X	✓
• Car Parking	X	X	✓
Commercialisation of operations			
• Sale of staff expertise	X	✓	X
• Sale of crops and produce	X	✓	X
Advertising & Sponsorship	X	✓ but unpredictable source of income	X
• Corporate volunteering	✓	X	X
Donations	X	✓	X
Use of Buildings and Assets	X	✓	X
Endowments and Trusts	X	✓	X
Grants	X	✓	X
Alternative Funding Models.	X	✓	X
Disposal and capital receipts	X	X	✓

KF11. Members found that, whilst some resources would be required to implement the following mechanisms, they are **highly likely** to deliver a saving or generate income.

Mechanism to generate saving/ income	What is Required?
Reduce running costs of nursery	Parks and Energy Management staff time to apply for WG grant as soon as possible. Savings of c. £3-5K p.a.
Maximising benefits from existing concessions in parks	Strategic Estates officer time – already in place.
Apprenticeship scheme	Parks & HR staff time to liaise with RSPB and develop scheme.
Additional concessions in parks	Parks, Strategic Estates & Marketing officers' time – appraise possibilities re more concessions in parks. Member decision on which concessions to implement.
Corporate volunteering	Ongoing support of Parks staff to RSPB and corporate organisations. Generate contributions of c.£10,000 p.a.

KF12. Members found that significant additional resources would be required in order to implement most of the mechanisms found to **have potential** to deliver a saving or generate income.

Mechanism to generate saving/ income	What is Required?
Land management	Significant parks officer time to liaise with RSPB/ Innovate Trust/ Sports organisations - complex discussions and due diligence checks - will require legal officer input.
Buildings and facilities within parks (social enterprise cafes)	Significant parks and corporate officer time. Willingness of other organisations to be involved.
Reductions in bedding plants and replacing them with use of wild flower meadows	Member decision re nature/ look of parks in Cardiff. Liaison with Friends Groups and other stakeholders.
Sports Pitches	Member decision re charging junior clubs. Member decision re investment in sports facilities, followed by Member decision re increasing fees for adults.
Events – wider range of smaller events across parks	Parks officer time to liaise with other organisations to arrange events. Parks officer time to be at events, even if run by other organisations.
Sale of staff expertise	Senior Member and Officer discussions at regional level and with PSB partners. More internal resource will be required if decide to increase income from tree management and/ or landscape design. Officer time to market services.

Mechanism to generate saving/ income	What is Required?
Sale of crops and produce	Officer time re marketing/ sales re nursery Investment in equipment re firewood and parks officer time to develop and implement sales & marketing plan Investment in Forest Farm re products (eggs, honey)
Advertising & Sponsorship	Officer time – Parks and Marketing. Caveat that Members recognise that this is an unpredictable source of income
Donations	Officer time to develop crowd funding site Install collection points in parks Parks officer time to liaise with RSPB and other events partners
Use of Buildings and Assets	Officer time to increase courses and room hire Significant officer time to undertake full appraisal, develop and implement business case re Forest Farm and Roath Park Conservatory shop/ catering/ visitor centre. Significant investment if business case proven.
Endowments and Trusts	Significant officer time to develop and pilot model.
Grants	Officer time to work with partners to access grants
Alternative Delivery Models.	Officer time to work with FAW and to respond to emerging proposals.

KF13. In addition, the Inquiry found the following specific requirements:

- a. It is critical that the monies raised from additional concessions be ring-fenced for spending in Parks and Green Spaces.
- b. Parks staff should have responsibility for delivering growth in concessions; the current system (whereby income from concessions goes to a corporate pot) acts as an unintentional disincentive for staff to use their initiative.
- c. It is essential that a thorough appraisal of possible additional concessions (*such as mobile food outlets, zip wires, high ropes, point-to-point, visitor centres, cafes, shops, a beach in Cardiff Bay and animal petting areas*), is undertaken to decide which ones to pursue.
- d. With regard to larger events, more support would be required from the Council's Events team, to successfully attract and run more large events.

Park Rangers

KF14. Cardiff has an urban and community park ranger service, which is highly valued by third sector partners, voluntary groups and Friends Groups. The Urban Park Rangers are key to coordinating work with other public sector partners to tackle anti-social behaviour and enforce byelaws, for example dog fouling, in the urban parks. The Community Park Rangers work in the parks and green spaces around Cardiff, such as the Wenallt, Forest Farm, Cardiff Wetland Reserve and Hailey Park and coordinate the work of Friends Groups and partners, leveraging in volunteer hours and other funding.

KF15. The Park Ranger service leads to successful partnership working to maintain and enhance parks and also to hold events that raise awareness and generate income, such as:

- a. Innovate Trust Green Days
- b. Buglife 'Urban Buzz'
- c. RSPB TAPE event
- d. Wildlife Trust - Pop-Up Garden.

KF16. Members of the Task Group met with the urban and community park ranger teams and were impressed by their work, knowledge and obvious commitment to their role. Members heard from external witnesses that the reduction in park rangers a few years ago had a noticeable impact on the delivery of services; Members could see that the remaining officers were working above and beyond the requirements of their roles, in order to meet the shortfall and maintain the high quality of Cardiff's parks.

KF17. The Inquiry notes that park rangers are fundamental to the success of Cardiff's parks, working in partnership with key agencies to keep Cardiff's parks safe, to raise awareness and generate income, as well as leveraging in a significant volume of volunteer work, ensuring it is structured and meaningful. Members heard from Friends Groups that, if park rangers were cut, they would not be able to continue with the work they do.

Friends Groups

KF18. Friends Group add significant value and make a difference to Parks by their contributions, both in terms of tasks undertaken and in terms of monies raised to invest in parks. Friends Groups raise monies via subscription/membership fees, obtaining sponsorship, applying for grants, selling plants, receiving donations, sourcing trees and plants for free etc. Friends Groups that become charities can access more funding streams.

KF19. Members heard that Friends Groups feel they could take on more tasks, and thus relieve pressure on Council staff, if they had the right training and if there was more staff to support them initially. Friends Groups also stated that Cardiff Council could promote their work more clearly on the Council website, providing a clearer link, photographs, and videos of the work they do.

RECOMMENDATIONS

Members recognise the valuable role Parks and Green Spaces play in providing physical and mental health benefits for citizens and visitors to Cardiff, as well as their integral role in the historic heritage and economy of the city. In order to ensure Parks and Green Spaces are able to continue to perform these roles at their current level, and having considered the evidence presented during the Inquiry, Members recommend that:

- R1. Cabinet agrees a clear vision statement for the Parks Service that defines its purpose, focus and direction and thereby determines the scale and scope of required income generation and cost reduction.
- R2. The vision statement for Parks Services, and consequent scale and scope of required income generation and cost reduction, reflects the impact of the reduction in available Commuted Sums for Parks Services and that a plan be put in place to mitigate the impact of this reduction.
- R3. Cabinet tasks officers to undertake an options appraisal of the potential mechanisms to generate income and reduce costs, with the evaluation criteria to include: the fit of the mechanism with the agreed vision statement for Parks Services; anticipated amount of income generated; ease of generating income; availability of resources required; impact on existing services; and level of risk.
- R4. Cabinet tasks officers to use the evidence provided by this Inquiry to inform the options appraisal of the mechanisms identified as able to deliver savings/ generate income.
- R5. Cabinet tasks officers to develop a detailed plan for implementing the preferred mechanisms identified by the option appraisal that sets out the resources identified to achieve implementation and resultant timescales.

- R6. Cabinet, ahead of the options appraisal as a matter of urgency, tasks officers to expedite the application for Welsh Government grant funding for energy efficiency measures at Bute Park nursery.
- R7. Cabinet ensures that any additional concessions in Parks are of a high standard, sustainable and add to the reputation of Cardiff's parks.
- R8. Cabinet tasks officers to liaise with the sports pitch users' representatives that responded to this Inquiry expressing an interest in taking on responsibility for grounds maintenance and land management, with a view to establishing viable key holder agreements, leases and/ or asset transfer arrangements that deliver savings/ generate income for Parks Services.
- R9. Cabinet considers smaller events utilise sites throughout the city, including school sites subject to the approval of their governing bodies, taking into account sustainable travel plans, hard surfaces/ standing and utility requirements.
- R10. Budget realignment takes place as a matter of urgency to ensure that the Parks Services budget reflects the true position in terms of income generated and costs incurred, to include:
- a. The income earned from concessions in Parks goes into the Parks budget, rather than the central corporate pot
 - b. The costs incurred by undertaking works for Highways are reimbursed to the Parks budget
 - c. The charges from CTS reflect the work undertaken and the reduction in the number of Parks vehicles.
- R11. There are no further cuts to the park keeping budget (which covers the park ranger services) and that the Cabinet identifies mechanisms to increase the budget available to park rangers, as their services are vital to ensure Cardiff's parks are safe, secure, well managed, inclusive and of a high quality for the residents and visitors to Cardiff. Members are particularly mindful that park rangers enable Friends Groups to contribute thousands of hours of volunteer time and expertise, which is critical to sustaining the excellence of Cardiff's Parks and Green Spaces.

R12. A communication plan be developed and implemented to ensure that there is a shared understanding of the vision and direction for Parks Services amongst staff, partners, businesses and residents.

R13. In order to develop the vision statement, deliver agreed recommendations and any other work arising from the agreed vision statement, Cabinet ensure that the Operational Manager time available for Parks is increased, along with other resources as required.

The Economy & Culture Scrutiny Committee invites the Cabinet to accept the above recommendations and in their response, detail the work to be undertaken for those recommendations that are accepted, the resources identified to deliver these and the timescales for implementation. Where any recommendations are rejected, the Committee asks that the Cabinet Response details the reasons for this and any proposed alternative approaches.

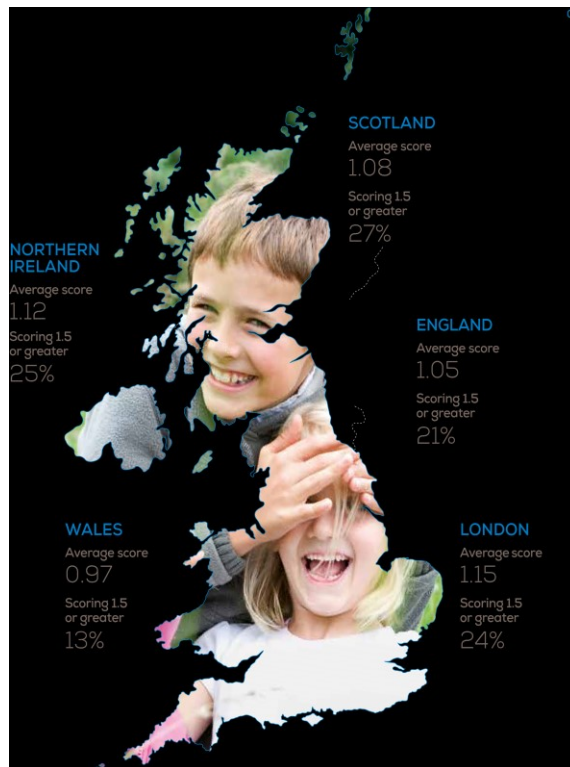
VALUE OF PARKS

1. Members heard that there is clear evidence of the value of Parks to wildlife, residents, visitors, businesses and local communities. This is in terms of rare species, biodiversity, well-being, physical and mental health, quality of life, economic opportunities for businesses that use parks, and economic benefit to those who own property near to parks, where property prices increase.
2. Members heard from many witnesses that Cardiff's parks and green spaces are special, with protected wildlife, such as otters, hazel dormouse, crested newts, Radyr Hawkweed and others. Witnesses stressed the need to ensure that these are protected and that the parks and green spaces are managed to promote biodiversity.
3. Members heard from the RSPB that urban parks and green spaces can encourage and enable people to connect with nature. Their research has shown that connection to nature is particularly important for children for the following reasons:
 - **Education** – *“First-hand experiences...can help to make subjects more vivid and interesting for pupils and enhance their understanding...[and] could make an important contribution to pupils' future economic wellbeing and preparing them for the next stage of their lives.”*
 - **Health and wellbeing** – *“Children increase their physical activity levels when outdoors and are attracted to nature...”*
 - **Personal and social skills** – *“Experience of the outdoors and wild adventure space has the potential to confer a wide range of benefits on young people... Development of a positive self-image, confidence in one's abilities and experience of dealing with uncertainty can be important in helping young people face the wider world and develop enhanced social skills.”¹*
4. Recent research by the RSPB² shows that Wales has a lower connection measure score than London. This demonstrates both that urban areas can achieve connection

¹ *Every Child Outdoors* (2010) RSPB report: available from [rspb.org.uk/childrenneednature](https://www.rspb.org.uk/childrenneednature)

² *Connecting with Nature* (2013) RSPB report: available from [rspb.org.uk/connectionmeasure](https://www.rspb.org.uk/connectionmeasure)

via green spaces and that there is still work to be done in Wales; Cardiff's city parks are important to assist in this.



5. Members heard from the Cardiff Civic Society that:

'In a busy world, the opportunity to unwind in our central green heart is important beyond measure...International studies also highlight that urban green space reduces stress, anxiety and depression. Green space also improves air quality, alleviating respiratory problems such as asthma.'

6. The Council's Ask Cardiff survey 2017 found parks and open spaces in Cardiff had the highest levels of satisfaction (79%) of all services surveyed. Similarly, the Cardiff Civic Society found that:

'In a survey carried out by the organisation, our unique and irreplaceable parkland was cited as the single most important element to the quality of life in the city.'

7. In 2009, an Inquiry of this Committee found clear evidence of the contribution of Parks to the local economy³. Witnesses to this Inquiry agreed with this, citing events such as TAPE in Bute Park, which had 74,000 visitors and led to water taxis having their busiest day to date.

³ 'The Economic Role of Parks' (2009): Economy & Culture Scrutiny Committee

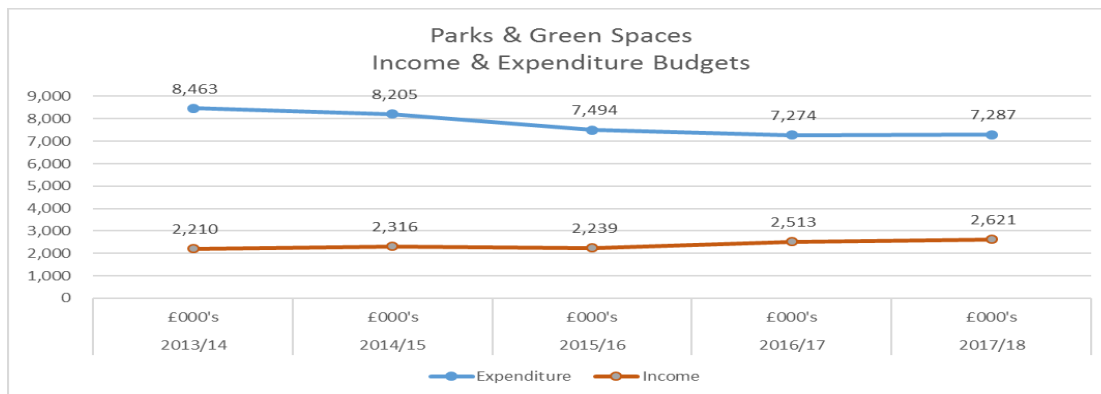
PARKS BUDGET

8. The tables below illustrate that the Parks Service has reduced costs overall by 24% over the last four years. The biggest reductions were in Grounds Maintenance (£584k), Strategy, Design & Land Management (£353k), Park Keeping⁴ (£256k) and Management & Support (£255k). As a percentage of budget, the biggest reductions have been in Strategy, Design and Land Management (56%), Management and Support (39%), the Nursery (29%) and Park Keeping (25%).

Parks & Green Spaces							
Net Revenue Budget 2013/14 > 2017/18							
Division	2013/14	2014/15	2015/16	2016/17	2017/18	Budget Change	
	£000's	£000's	£000's	£000's	£000's	£000's	%
Management & Support	658	555	475	399	403	(255)	-39%
Parks Management							
Grounds Maintenance	2,898	2,636	2,584	2,298	2,314	(584)	-20%
Nursery	262	247	199	197	186	(76)	-29%
Arboricultural Services	452	501	498	472	528	76	17%
Park Keeping	1,004	1,018	737	747	748	(256)	-25%
	4,616	4,402	4,018	3,714	3,776	(840)	-18%
Parks Development							
Strategy, Design & Land Management	631	587	476	334	278	(353)	-56%
NHLF Bute Park	114	92	66	71	77	(37)	-32%
Playgrounds	162	180	168	194	183	21	13%
	907	859	710	599	538	(369)	-41%
Flatholm	72	73	52	49	49	(23)	-32%
Total - Parks & Green Spaces	6,253	5,889	5,255	4,761	4,766	(1,487)	-24%
	Annual Reduction £	(364)	(634)	(494)	5	(1,487)	
	Annual Reduction %	-6%	-11%	-9%	0%	-24%	

⁴ This is the budget for Park Rangers

9. Members heard that, over the same time, the Parks Service has increased income generated by £411,000, raising 18.6% of the budget.



10. Members heard that staff and managers have worked together to develop service action plans, which include plans to generate income. The increase in income over the last four years has largely come from:

- Bute Park – *increase in income from events held in Bute Park, with the monies generated ring-fenced for use in Bute Park as part of the Heritage Lottery Fund grant criteria (£141K)*
- Council Nursery - *winning the Cardiff BID contract for floral displays and increasing overall plant sales (income increased from approximately £3k in 2013/14 to £73k in 2017/18)*
- Roath Park Conservatory – *increasing visitor numbers, training sessions and plant sales (income increased from approximately £5k in 2013/14 to £63k in 2017/18)*
- Grounds Maintenance - *winning bowling green maintenance work with Newport Council and Vale of Glamorgan Council (£31k)*
- Tree Maintenance – *winning business from private clients and internal service areas.*

11. Over the course of the Inquiry, Members heard that Parks had successfully won additional work for 2018/19, including a contract to provide bedding plants to the Vale of Glamorgan Council, with a net worth of circa £8k, and work to maintain Whitchurch bowling club green.

12. Members found that not all the income raised by Parks goes into the Parks Service budget. For example:

- income from concessions in parks goes to a central corporate budget, in line with a decision taken by Cabinet on 12 November 2015⁵
- work undertaken on behalf of the Highways service area is absorbed within the Parks budget.

13. If these two income sources are added to income generated, the amount generated in 2017/18 is over £3 million, equating to 44% of the Parks Services budget. This brings Cardiff close to the accepted best practice of Nottingham City Council's Parks Department, which meets 50% of its budget via income generation.

14. The main sources of income projected for 2017/18 are:

- Other income⁶ - £972,574
- Fees and Charges - £338, 591
- Commuted Sums - £336,400
- Rents - £196,397
- Government Grants - £97, 611
- Sales - £74,511.

15. Members sought assurance that the external sources of funding are secure longer term. Officers advised that the Cardiff Harbour Authority grant is subject to potential reductions, with negotiations due with Welsh Government, but that the Parks element of the grant will be only marginally affected. However, there is concern about the Commuted Sums element of income, in that Parks use £336,400 per annum from Commuted Sums and, if this level of spend continues, the existing Commuted Sums will be fully spent out by 2019-20; the amount of new commuted sums, from 2016 onwards, is significantly lower than £336,400.

16. Officers also highlighted to Members that another pressure on the Parks Services budget arises from charges from the Council's Central Transport Services (CTS) not being re-aligned to reflect a reduction in the Parks services fleet of vehicles. In 2015/16, the Parks Services carried out a vehicle rationalisation, reducing the number of vehicles

⁵ 'Review of Non Operational Estate' report to Cabinet 12 November 2015

⁶ Monies received from: *Cardiff Harbour Authority, Housing Revenue Account, the Council's capital programme and Bute Park reserve*

requiring CTS maintenance; the consequent saving of £40k was accepted in 2016/17 and the Parks budget reduced accordingly. However, CTS have not reduced their charge to Parks, leading to a pressure of £40k on Parks budget.

STRATEGIC DIRECTION AND PURPOSE

17. The Administration's key strategic policy document, Capital Ambition, states that:

'This Administration knows how much our residents value our city's parks, and we will do all we can to keep them great in the face of budget cuts.'

18. The draft Corporate Plan 2018-2021 sets out two specific commitments in relation to Parks, as follows:

- *Establish a more strategic approach and develop a programme for allocating capital contributions designed to deliver improvements to our parks and green spaces*
- *Work with our network of 'Friends of' and volunteer groups to engender a sense of ownership within local communities in the management and development of our parks and green spaces, and to secure improvements in local environmental quality.*

19. In meetings with the task group, Councillor Bradbury, (Cabinet Member - Culture & Leisure) was clear that, with the overall reduction in local authority funding, he wanted to protect Cardiff parks and not oversee a management of decline. He believes that in order to generate monies to invest in parks:

'We need new approaches and to change the focus of the conversation to what we can make happen, how we can be more commercial and get money to invest. This will require tough decisions; we will need local ward Members to get behind these approaches... We need to have investment, for example in changing rooms' facilities. We need to look at each part – trees, sports etc. – to see what they can generate/ how they can reduce costs. I want officers to be open, not tell me what they think I want to hear, but tell me what the options are – nothing is off the table for discussion.'

20. Councillor Bradbury highlighted that the key point is to maximise income generation possibilities and ring-fence the monies generated for use in Parks in order to minimise cutbacks.

21. Parks officers expressed their willingness to work more commercially and highlighted that they would benefit from being able to increase available capacity to work on this by accessing officers with relevant expertise and skills based in other parts of the Council. Councillor Bradbury stated that the recent move of Parks to the Economic Development directorate should help this, as Parks will be in same directorate where the Council's commercial expertise is located and this should boost use of their expertise.
22. There was recognition from external witnesses that moving to an income generation approach will require a cultural shift; the RSPB highlighted that they are used to having to adopt a range of approaches to raise income and are happy to work in partnership with the Council to share their knowledge and experience.
23. Given the range of income generation possibilities, Members discussed with witnesses how best to focus officer time and resource. Members recognise that income generation mechanisms need to be appraised to see which are achievable and offer the best return for the resource invested. Members discussed with witnesses the need to agree how much more income is needed, as this will shape the scale of income generation.
24. Witnesses also raised with Members the need to clarify the purpose of the parks service going forward, for example:
- Is it to work with partners to maximise grants?
 - Is it to boost volunteer hours?
 - Is it to trade and compete with the private sector?
 - Is it to build on opportunities that come along, picking up bits and pieces?
 - Is it to focus on events and marketing and sponsorship opportunities?
25. Members agree that income generation mechanisms need to align to the vision for Parks in Cardiff and that a discussion is needed to clarify the acceptable scope of income generation in Cardiff.

INCREASING INCOME

26. To place the discussion on income generation in context, Members wished to understand what other local authorities are achieving. Members heard that several Councils have adopted approaches to generate income and/ or are developing Parks Income Generation strategies e.g. Manchester City Council and Bristol City Council. Nottingham City Council is recognised as the leader in this field, generating 50% of its annual budget from commercial income:

Nottingham City Council's Parks and Open Spaces Team generates 50% of its annual budget from commercial income. Through actively pursuing all sources of income including sponsorship, hosting events, running ancillary services such as Pitch and Putt, Boating lakes and issuing fishing licences, Nottingham generate their income directly as an 'in-house' service. It uses external contractors to deliver car parking, cafes and mobile catering services and has used income from these to improve playgrounds and leisure facilities. The Council has taken a flexible approach to managing its crown green bowling greens, giving the clubs the keys to the greens so that they can use the facilities whenever they want. They have also generated income from Nottingham in Bloom via sponsorship of traffic islands, parks and competitions.

27. The Inquiry looked at examples of how other Councils have increased income from Parks, using the following categories, some of which come from the APSE '*State of the Market Survey 2017: LA Parks & Green Spaces Services*', with other examples from North America and Australia:

- Fees and charges, including:
 - Concessions in parks
 - Sports Pitches
 - Admissions, Membership and Car Parking
 - Funded and ticketed events/ bars
- Commercialisation of operations
 - Sale of staff expertise
 - Sale of crops and produce
- Advertising & Sponsorship
 - Increasing Corporate Volunteering

- Donations
- Use of Buildings and Assets
- Disposal and capital receipts
- Endowments and Trusts
- Grants
- Alternative Funding Models.

28. Parks already use several of these mechanisms to generate income; Members explored with witnesses whether these could be increased and added to, to push income generation above the 44% of budget already achieved. Members found that none of these approaches on their own provides certainty of income to meet the gap in resources, caused by the need to meet other budgetary pressures across the Council. A summary of the findings for these mechanisms is provided below, with more information available upon request.

Fees and Charges

Concessions in parks

29. Income can be generated from concessions⁷ in parks, for example: *cafes/ restaurants, vending machines, gift shops, mobile caterers, ice cream vans, pitch hire, cycle hire, boat hire, land train, deckchair hire, fishing rights, green gym or sports instruction businesses, mini golf, tennis courts, bowling greens, pony rides, corporate facilities (conference, banqueting and meeting rooms), education centres and permanent/ seasonal fair grounds.*

30. In Cardiff, the Council earns income from concessions in Roath Park, Llandaff Fields, Victoria Park and Bute Park. The Strategic Estates team manage concessions and the income earned goes to a central budget for re-investment across the council property portfolio. Members heard from officers that they recognise the importance of effectively managing concessions, to ensure maximum benefit is realised, both financial and investment in refurbishing and creating facilities.

⁷ A concession is an agreement which allows an external organisation to promote and sell goods and services on your site

31. Several witnesses highlighted opportunities for earning more income from concessions in parks, by having more concessions in the most popular parks, where the high footfall would make these sustainable, and by enabling concessions in other parks and green spaces where there are currently none. The following possibilities were raised with Members:

- Build a new facility at Roath Park, on an Invest to Save basis, such as a café;
- Rent space to zip wire and high ropes companies, in high footfall parks where this would not affect '*listed parks*' status;
- Enable other sporting uses in parks, such as point-to-point;
- Build a new facility at Forest Farm, on an Invest to Save basis, such as a café, visitor centre and/ or shop;
- Enable more mobile food outlets in a wider range of parks;
- Install a beach at Cardiff Bay
- Have an animal petting area/ city farm at Forest Farm.

32. Officers emphasised the need to remember that the income from some concessions, such as ice cream vans, can fluctuate and therefore caution should be exercised to avoid relying solely on this income to balance budgets. Officers also pointed out that some parks would not be suitable for some concessions, either because they are listed parks or because they have no access to services such as water and toilets.

Sports Pitches Fees and Charges

33. The Council earns circa £70,000 a year from adult sports clubs use of sports pitches, as well as professional dog walkers' and fitness trainers' fees and charges. Members heard from several sports users that the scope to increase income further by raising fees and charges for adult users is limited, given the poor condition of pitches and changing facilities:

'..pitch maintenance does not meet the requirements of users'

'The current level is, to say the least, unsatisfactory'

34. Officers estimated that there is a £2million backlog of improvements required to pitches and changing rooms. Several witnesses stated that, if improvements were made, there would be scope to increase fees and charges. An officer highlighted that a wider

strategy regarding sports is required, with investment, which would then lead to an increase in sports bookings, and therefore income, over time.

35. Several external sports organisations suggested introducing charges for junior sports groups that use pitches:

'Junior Football should pay a contribution in particular as they play on Saturday mornings and on occasion cut up the pitches for the paying Adult game'

'We would suggest charging all users/sports teams, including junior leagues.'

36. Members heard from several sports organisations that they would be interested in holding conversations with the Council about having either a key holder agreement, lease or asset transfer arrangement. The Council already has key holder agreements in place with some sports pitch users. Members heard that key holder agreements are useful for single use pitches, as is asset transfer; for multi-use sites, it is possible to use leases, although care needs to be taken regarding disposal of public space rules and regulations. These arrangements can help sports organisations to access funding and increase the chance of investment in pitches and facilities. This links to the points made later in this report, point 98, regarding the possibility of transferring grounds maintenance responsibilities to sports clubs.

37. During the Inquiry, Members heard that a gym company is interested in locating gym containers in parks and that officers are liaising with the company to explore how much income this could raise.

38. However, Members heard that not all park users are in favour of parks becoming 'sports hubs':

'I am not in favour of parks being changed into sports hubs as a solution to save money/create income, as it can create problems with floodlighting, rubbish left behind by some pitch users, increased car traffic, etc. and can be counterproductive re parks that also have conservation projects and it removes areas then from general public use and thus reduce general public use. Many local clubs attached to parks nowadays have members from all over the city; therefore, possible lack of community involvement/ownership as many are there just to play a sport/train and leave.'

Admissions and Membership Fees

39. Members explored the idea of admission and/ or membership fees with witnesses.

Friends Groups explained that many of their groups already charge a membership or subscription fee, at an appropriate level, with the monies raised used to support improvements in parks. As such, there was not much support from Friends Groups for this mechanism to be extended, with one representative clearly stating that they were not in favour of admissions fees.

40. It is recognised that charging admissions is not always practical, particularly for sites with multiple entries and exits. The Prosperous Parks website⁸ highlights that:

'Visitors are likely to show resistance to having to pay for a facility which was previously free. It can be easier to introduce entry fees if the park has recently been upgraded and/or restored. New attractions and facilities such as a sculpture park, an educational centre or formal gardens are also likely to enable the introduction of entry charges. This is because visitors will be paying to access new and/or improved facilities, which could not have been provided if the site was free to access.'

41. The Nesta 'Rethinking Parks' project included Heeley Park in Sheffield, where the team explored and developed 'a subscription society, a community giving project that hopes to engage with and to involve our local community in the life and the future of our park. Without that involvement and support, the future maintenance and development of this (and many other) green spaces is not certain.'⁹ Nesta evaluated the lessons learnt from this project as:

⁸ The website is available at: http://prosperousparks.com/funding_details.html?r=1&h=&a=4

⁹ Nesta Blog 23 Feb 2016

Heeley Park, Sheffield – Lessons Learnt	
Pros	Cons
<p><i>‘Early subscriptions over the first six months, matched with earned income and donations from local businesses have tracked our projections closely, though we are revising our expectations down as we move forward.’</i></p> <p>A subscription model is a viable option to deliver long-term support and engagement and a portion of the income required to deliver independent, high quality maintenance.</p> <p><i>‘Heeley People’s Park subscription scheme has shown people will donate on an ongoing basis to their local park; demonstrating that it’s not just flagship parks that can tap into people’s willingness to give.’</i></p>	<p><i>‘With hindsight, such a radical departure from what folks are used to was bound to take time to sink in and the message to embed - we should have been more cautious with our projections.’</i></p> <p>Don’t enter into this lightly or underestimate the work to engage and hold on to your subscribers – it is an investment for the long term, probably the income generated is not and should not be the primary reason for doing it.</p> <p>No business should count on one source of income alone anyway, but this could be a potentially important part of the revenue stream.</p>

Charging for car parking

42. Prosperous Parks highlight that car parking fees are sometimes a useful way of generating income, although the amount generated will need to be weighed against the impact on visitor numbers and the costs of collecting the fees. They also highlight that: *‘Car parking fees do not penalise visitors who arrive by other forms of transport, and often encourages alternative and more sustainable modes of transport.’*
43. Bristol Council charges car park fees at several of its parks and open spaces and, as part of its budget for 2018/19, is considering increasing charges and levying new charges at additional sites.
44. In Cardiff, there are car park charges in place in Heath Park, Sophia Gardens, Pontcanna Fields and Llandaff Fields. The monies raised do not go to Parks but to the Network Management section of Cardiff Council, to meet their costs, as they are responsible for ensuring the correct Traffic Regulatory Orders are issued, white-lining, ensuring broken machines are fixed and collecting monies.

45. Members heard that, theoretically, it would be possible to increase monies raised by car parking charges, by increasing fees, charging at additional sites and/ or charging for parking at one-off events held in parks and open spaces. However, Members heard that this would most likely prove to be contentious, attracting adverse publicity and consequential reputation damage as well as discouraging use and affecting residents who live nearby, who may suffer from increased residential parking:

'In my opinion, it would be a mistake to charge for car parking. If we started charging at parks in residential areas, for example where many matches played, I think this would result in people parking in the residential area and that would cause more problems. The parking enforcement officers focus largely on the city centre, where the need is greatest.'

Councillor Bradbury – Cabinet Member Culture & Leisure

46. Sports Clubs also highlighted the impact car parking would have on their sustainability:

'Charging for car parking would have an adverse impact on the club's future - players train twice a week, and play at weekends. A charge for car parking would deter many players from playing for our club.'

Events

47. Cardiff has many years' experience of holding events in its city centre parks, with Bute Park and Sophia Gardens hosting the majority of events. Parks officers receive support from the Council's Events team, which takes the lead on major events in parks, but relies on its own staff to promote and run smaller events. Parks managers stated that they would welcome more support in attracting and running additional large events.

48. Events in Bute Park¹⁰ generated approximately £115,000 in 2017/18, whilst events in other parks across Cardiff raised £43,000, doubling the income they raised in 2016/17. Income generated from events in Bute Park is ring-fenced to be spent on Bute Park, in line with Heritage Lottery Fund grant conditions.

49. Members heard that Coopers Field, in Bute Park, is at saturation point and cannot sustain more events without risking damage to the area. Witnesses highlighted the need to use local parks for events, as appropriate, rather than rely solely on the city centre

¹⁰ This includes Sophia Gardens

parks. Officers also drew attention to forthcoming work in Pontcanna Fields to provide infrastructure for events.

50. Several witnesses to the Inquiry highlighted the need for the Council to balance holding events in parks to generate income with its duty of care for parklands and existing park users. However, wildlife charities emphasised that the Council could expand events to include a wider range of smaller events, in suitable venues, as long as these did not disturb the wildlife e.g. Hallowe'en Walks and arts and crafts courses. They highlighted that they have successfully held large and small events in Cardiff Parks that have raised awareness and generated income, such as the Buglife Cymru's 'Urban Buzz', RSPB 'TAPE' and 'In the Eyes of the Animal' events and the Wildlife Trust's Pop-Up Garden in Bute Park.



51. Members heard from sports organisations that contributed to the Inquiry that they had no issues with more events being held in parks, as long as these dovetailed with the primary function of sports pitches/ playing surfaces.

52. However, officers highlighted that successfully attracting and running smaller events would require additional resource, as existing capacity is fully utilised, particularly at the weekends and early evenings, when most of these events would need to be held in order to maximise income.

53. Members also heard that it was important that events recover the costs associated with event delivery: for major events, this includes transport plans, road closures, health and safety assessments and cleansing. Officers also stressed that events income fluctuates due to factors outside the Council's control, such as touring schedules.

54. Having discussed the above with witnesses and looked at evidence of events income provided by Financial Services, Members concluded that, whilst there is scope to earn more income from events, it will not be enough on its own; other income generating mechanisms will be required.

Commercialisation of operations

Sale of staff expertise

55. The Parks Service currently raises income by selling its staff expertise to internal service areas, other local authorities and external organisations, for example to maintain sports turf, such as bowling greens and cricket squares, tree management surveys and works and landscape design.

56. Theoretically, there is potential to expand the sale of staff expertise, by widening the client base. However, in tree management and landscape design, this would require either: a reduction in existing services, to free up staff capacity; or the recruitment of additional capacity if the additional income earned would warrant this.

57. Officers also raised the possibility of increasing regional working, citing examples such as Shared Regulatory Services as areas where this has worked. Councillor Bradbury agreed that there is a need for regional solutions. Officers suggested that this would require a senior level conversation with neighbouring local authorities and Public Service Board partners, to tease out income generation and savings opportunities across the region regarding parks and open spaces.

Sale of crops and produce

58. The Parks Service already raises some income by selling plants, honey, woodchip and firewood. Members heard that there is definite potential to expand sales in the following areas:

- a. Plants could be sold to more public sector partners and neighbouring local authorities.
- b. Even more plants could be sold via existing outlets, such as Roath Park Conservatory and by publicising nursery services to businesses in Cardiff.
- c. As part of a wider business plan for Forest Farm, it may be viable to keep bees and chickens and sell honey and eggs.
- d. Some arboriculture waste is suitable to be sold as firewood, rather than biomass fuel, increasing income by circa £77 per tonne. There is currently 500 tonnes of suitable wood stored at Forest Farm. This approach would require an initial investment to purchase appropriate machinery.
- e. Wood currently coppiced is left on site; however, this wood could be used for arts and crafts courses.

Advertising & Sponsorship

59. The Prosperous Parks website highlights that parks and open spaces attract a breadth of visitors, which can make advertising on them appealing to businesses. Advertising can be placed on or in the following: *park leaflets; park newsletters; hoardings; parking tickets; signage boards; website; toilets; and hard surface stencilling (known as clean advertising).*

60. With regard to sponsorship, responses to the APSE survey¹¹ indicate that 48% of parks obtain some income from sponsorship of activities, buildings, objects or areas of the park. Prosperous Parks list the following ideas as things to sponsor: *bird and bat boxes; sports facilities (e.g. tennis courts); buildings (e.g. community centre); exhibitions; flower beds and borders; nature trail; formal gardens; lakes; sponsor a position (e.g. park warden); park benches and other furniture; playgrounds; and the whole park.*

¹¹ *State of the Market Survey 2017: LA Parks & Green Spaces Services - APSE*

61. Members explored the work to date in attempting to raise income from advertising and sponsorship in parks. Members heard that officers have worked to develop a marketing prospectus across all parks and liaised with potential sponsors but without success. Since then, a small amount of income has been raised via sponsorship, for example, Riveria Travel sponsored the RHS show, and HSBC undertake corporate volunteer days.

62. Prosperous Parks states that *'Attracting income from advertising requires parks to go out and market themselves. It can often be beneficial to target specific types of businesses who sell products and services relevant to the activities and locality of the park. For example if you own a boating and sailing lake it will be worth targeting outdoor sports retailers and manufacturers.'* Members note that work is ongoing to develop sponsorship opportunities at Forest Farm, via local businesses who have a connection to the area.

63. With regard to sponsorship, the Prosperous Parks website states that:

'In trying to attract sponsorship, parks need to answer the question "As a business why should I sponsor your site?" The answer could include:

- "It will help to address your Corporate Social Responsibility." - Sponsorship could include corporate volunteering on site, for example a hedge-cutting day.*
- "It will expose your business to more (and/or new) customers." - It helps to have some facts and figures about your site, such as number of visitors, most popular attractions and key events.*
- "It will improve your brand perception." For example a local business sponsoring a playground is likely to enhance its image.'*

64. Members heard that Bristol City Council is taking a lower key route to raising income from advertising and sponsorship, for example by levying advertising charges for promotional banners in parks.

65. Members conclude that, whilst there is potential if the right sponsor can be found, this form of income generation is unpredictable and therefore any monies that come from this source should be seen as a bonus rather than being relied upon as part of an income generation strategy.

Increasing corporate volunteering

66. The RSPB explained that they currently work in partnership with Manchester City Council to help manage Manchester parks' through corporate volunteering workdays.

RSPB & Manchester City Council Corporate Volunteering

- 2 - 3 corporate workdays are hosted annually in the city's parks.
- Groups of 15 - 60+ staff complete a range of habitat management tasks.
- Companies typically pay up to £500 per workday or £70 per head.
- Total income currently received in Manchester is £2k - £3k p.a.

67. Having undertaken some initial work in Cardiff, they believe there is significant potential to engage up to five large companies in Cardiff to complete at least four workdays a year each in Cardiff's parks. This is likely to achieve an income of circa £10k p.a. RSPB estimate that this model and potential income would take 2-3 years to achieve.

Donations

68. Members heard that the RSPB and other wildlife organisations offer the opportunity to donate for people attending their events in Cardiff. The RSPB explained that sometimes they split these donations with other organisations involved in the event, for example at the TAPE event held in Bute Park, they split the donations received with the arts organisation that created the installation.

69. Members heard that, in Scotland, there is a specific crowdfunding page, called 'My Park Scotland'¹², which provides an easy route for people wishing to donate to their parks. There are several other examples of successful crowdfunding sites for donations for parks, including Ealing Hive, Leeds Park Fund, London National City Park and Bournemouth Parks Foundation.

Bournemouth Parks Foundation 'Gateway for Giving' - has proved that people are willing to donate to public parks and is projecting donations of £46,000 per annum by 2020.

¹² Available at: <https://www.mypark.scot/>

70. Bournemouth Parks Foundation has trialled digital methods of allowing donations, through the NESTA Rethinking Parks project, designing and constructing two installations – a talking parrot and a talking bench – to enable people to donate whilst they are in the park, rather than having to remember at a later point. These also allowed for coin donations, next to the installations. The trial found that digital contributions were less than coin contributions, with the talking parrot raising £4,000 in a few months. Further research found that many park users did not trust cashless donations:

“We’ve realised that we’re still on the cusp of digital giving and interaction, and perhaps need to develop trust in the applications we apply technology to. One way to address this is to use an online giving platform that people are familiar with.”¹³

71. In North America, where there is culture of philanthropic giving, many parks have donations schemes, raising significant sums:

Vancouver - Gifts for Parks - high level of public and business participation. In 2003, it raised around \$3 million in donations, with donors purchasing park amenities such as benches, trees, fountains, picnic tables and sculptures. Donations are accepted on a 10-year contract during which time the board guarantees to repair or replace an item if it is damaged.¹⁴

72. Members heard that more donations are received where they are clearly marked as contributing to a specific project or activity as contributors can see what their donation will deliver. The RSPB believe the Council could do more to capitalise on donations at events; they were clear that they would be willing for the Council to have donation points at RSPB events held in Cardiff parks and that they would share their expertise in enabling donations. Members heard donations could be increased by: clearly stating who the donations are going to and why; and having multiple points to enable visitors to exercise choice about who and what to donate to.

¹³ We Rethought Parks: Bournemouth Parks Foundation Nesta 2016. Available at www.nesta.org.uk/growing-parks-innovation/bournemouth-parks-foundation

¹⁴ Taken from research report for ‘The Economic Role of Parks’ (2009) Economy & Culture Scrutiny Committee Report

Use of Buildings and Assets

73. This category covers income generated from using buildings and assets in a different way e.g. commercial activities provided in-house, renewable energy, accessing statutory environmental funding, ecosystems and biodiversity funding.
74. Members heard that, currently, Parks earn income from its buildings and assets by renting office space at Forest Farm and running educational and training courses at Forest Farm, Cardiff Bay Wetland Reserve and Roath Park Conservatory.
75. During the course of the Inquiry, Members heard several suggestions from internal and external witnesses about ideas to capitalise on the use of Parks buildings and assets, including:
- Expanding the number and range of training courses offered and charging appropriately
 - Operating arts and crafts courses, such as photography and willow- making, where these can deliver a profit
 - Marketing facilities to increase usage, for example room hire, educational visits and training courses
 - Delivering catering services in-house, rather than via concessions.
76. Witnesses also stated their willingness to work together to access biodiversity funding on a partnership basis; some of these funds are only available to third sector organisations but require access to Council parks and open spaces.
77. Members are aware that a draft business plan has been prepared for Forest Farm, illustrating possible ways of capitalising on this venue, for example as a Country Park, animal petting farm, social enterprise, café etc. The Community Rangers team highlighted that they believe offering visitors to Forest Farm a shop/ visitor centre would increase income generated and that the Council could explore opportunities to develop a social enterprise to enable this development. This could include selling produce such as honey, eggs and firewood, and offering camping facilities.

78. Members also heard that other local authorities, such as Newport Council and some councils¹⁵ in the north of England, have accessed Heritage Lottery Funding to enable restoration and improvements to their Victorian conservatories. Cardiff benefits from the Victorian conservatory in Roath Park and Members heard that Parks could offer additional activities, such as catering, weddings and other events, if the conservatory was extended. Work has previously been undertaken investigating the feasibility of this.

79. Members explored the possibility of generating income by hiring or letting bowling pavilions but heard from officers that these would generate limited income.

80. Finally, Members heard that it was important to ensure that lease conditions for concessions in parks are met, so that financial payments are received on time and required investments in refurbishing and/ or creating facilities are delivered.

Disposal and capital receipts

81. Disposal of land generates a one-off capital receipt. Currently, this capital receipt would go into the central corporate pot rather than being ring-fenced for parks, and it is not clear whether this money would be routed back to Parks.

82. Officers explained that, in the past, small parcels of land have been identified that could be sold, where these are peripheral to the purpose of parks. However, Councillor Bradbury, Cabinet Member Culture & Leisure, stated that he would prefer a commercial approach to be taken to generate income, rather than selling land. Officers highlighted that a proposal to sell park land in Bristol had provide controversial and had not been a success.

Endowments and Trusts

83. Several English local authorities have explored the use of endowments and trusts, which are common methods used in North America to provide funding for parks. In November 2017, after three years development, consultation and planning¹⁶, Newcastle Council decided to set up an independent Charitable Parks Trust to run the City's parks

¹⁵ Including Warrington, Hull and Blackburn with Darwen Councils

¹⁶ With partners The National Trust, Social Finance and Heritage Lottery Fund

and allotments. Under this arrangement, the Council will make a £9.5million revenue contribution to the Trust over the first 10 years of operation, giving it time to raise enough money to become self-financing. Information released about the Trust shows that:

Newcastle Charitable Parks Trust¹⁷

- Parks will remain free for residents and visitors to use.
- The Council will still own the land, and the Charitable Parks Trust will legally protect it.
- A TUPE process will see existing Council parks staff transferred over to the new Charitable Trust.
- The Parks Trust will have a Communities Group, to enable the community to participate and ensure there is a strong voice from within communities.
- The Parks Trust will be able to establish new income streams not available to the Council, using its resources in ways the Council cannot, and recycle income back into the estate, purely for the benefit of the parks and allotments.
- Residents, allotment holders, Friends of parks and volunteers will continue to enjoy their activities as they do now. Over time, as the Parks Trust establishes itself people can expect to see new activities in parks. There is also the opportunity to increase the number of allotments.

84. In Sheffield, the Council are working with the National Trust, NESTA, Heritage Lottery Fund and Big Lottery to develop an endowment model. It aims to attract contributions from the health sector, philanthropists and corporate partners. Currently, it is forecast to provide c. £10 million, meeting the cost of parks operations.

85. Another suggestion for endowments is shown below:

One suggestion from an academic based in Liverpool is to approach Liverpool's "two top-flight soccer teams ... to provide endowments to fund the management of the city's soccer fields over a given period. This would potentially decrease the costs to Liverpool City Council of managing these sites, would provide a much-valued resource for local teams/communities, and would provide positive public relations for both clubs" (Mell, 2015) This is presented as an extension of the existing community outreach sponsorship and philanthropy currently operated by both teams.

86. Officers explained to Members that if an endowment/ trust model was felt to be worth trialling in Cardiff, it would require additional capacity to be identified to work up the idea and put it in place.

¹⁷ <https://www.newcastle.gov.uk/news/future-newcastles-parks-decided>

Grants

87. Currently, parks officers and Friends Groups access a number of grants for use in Cardiff's parks, including Heritage Lottery Funding and the Single Revenue Biodiversity Grant from Welsh Government. Friends Groups' representatives explained that applying for grants is a time-consuming process, both in terms of finding an appropriate grant that matches parks' locations and habitats and in terms of completing the grant application process. They stated that they would welcome more support from the Council in finding and applying for grants but recognised that the park rangers, who currently support them, do not have the capacity to take on further work. The Community Rangers also highlighted that they would welcome more corporate support, to assist Friends Groups in finding and applying for grants. There was recognition of the need to share information and advice between Friends Groups and the Council to increase the amount of income from grants.

88. The Community Rangers explained that they used to get woodland management grants from Natural Resources Wales but these are no longer available. Some external witnesses stressed that they would be willing to work in partnership to apply for grants that the Council on its own is not able to access.

Alternative Delivery Models (ADMs)

89. In addition to the work detailed elsewhere in this report, the Inquiry heard that further work is underway in Cardiff to explore ADMs, as follows:

- a. Working with Football Association of Wales to develop a plan re ADMs for football sites.
- b. A local ward Member in Llandaff North is looking to establish a charitable trust to help fund projects/ items for Hailey Park.

Alternative Funding Models

90. In North America, there are several other models used to fund parks, including bonds and Business Improvement Districts. The use of 'conservancies' is also prominent, for example Central Park Conservancy in New York.

<p>BIDS - Bryant Park, Manhattan - charge a service fee to local businesses and property owners through a BID scheme. In 2000, the BID raised \$750,000 towards the total maintenance and management budget of \$2.0 million. The Bryant Park BID mechanism provided secure and sustainable finance specifically for the park, ensuring its continued high quality, which contributes to higher local property prices.</p>	<p>Park Improvement District – Bloomsbury London - as part of Rethinking Parks, piloted approach but were not able to progress their idea of a Parks Improvement District. However, the projected impact (£1.2 million revenue per annum) was significant and worthy of further experimentation in another geographical area.</p>
<p>Bonds - in the USA, constituents can vote to allow Local Authorities to issue bonds as another method to fund green spaces. Local Authorities can receive loan funding from bonds that can be repaid over a period of up to 30 years. Repayments can be funded through property taxation commercial revenue streams and general taxation or sales tax.</p>	<p>The Local Government Act 2003 introduced prudential borrowing powers. The act also gives opportunities for councils to issue bonds for capital projects.</p>

91. Many North American cities use locally raised taxes, either across the whole city (Seattle) or for specific locations where property values are increased due to nearby parks facilities e.g. Central Park in New York, Hudson River Bay Parks, some parks in Philadelphia. Whilst English and Welsh local authorities have a much more limited ability to impose additional local taxes, this has taken place in some locations:

A recent report proposes a “Park Levy”. (Drayson, 2014). The rationale is that access to well-maintained green spaces and attractive outlooks across parks are desirable, yet available only to those who can afford a property close to a park – these people benefit disproportionately from local authority spending on municipal green spaces and should therefore under the ‘proximate principle’, contribute more to the cost. A system like this was implemented in 1991 for properties adjacent to Wimbledon Common and Putney Common in southwest London and has generated significant sums for upkeep and maintenance of the commons.

92. In 2015, an evaluation was undertaken of parks revenue strategies across Western United States, with a view to identifying approaches capable of replication in San Jose Parks Department, which is where the author worked.¹⁸ San Jose had already adopted

¹⁸ Pinkston, Beth, "Identifying and Evaluating Revenue Strategies for Parks and Recreation Departments across the Western United States" (2015). Master's Projects. 414. http://scholarworks.sjsu.edu/etd_projects/414

several techniques to raise income and needed to boost these, having set a goal to increase cost recovery to 40%; as at 2015, it had reached 39%.

93. The survey focused on grants, corporate sponsorships, naming rights, donations and contracting out to private or non-profit organisations. Most of these are covered earlier in this report, with the exception of naming rights. The findings of the study are copied below:

City	Example of Naming Rights
San Francisco, CA	AT & T has a naming right over the ballpark stadium
San Diego, CA	Qualcomm has a naming right with a stadium
San Diego, CA	The San Diego Sports Arena was renamed the Valley View Casino Center. The casino is owned by the San Pasqual Band of Mission Indians, and San Diego is expected to receive \$157,000 over the first five years of the naming right agreement.

Naming Rights Strengths
The ability to lease park spaces and the roofs of maintenance buildings to cell phone carriers. This can be a good partnership that does not come with too many obligations.
Allowed for some sufficient financial amounts and opportunities for one-time projects.

Naming Rights Weaknesses
Caution against having a name associated with the department that does not align with the department health/wellness mission or vision.
If you do not have staff solely dedicated to pursuing these strategies, they are just a component of multiple staff responsibilities, and they do not get the necessary attention to be successful
Not a reliable source for ongoing programs
Can be politically contentious.
There are often limited staff resources and not all staff are trained to follow or monitor grant strategies

REDUCING COSTS

94. As with Income Generation, the Inquiry looked at examples of how other Councils have reduced costs re Parks Services, using the following categories, most of which come from the APSE '*State of the Market Survey 2017: LA Parks & Green Spaces Services*':

- Asset Management
 - buildings and facilities within parks (cafes, bowling greens, etc.)
 - maximising benefits from concessions in parks
 - moving allotments to self-management
 - land management
 - reducing running costs
- Operational Changes –
 - changing horticultural standards to deliver better biodiversity
 - changing horticultural standards re sports pitch maintenance
 - reducing grass cutting
 - reductions in bedding plants and replacing them with use of wild flower meadows
 - replacing annual planting schemes with perennials
 - prioritising maintenance on greatest need/impact on Council priorities
 - Reductions in services (play area and toilet provision)
- Rethinking staffing levels/ costs –
 - reducing management tiers
 - cutting administrative staff
 - recruitment freeze
 - introducing larger seasonal staffing to replace core workforce
 - apprenticeship schemes
 - introducing role flexibility.
 - reducing IT/communications systems updates

95. Members explored the above options with witnesses and found that significant work has already taken place in many of these categories, thus reducing the potential for further reductions, without significantly changing the scale and nature of park services. A summary of findings is provided below, with more information available on request.

Asset Management

96. Members heard that, by 2016, half of local authorities had sold parks and green spaces or transferred ownership or management to community groups or trusts (*State of UK Public Parks 2016, APSE, cited in Guardian article September 2016*), including moving allotments to self-management. This picture continued into 2017, with 35% of

respondents to an APSE survey stating that their council had transferred park assets to community management/ ownership in the past two years, as follows:

What elements have been transferred to community management/ownership?	
Buildings	78.3%
Playing fields	56.5%
Parks	34.8%
Play areas	21.7%

'State of the Market Survey 2017: LA Parks & Green Spaces Services'

97. Members explored the possibility of transferring assets with witnesses and heard that:

- Asset transfer of bowling clubs - not likely to work in Cardiff, due to the impact on the sustainability of bowling clubs. However, officers could investigate hiring/letting pavilions if time was freed-up from other tasks.
- Moving all allotments to full self-management - not feasible in Cardiff.
- Work is underway to ensure the Council is maximising the benefit from concessions' leases – both in terms of financial benefit and in terms of delivering investment in refurbishing facilities and creating facilities.
- Some witnesses felt there was potential in setting up social enterprise cafes, similar to those run by the Innovate Trust in hubs in Cardiff and in Barry.

Land Management

98. In terms of land management, several sports pitch users stated that they were open to a conversation regarding taking on grounds maintenance, either for an agreed fee or as part of a mid/ long term lease of pitches, with sports clubs carrying the burden of maintenance costs. This would be easier to achieve for single use pitches than multi-use pitches, as noted at point 36 of this report.

99. Members heard that the RSPB already manages land on behalf of the Council, at Flatholm. The RSPB stated that they are often approached to take over land but are not

able to take up most of these offers, as the land does not fulfil its strategic objectives. They clarified that a priority area for the RSPB is to increase urban engagement opportunities and that they would therefore be open to a conversation with the Council, on the understanding that a sustainable financial package would need to be in place and that the process would require complex, lengthy discussions and due diligence checks. They stressed that it would have to be the right pieces of land – *‘the RSPB looks beyond simply purchasing land and fencing it off as an isolated haven for wildlife. It is now looking to deliver conservation on a landscape level.’*

100. Another example of land management raised with Members is the Innovate Trust scheme in Porthkerry Park, Barry, where volunteers manage a cottage garden and allotment, thus reducing land management costs to Vale of Glamorgan Council; Innovate Trust are in the process of adopting the land. Members wondered whether Innovate Trust could manage a piece of land in Cardiff, either as above, or in three-month blocks with park rangers detailing tasks. This would have the benefit of volunteers being able to display their abilities and hard work; it may be possible to take on a larger piece of land if it is for conservation purposes, as it would require less intensive management than a cottage garden and allotment.

Reducing running costs

101. Members heard that work is underway to reduce the running costs of Parks buildings, particularly the nursery that has a high energy usage. An endotherm heat transfer scheme is currently being trialled at the nursery and the Council’s energy management team has worked with our energy management partner, Engie, to undertake an energy audit. This identified that it should be possible to reduce electrical costs further, by installing energy efficient lighting and photovoltaic arrays. It is estimated that energy conservation measures at the nursery could lead to between £3k-£5k per annum saving, on top of the savings already realised by the Endotherm heat transfer scheme. Currently, the Council can access Welsh Government Refit Programme loans, which enables energy conservation measures to be put in place at no cost to the Council. The next round of bids is due to be submitted shortly and it

seems likely that the nursery would stand a high chance of being successful, given the work already undertaken by Engie and the Energy Management team.

102. Members heard that Bournemouth Council installed a biomass boiler in its nursery, which uses arboriculture waste from its parks and green spaces. Members were interested in whether this would be a viable option in Cardiff or whether it would be more profitable to sell our arboriculture waste as firewood. Advice from the Council's Energy Management team highlighted that there can be issues with biomass boilers (in terms of ensuring that the wood fuel is sufficiently dry as well as longer term maintenance costs) but that this may be an option worth exploring further. A Parks officer also highlighted the time taken to feed a biomass boiler might mean that the costs were prohibitive.

Operational Changes

Horticultural standards to deliver better biodiversity

103. Officers explained to Members that work has been undertaken to assess where it is possible to change horticultural standards to deliver better biodiversity and that this has been implemented. They did not feel that many savings remain to be realised by this route.

Horticultural standards re sports pitch maintenance

104. Members heard from officers and sports pitch users that it would difficult to change horticultural standards re sports pitch maintenance as any operational reductions in sports pitch maintenance would adversely affect health and safety of players and officials, potentially leading to legal action. With regard to rugby, respondents highlighted, if pitch maintenance standards were reduced, it could lead to cancellation of games, leading to sanctions from WRU:

'We are obliged to comply with WRU standards. These include safeguarding the health & safety of players and match officials. If maintenance standards were to fall, this could lead to the need to either the cancellation of games (e.g. if a pitch is waterlogged, grass is too long - which could

lead to us as a club to being sanctioned by the WRU), or serious injury to players/officials which could lead to legal action.'

105. One rugby club suggested allocating additional pitches, in existing grassed areas, to reduce the burden of pitch repair by providing more pitches for rotation. Officer advice is that this approach is unlikely to deliver savings and may increase costs, as there would be a greater area to maintain. A rugby club also highlighted that it may be cost-effective to provide rugby pitches closer to their clubhouse in a '*more manageable, smaller and more compact area*' and stated that '*We feel as a rugby club that between December and February we could cope with reduced grass cutting*'.

Reducing grass cutting

106. With regard to reducing grass cutting, Members heard that an APSE seminar presentation (*Bernard Sheridan, February 2016*), stated that grass mowing often represents around half of a local authority's grounds maintenance costs, with each cut costing £20-30k. Reducing grass cuts is good for sustainability and biodiversity but long grass cutting requires the following:

- Investment in the right machinery and composting facilities
- Good PR campaign to bring communities on board and reduce complaints
- Native wildflower planting/ sowing, to avoid areas looking abandoned and to promote biodiversity
- Vigilance and timeliness to avoid fire risks in dry conditions.

107. Members heard that a citywide audit identified areas in Cardiff to trial for a one-cut regime. This has been implemented, along with a communications campaign to explain the financial and biodiversity benefits to residents. Members heard from several external witnesses, including some Friends Groups, that they would welcome an extension of the reduced mowing regime; Heath Parks Friends Group stated that they felt that another 20% of the park could move to a reduced mowing regime.

108. Officers told Members that reducing mowing further would require the Council to reach a decision on what is felt to be an acceptable level of maintenance and then to ensure an appropriate communication programme with residents to explain the benefits.

109. In terms of reducing costs, reduced mowing would generate some savings but these would be offset by the initial outlay to purchase enough appropriate mowers able to deal with longer grasses. If the aim is to increase biodiversity benefit, then additional machinery will be needed to collect and remove cuttings from site.

Replacing bedding plants with wild flower meadows

110. Officers highlighted that, to generate savings, this would require a significant change to the nature of Parks in Cardiff. Members heard from Friends Groups and wildlife charities that they were supportive of replacing bedding plants with wildflowers, given the biodiversity benefits. There was recognition that this approach would be easier to adopt in less formal parks, such as Hailey Park that already has some wildflower meadows, but Members heard from Roath Parks Friends Group that they would support replacing some of the existing rose-beds¹⁹ with wildflower planting.

111. Sports pitch users that responded to the Inquiry stated that they were content for changes to be made to incorporate wildflower meadows, provided these did not affect sports usage.

Other operational mechanisms

112. Officers explained to Members that some mechanism for reducing costs are not thought to be suitable for Cardiff, either as they have already been tried unsuccessfully or because they require significant change to the service currently provided:

- Replacing annual planting schemes with perennials
- Prioritising maintenance on selected parks only
- Reducing play areas and/ or toilet provision.

Rethinking staffing levels/ costs

113. From studying the Parks budget figures, Members were aware that the Parks Services had already made significant savings by reducing staffing costs, with an

¹⁹ Roath Park Friends Group recognise the need to maintain the memorial rose beds; there are other rose beds that could be changed.

additional £141,000 savings accepted for 2018/19. Staffing savings to date have been achieved by reviewing and reducing management tiers, reducing administrative staff, reducing the number of frontline staff, altering patterns of working, creating roles that are more flexible and increasing volunteering. A review of grounds maintenance working hours was underway at the time of the Inquiry, with a view to creating efficiencies.

114. Members heard from Friends Groups and other external witnesses that the staff reductions to date, in particular in the teams that they interface with the most (rangers and horticultural staff), have had a noticeable impact, with a reduction in horticultural knowledge and expertise, less staff to enforce byelaws, such as dog fouling, and less staff to undertake weekend activities.

115. Witnesses to the Inquiry highlighted that there may be an opportunity to develop further apprenticeship schemes in the Parks Service. The service already runs a number of schemes but does not currently have apprenticeships in the rangers' teams. The RSPB stated that they offer internships and are currently:

'in the early stages of looking into apprenticeships that may be applicable in Cardiff; we would have to investigate this and plan it carefully as we offer high quality placements and we would need to maintain this quality – we would need park ranger input to achieve this successfully. Looking at how best to use the apprenticeship levy.'

116. Officers informed Members that, in their view, a recruitment freeze would not provide a sustainable funding solution; neither would reducing IT and communication systems updates.

PARK RANGERS

117. Members heard that the Council's urban and community park ranger services work with a wide range of groups and volunteers, tackling anti-social behaviour and engaging and inspiring people to enjoy and access their environment. Both teams lever in volunteer hours and funding.

118. All the external witnesses that Members spoke with highlighted the valuable role played by the rangers:

'Their expertise and knowledge is critical to helping visitors make the most of the parks'

'Park rangers know the sites really well and have good links with the Friends Groups'

'Their passion and networking knowledge is immense'

119. The Community Park Rangers take the lead in working with Friends Groups:

Enabling Friends Groups

- Rangers bring the tools and equipment to enable the Friends work to happen – including vans to take away cuttings.
- Rangers schedule the work parties of Friends Groups to ensure they can provide cover and bring the right tools and equipment.
- Rangers help when establishing Friends Groups – need rangers to provide support and guidance to emerging volunteers.
- Rangers come with wealth of knowledge and experience that they share with volunteers, including young people via Welsh Bacalaureate and Duke of Edinburgh scheme.

120. Members heard that the rangers service has led to successful partnership working to maintain and enhance parks, such as the Innovate Trust Green Day's scheme and RSPB gardening volunteer days. It has also led to events being held that raise awareness and generate income, including Buglife Cymru's 'Urban Buzz', RSPB TAPE event and the Wildlife Trust's Pop-Up Garden in Bute Park. The breadth of the rangers work can be seen in the comments below:

'Park Rangers produce event booklets and this has helped us to reach new people.'

'Park rangers are helpful and give advice on walks and permissions and indemnities needed.'

'We work with them to ensure there is no damage to parks/ trees when put in place attractions such as TAPE in Bute Park'.

'Need their input to make corporate volunteer days a success'

'Need them to ensure meaningful opportunities and tasks [for volunteers] – not tokenistic'

121. Several witnesses mentioned that the reduction in park rangers means that the remaining rangers are coping with additional work:

'Sense that they are massively stretched – trying to cover so much – good that can work in partnership with them – can't take over from them but can help and contribute e.g. RHS show garden'

' with the cuts to urban rangers, the community rangers have had to take on more work and they are now overloaded – it is difficult to schedule Friends work, as there are not enough park rangers to cover the number of weekend activities'

122. Several Friends Groups representatives highlighted that, if the ranger service was cut further, Friends Groups would not be able to carry on the work they currently do. They also highlighted that volunteer rangers would be unlikely to work in Cardiff, due to the high level of commitment this would require and the fact that *'Most of the people who already volunteer in Cardiff already volunteer on several things and would not have the time to take on the work involved in doing this.'*

123. Members of the Task Group met with the urban and community park ranger teams and were impressed by their work, knowledge and obvious commitment to their role. Members could see that, following the recent reductions, the remaining officers were working above and beyond the requirements of their roles, in order to meet the shortfall and maintain the high quality of Cardiff's parks.

FRIENDS GROUPS

124. Members invited representatives of Friends Groups to meet with them and tell them about their experiences and views. Members heard how Friends Groups raise monies for their parks and the work they do, adding value and making a difference by their contributions:

Examples of contributions made by Friends Groups:

- Membership/ Subscription fees and donations.
- Bid for and awarded grants, including HLF and those available to charities.
- Huge number of volunteer hours, over 20,000 hours per annum, with work done by work parties.
- Have obtained sponsorship for tree labels
- Grant to fund Bee Friendly plants
- Sourced funding for 250 trees
- Sourced free scalplings for footpaths
- Sell plants and organise walks
- Have improved signage, lighting and access in Cefn Onn.
- Hands on work, such as a sensory garden and wider park and woodland maintenance
- Liaise with other partners, such as Keep Wales Tidy to organise litter picks, and RSPB and Buglife to run wildlife schemes.

125. Friends Groups talked about their experience of membership/ subscription fees, highlighting the need to be inclusive, pitching the fee at a level appropriate to the area where the park is located. Roath Park Friends Group have introduced a 'membership for life' for households, which has proved popular as it means householders do not have to renew every year.

126. Friends Groups highlighted the need to promote membership via Facebook, websites, emails, open days etc. They feel that Cardiff Council could promote their work more clearly on the Council website. Whilst information is available on the website, it requires clicking through four levels; Friends Groups would like there to be a tab straight under the Parks heading and for the information to include photographs and videos of the work undertaken.

127. In terms of generating more income, Roath Park Friends Group highlighted that, by becoming a charity, they have been able to access more sources of funding. Other Friends Groups stated that, by having a Green Flag, they are able to access a broader range of grants. Many of the Friends Groups access C3SC courses on finding and applying for grants and share information with one another, via the Friends Forum. However, they stressed that searching for and applying for appropriate funding is time-consuming and bureaucratic; whilst rangers assist where they can, Friends Groups are aware of their heavy workloads and would welcome more support from other parts of the Council if this was available.

128. Friends Groups representatives also highlighted that they would be willing to take on more complex work to free up resources but recognised that they would need some training to be able to do this and would still require staff support, at least initially.

SPORTS PITCHES IN PARKS

129. Cardiff Council's outdoor sports provision includes the following pitches in parks:

- 81 Full sized Football Pitches
- 37 Full sized Rugby Pitches
- 42 Mini Football Pitches
- 11 Cricket Tables
- 35 Baseball Diamonds

130. The Council charges sports pitch users in return for maintaining sports pitches to a 'fit for purpose' standard in order that fixtures can be played. Members heard that there has been a freeze on pitch hire charges for the last three years, with mini and youth pitch hire being free since 2012/13; this freeze in charges is continued into 2018/19.

131. In addition, the Council has responsibility for maintaining associated pavilions and changing rooms; Members heard that there is a £2 million backlog of repairs. In 2017/18 and 2018/19, there has been some investment to address this, with recognition that more works are needed.

132. Members heard that, using grant funding and/ or section 106 monies, new 3G pitches have been provided at Heath Park, Trelai Park, Grange Gardens and The Marl, in Grangetown.

133. Members heard that a review of sports pitches has led to a rationalisation of provision and the introduction of various alternative delivery mechanisms, which has reduced the number of venues managed. This includes:

- The development of a hub for cricket provision within the City Centre Parklands, at Blackweir/Pontcanna & Llandaff Fields, and the removal of satellite sites e.g. Caedelyn Park and Riverside Playing Fields.
- The total closure of sites / changing pavilions, e.g. Heol y Delyn, Sanatorium Road Playing Fields and Greenway Recreation Ground.
- Key holder agreements being established across a wide range of sites, which have secured savings e.g. Cath Cob Recreation Ground, Riverside Playing Fields, Rumney Recreation Ground, Waterhall Park, Poplar Park, Sevenoaks Park, Jubilee Park, Canal Park and Thornhill Recreation Ground.

134. Members heard that a typical winter weekend fixture programme can exceed 7,000 participants with an estimated 210, 000 participants per year. This demonstrates that sports pitch users are a key user of Cardiff's parks and open spaces and, as such, Members sought their views on how best the Council can work to improve the sustainability of funding for Parks, in a time of austerity. A survey was emailed to sport pitch user representative groups, with responses received from Cardiff University, Cardiff Combination Football League (Adult) and Chairperson of Pontprennau Pumas Junior and Mini Football Club, Llandaff RFC and Rhiwbina RFC.
135. Respondents to the survey gave their views on possible operational changes, such as reducing grass cutting, changing planting displays, changing horticultural standards, as well as their views on ways of generating income from Parks. These responses are incorporated in the relevant sections of this report; in summary, respondents stated that they were open to operational changes and/ or income generation as long as these did not interfere with or adversely affect the usage of sports pitches and that there was discussion with them prior to any changes being introduced.
136. Respondents to the survey also gave their views on how they felt the Council could reduce the costs of managing and maintaining sports pitches and Parks in general. Several respondents mentioned that they would be interested in holding conversations with the Council about having either a key holder agreement, lease or asset transfer arrangement. Members heard that key holder agreements are useful for single use pitches, as is asset transfer; for multi-use sites, it is possible to use leases, although care needs to be taken regarding disposal of public space rules and regulations. These arrangements can help sports organisations to access funding and increase the chance of investment in pitches and facilities.
137. With regard to increasing hire charges, respondents highlighted the difficulty in doing this given the poor condition of changing rooms and facilities and competition from other providers. Several external sports organisations suggested introducing charges for junior sports groups that use pitches.
138. Finally, some respondents stated that they would welcome dialogue with the Council regarding how best to address the poor condition of changing rooms and facilities.

INQUIRY METHODOLOGY

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

M2. Members held four meetings to hear from the following Council officer witnesses:

- Councillor Peter Bradbury – Cabinet Member (Culture & Leisure)
- Jon Maidment – OM Parks, Sports and Harbour Authority
- Rosie James – Principal Landscape Officer
- Kathryn Richards – Head of Culture, Venues and Events
- Helen Thomas – Strategic Estates Manager
- Steve Morris – Parks and Sports Development Manager
- Urban Park Rangers Team
- Community Park Rangers Team

M3. Members also held four meetings to hear from the following external witnesses:

- Steve Bool – Heath Park Friends Group & Chair of Friends Forum
- Penny Bowers – Hailey Park Friends Group
- Gerald Bradnum – Roath Park Friends Group
- Tony Cousins – Cefn Onn Friends Group and Coed y Felin Friends Group
- Lucy Curtis – Innovate Trust Green Days project manager
- David Hughes – Roath Park Friends Group
- Daniel Jenkins-Jones – RSPB
- Rose Revera – Wildlife Trust of South and West Wales
- Carolyn Robertson – RSPB.

M4. Members invited written submissions from partner wildlife organisations and sports pitch users and received responses from the following:

- Buglife Cymru
- Cardiff Civic Society
- Cardiff University – Sports Development Officer
- Cardiff Combination Football League (Adult) and Chairperson of Pontprennau Pumas Junior and Mini Football Club.
- Llandaff Fields Hub Committee
- Llandaff RFC

- Rhiwbina RFC.

M5. In order to inform the Inquiry, desk-based research was undertaken into Income Generation and Cost Reduction approaches taken elsewhere in England and Wales, as well as other mechanisms being used with regards to creating alternative approaches to funding parks. A review of approaches taken in the United States of America and Australia was also undertaken and used to identify areas to explore with witnesses and via desk based research. The desk based research, coupled with evidence from internal and external witnesses, was used to identify suitable findings from the Inquiry.

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FINANCIAL IMPLICATIONS

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

LEGAL IMPLICATIONS

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

COMMITTEE TERMS OF REFERENCE

- To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of economic regeneration.
 - Cardiff City Region City Deal
 - Inward Investment and the marketing of Cardiff
 - South East Wales Economic Forum
 - Economic Strategy & Employment
 - European Funding & Investment
 - Small to Medium Enterprise Support
 - Cardiff Harbour Authority
 - Lifelong Learning
 - Leisure Centres
 - Sports Development
 - Parks & Green Spaces
 - Libraries, Arts & Culture
 - Civic Buildings
 - Events & Tourism
 - Strategic Projects
 - Innovation & Technology Centres
 - Local Training & Enterprise

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

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

Economy & Culture Scrutiny Committee Membership



Councillor Nigel Howells
(Chairperson)



Councillor Saeed Ebrahim



Councillor Iona Gordon



Councillor Gavin Hill-John



Councillor Thomas Parkhill



Councillor Adrian Robson



Councillor Adbdul Sattar



Councillor Ed Stubbs

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**CYNGOR CAERDYDD
CARDIFF COUNCIL****CABINET MEETING: 17 MAY 2018**

CORPORATE PLAN 2018-21**LEADER (COUNCILLOR HUW THOMAS)****AGENDA ITEM: 3**

Reason for this Report

1. To enable the Cabinet to consider the draft Corporate Plan 2018-21 and recommend it to Council for approval.

Background

2. The Corporate Plan forms part of the strategic policy framework set out in the Council's Constitution and is considered annually by the Council. The document outlines the organisation's strategic policy priorities and forms part of the required statutory improvement framework as it discharges the Council's obligations under the Local Government (Wales) Measure 2009 to publish a stage one plan, which sets out how the Council plans to achieve its priorities for improvement. The Plan also discharges the Council's responsibilities under the Well-being of Future Generations (Wales) Act 2015.
3. In July 2017, the Cabinet approved a new policy programme for the next five years, entitled 'Capital Ambition', which sets out the Administration's principles, priorities and ambitions for the city. This includes the following four priorities, each of which contains 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 the rising demand and reducing budgets.
4. On 14 December 2017, the Cabinet approved the establishment of a 4-year Capital Ambition Delivery Programme, with corresponding corporate governance and performance management arrangements, to support 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. This sets out how the Administration's priorities for Cardiff will be achieved, providing clarity on *what* will be delivered, and *by when*. The Corporate Plan usually covers a 3-year period and is subject to an annual refresh.

Issues

Corporate Priorities

5. To ensure that the Council's resources support the delivery of the Administration's new priorities, a new Corporate Plan for 2018-21 has been developed in tandem with the process for developing and setting the Council's budget for 2018/19. A copy of the Corporate Plan 2018-21 is attached as **Appendix A** to this report.
6. This has taken place in the context of sustained and severe financial pressures within public services. The Council has agreed to make £14.3m in budget savings in 2018/19 to help plug a budget gap of £25m. This is in addition to a projected budget gap of £91m over the three years from 2019/20 to 2021/22 and £145m in budget savings which have already been achieved over the past five years.
7. The Corporate Plan 2018-21 will be supported by Directorate Delivery Plans, which will set out in greater detail how well-being 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.

Well-being Objectives

8. The Well-being of Future Generations (Wales) Act 2015 places a duty on public bodies to carry out sustainable development which means that the Authority must set and publish well-being objectives, supported by a well-being statement, which make progress towards meeting the seven national well-being goals that are set out below:
 - A prosperous Wales
 - A resilient Wales
 - A healthier Wales
 - A more equal Wales
 - A Wales of cohesive communities
 - A Wales of vibrant culture and thriving Welsh Language
 - A globally responsible Wales
9. The Council must also act in accordance with the 'sustainable development principle' by embedding the following five ways of working:
 - Long Term

- Prevention
 - Integration
 - Collaboration
 - Involvement
10. The Corporate Plan 2018-21 has been developed in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015 and the sustainable development principle. It also takes account of the draft Well-being Plan for Cardiff that has been developed by the Cardiff Public Services Board in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015.
 11. The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition and translating the Administration's priorities into deliverable organisational objectives. The Corporate Plan focuses on the issues and services that the Council has prioritised and the Well-being Plan focuses on areas of collaborative advantage in the delivery of public services in the city.
 12. The Council must agree and publish well-being objectives that are designed to maximise the Council's contribution to achieving each of the seven national well-being goals. In accordance with the development of the draft Well-being Plan, Cardiff Council has adopted the same seven well-being objectives as the Cardiff Public Services Board:
 - A Capital City that works for Wales
 - Cardiff grows in a resilient way
 - Safe, confident and empowered communities
 - Cardiff is a great place to grow up
 - Supporting people out of poverty
 - Cardiff is a great place to grow older
 - Modernising and integrating our public services
 13. These well-being objectives demonstrate what public services in Cardiff want to achieve, reflect their shared aspirations and the common understanding of the challenges facing the city.
 14. In defining these draft well-being objectives, an integrated corporate approach has been developed in order to combine the Council's well-being and improvement objectives. This has been based on a comprehensive audit and self-assessment by directorates, which was undertaken to explore the extent to which the directorates contribute to each of the well-being goals, what more could be done and what further action could be taken to make progress towards the goals.
 15. Following on from this exercise, a number of steps or actions have been developed, supported by appropriate performance indicators, in order to measure progress.
 16. Both the Council and the Cardiff Public Services Board will measure progress towards achieving the well-being objectives using the same

indicators of city performance. This will enable partners in Cardiff to keep track of how the city is performing and help demonstrate Cardiff's contribution towards achieving the Welsh Government's aims to improve well-being nationally.

17. The Council must publish a 'statement' about its well-being objectives at the same time as the objectives are published. Both requirements should be contained in the Corporate Plan, explaining:
 - Why the Council considers that its well-being objectives will contribute to the achievement of the well-being goals;
 - Why the Council considers that its well-being objectives have been set in accordance with the sustainable development principle, including an explanation of how the Council will involve people with an interest in achieving the well-being goals. Those people must also reflect the diversity of Cardiff's population;
 - The steps to be taken to meet the well-being objectives in accordance with the sustainable development principle;
 - How the Council will govern itself to meet its well-being objectives;
 - How the Council will keep the steps it takes to meet its well-being objectives under review;
 - How the Council will ensure that resources, including financial, are allocated annually for the purpose of taking steps to meet its objectives;
 - When the Council expects to meet its well-being objectives;
 - Any other information about the well-being objectives that is considered to be relevant.

Addressing Health Inequalities

18. Capital Ambition makes clear that, despite the city's economic success, the proceeds of Cardiff's growth over recent decades have not been felt by all of the city's residents. The gap between the most and least prosperous communities in Cardiff is substantial, with economic inequalities aligning closely with health and educational inequalities across the city. Tackling inequality and managing growth sustainably is therefore at the heart of the administration's agenda. The Corporate Plan 2018-21 translates that agenda into deliverable organisational objectives.
19. The Corporate Plan contains a number of steps to promote behaviour change and encourage healthier lifestyles, such as "Develop and launch a new Transport & Clean Air Vision for the city", "Ensure every school in Cardiff has developed an Active Travel plan" and "Develop a strategic

plan for the development of sport in the city to increase in participation and attract investment in our facilities.”

20. More broadly however, the Corporate Plan is focused on addressing the social determinants of health inequality as identified by the influential and highly regarded Marmot Review. The Marmot Review is unequivocal that addressing health inequality is fundamentally contingent upon addressing the social determinants of ill-health. *“People with higher socioeconomic position in society have a greater array of life chances and more opportunities to lead a flourishing life. They also have better health. The two are linked: the more favoured people are, socially and economically, the better their health. This link between social conditions and health is not a footnote to the ‘real’ concerns with health – health care and unhealthy behaviours – it should become the main focus.”* It therefore identifies the need to focus on six policy objectives:
- Give every child the best start in life
 - Enable all children, young people and adults to maximise their capabilities and have control over their lives
 - Create fair employment and good work for all
 - Ensure healthy standard of living for all
 - Create and develop healthy and sustainable places and communities
 - Strengthen the role and impact of ill-health prevention.
21. Since the central focus of Capital Ambition – and therefore the Corporate Plan – is to address the significant inequalities in the city, the Council is well positioned to respond to addressing health inequalities, particularly given the alignment with Marmot’s policy objectives.
22. It is anticipated that Health Impact Assessments will be a statutory requirement as of 2019 and guidance will be issued later this year. As national guidance on undertaking Health Impact Assessments emerges this will provide a further opportunity to ensure that our planning and delivery framework has the fullest impact on promoting health and addressing health inequality. An additional step has therefore been included in the Corporate Plan, recognising this opportunity: *“Consider emerging guidance on undertaking statutory Health Impact Assessments to inform the development of the Corporate Plan 2019-22.”*

Consultation and Engagement

23. The development of the Corporate Plan 2018-21 has been informed by the findings of the annual Ask Cardiff survey and the budget consultation process for 2018/19.
24. The Policy Review and Performance Scrutiny Committee has been involved throughout the development of the Corporate Plan 2018-21. On 6 December 2017, the Committee considered the proposed arrangements to deliver the Administration’s Capital Ambition policy statement and was briefed on the planned approach and draft structure for developing the Corporate Plan 2018-21. The Committee then

considered an early draft of the Corporate Plan on 17 January 2018, which included the proposed objectives and performance measures.

25. The Key Performance Indicators contained in the draft Corporate Plan 2018-21 were also considered by the Policy Review and Performance Scrutiny Committee's Performance Panel on 31 January 2018. This session provided an opportunity for the proposed targets to be challenged and cross-scrutiny committee observations to be fed into the target setting process ahead of formal pre-decision scrutiny of the draft Corporate Plan 2018-21 in February 2018. It was also considered by the Committee's Chair to be '*a significant step forward in facilitating scrutiny impact on the Council's strategic planning processes*' with an "*unprecedented*" level of engagement.
26. A copy of the draft version of the Corporate Plan 2018-21 and/or extracts detailing various steps and performance indicators relevant to each committee were considered formally by the Council's five Scrutiny Committees at meetings held between 12 and 14 February 2018. This enabled consideration of the draft Corporate Plan 2018-21 alongside the Cabinet's draft budget proposals for 2018/19. Copies of the letters received from each of the Scrutiny Committee Chairs following those meetings are compiled within **Appendix B** to this report.
27. The Corporate Plan 2018-21 includes a basket of performance measures with clear targets, which consist of a mixture of (statutory) National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs), as well as "Local" indicators selected for their particular relevance to directorates. The Council continues to recognise the importance of statutory indicators and respond to the demands of the external performance landscape; however, an emphasis is also placed on selecting measures of success which are relevant for Cardiff.
28. A copy of the Corporate Plan 2018-21 will be published on the Council's website immediately approval by Council and, as in previous years, an interactive and more accessible version of the Corporate Plan that communicates the Council's priorities and objectives will also be provided.

Directorate Delivery Plans

29. The "business as usual" and more service focused commitments will be included in Directorate Delivery Plans to be prepared by Q1 2018. The Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of directorates and the objectives set for individual employees. Directorate Delivery Plans will also further integrate financial and service planning, more detailed action about progressing Corporate Plan well-being and improvement objectives, as well as details of other important activities not included in the Corporate Plan. A Balanced Scorecard approach is also intended to provide a sharper focus on the key issues.

30. In addition, Directorate Delivery Plans will provide clear lines of responsibility, increased accountability and be subject to effective management challenge and scrutiny. This will ensure that team and individual employee objectives are aligned with Council's key strategic priorities. This will support the Council's continued drive to improve compliance with organisational performance management requirements, including Personal Reviews. In this way, the Council will maintain an overview and manage the key organisational functions of:
- identification and delivery of priorities;
 - service and financial planning;
 - timely performance management integrating financial and service performance; and
 - objective setting for, and performance of, individual members of staff.

Reason for Recommendations

31. To enable the draft Corporate Plan 2018-21 to be considered by the Council on 24 May 2018 and published immediately thereafter, subject to any consequential amendments that may be required.

Financial Implications

32. This report sets out the Council's Corporate Plan for the period up until 2021. Implementing these strategic priorities and improvement objectives will need to be in accordance with the amounts set out in the 22 February 2018 Budget Report which included both revenue and capital budgets for 2018/19, the indicative Medium Term Financial Plan for the period up to 2021/22 and the indicative Capital Programme for the period up until 2022/23.
33. Some of the objectives contained in this report will be subject to further detailed reports which will be accompanied by a robust business case. The plan clearly identifies the demand and financial pressures within which the Council is operating in terms of both revenue and capital budgets with associated impact on the level of borrowing. These will include sufficient financial detail in order to set out the full and robust financial implications as well as be fully informed of associated risks. This is particularly the case for proposals, which have yet to be developed to be included in the current budget proposals. These proposals will need to be fully appraised for the financial impact, affordability and considered as part of the Council's Medium Term Financial Plan for future years.

Legal Implications

34. As noted in the body of the report, the Corporate Plan outlines the Council's strategic policy priorities and its plans to achieve its priorities for improvement (in discharge of the statutory improvement duties set out under Part 1 of the Local Government (Wales) Measure 2009). The Plan also fulfils the Council's statutory duties under the Wellbeing of Future Generations (Wales) Act 2015 (WBFG Act) with regard to the publication of Well-Being Objectives and a Well-Being Statement, as detailed in the

body of the report. Decision makers must be satisfied that the Well-Being Objectives, as set out in the Corporate Plan, will contribute towards achievement of the statutory Well-Being Goals (listed in paragraph 8 of the report); and note that once the Well-Being Objectives have been set, decision makers must have regard to the same, and must be satisfied that all reasonable steps have been taken to meet those Objectives.

35. The duties imposed on the Council under the WBFG Act include a duty to act in accordance with the 'sustainable development principle', which is defined as meaning that the Council must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take into account the impact of their decisions on people living their lives in Wales in the future. There are a number of factors which the Council must take into account in this regard, specifically, decision makers must:
- Look to the long term;
 - Focus on prevention by understanding the root causes of problems;
 - Deliver an integrated approach to achieving the seven well-being goals;
 - Work in collaboration with others to find shared sustainable solutions; and
 - Involve people from all sections of the community in the decisions which affect them.
36. Decision makers must be satisfied that the Council's formulation of the Corporate Plan is compliant with the sustainable development principle, having regard to the factors above. In considering the requirements of the WBFG, due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below:
<http://gov.wales/topics/people-and-communities/people/futuregenerations-act/statutory-guidance/?lang>
37. Effective consultation is required for lawful decision making on policy matters, and the Local Government (Wales) Measure 2009 and the WBFG Act impose express consultation requirements. The report sets out the consultation undertaken in fulfilment of the Council's duties in this regard.
38. In considering this matter, the Council must also have regard to its public sector duties under the Equality Act 2010. The Council's decisions must have due regard to the need to: (a) eliminate unlawful discrimination; (b) advance equality of opportunity; and (c) foster good relations on the basis of the protected characteristics defined in the Act. The 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

39. The Corporate Plan is part of the Policy Framework, which is comprised of the key policies and strategies listed in Article 4.2 of the Constitution. The Cabinet is responsible for recommending any policy, plan or strategy which forms part of the Policy Framework, to full Council. The decision on whether to adopt the draft Corporate Plan is a matter for full Council.

RECOMMENDATIONS

Cabinet is recommended to:

1. approve the Corporate Plan 2018-21 for consideration by Council on 24 May 2018; and
2. recommend to Council that authority be delegated to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the Corporate Plan 2018-21 following consideration by Council on 24 May 2018 and prior to publication.

SENIOR RESPONSIBLE OFFICER	Paul Orders Chief Executive
	11 May 2018

The following Appendices are attached:

Appendix A: Corporate Plan 2018-21

Appendix B: Letters received from Chair of Policy Review and Planning Committee following consideration of the draft Corporate Plan 2018-21

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Delivering Capital Ambition

Cardiff's Corporate Plan 2018-21



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

WORKING FOR CARDIFF,
WORKING FOR YOU
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Leader's Introduction



Cardiff is now a true economic, cultural and political capital city. It's a city of strong and safe communities, great schools and universities, and creative, talented, welcoming people.

The city economy is growing, jobs and businesses are being created and unemployment is at its lowest level this decade. The city's profile has never been higher, and visitor numbers are growing every year. It's a far cry from the city that was grappling with the challenges of deindustrialisation only a generation ago. Undeniably, Cardiff is Wales' strongest economic asset and the nation's best opportunity to secure sustainable economic success.

But there are major challenges too. For too long, the gap between rich and poor has been allowed to grow and many of Cardiff's communities are amongst the poorest in Wales. Indeed, if the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East, was considered a single local authority, it would be far and away the poorest in Wales. Too many people in Cardiff – many from working families – are struggling to meet their basic needs. Rates of child poverty in Cardiff are the highest in Wales. Almost one in every three children in our city now live in poverty. In some wards, it's higher than one in two.

One city, two worlds. Of prosperity and poverty. Tackling poverty and inequality will therefore be at the heart of everything we do. We will hold a relentless focus on education and jobs, helping people to lift themselves out of poverty and giving all our citizens the chance to fulfil their potential.

This document sets out a programme of action, with commitments and targets, for how we intend to do this, in the face of what remain severe budget challenges faced by all public services. It sets out how we will continue to invest in and improve our schools, our plans for building more affordable housing and tackling homelessness, and how we will protect the city's most vulnerable people. It contains bold plans for tackling congestion and air pollution, improving recycling rates and keeping our streets clean.

In total, it contains a series of commitments which will help change the lives of many, many people in this city for the better. It's a plan that is ambitious for the future of our local public services, for the people and communities we serve and for the people of Wales.



Cllr Huw Thomas
Leader of Cardiff Council

Capital Ambition

Following the local government elections on 4 May 2017, a new Council Administration was formed. To outline its ambitions for the city, the Administration set out a new policy programme for the next five years, entitled ‘Capital Ambition’.

Capital Ambition identifies four priorities:

- **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 the rising demand and reducing budgets.

Delivering Capital Ambition

Delivering Capital Ambition sets out how the Administration’s priorities for Cardiff will be achieved, providing clarity on *what* will be delivered, and by *when*.

Supporting Future Generations

In accordance with the requirements of the Well-being of Future Generations (Wales) Act, *Delivering Capital Ambition* sets out Cardiff’s **Well-being Objectives**, the **steps** it will take to achieve them and how we **measure progress**.

Glossary of Terms

- **Well-being Objective:** sets out what the Council wants to achieve
- **Outcome Indicator:** a measure of city-wide performance
- **Steps:** what the Council will do, and by when, to help achieve each Well-being Objective
- **Key Performance Measures:** measures of operational performance that indicate if the steps the Council are taking are effective
- **Target:** sets out a numerical value on Key Performance Measures to be achieved
- **Budget Setting Process:** how each public body will ensure that resources are allocated annually for the purpose of taking steps to meet its objectives
- **Self-Assessment:** a process that directorates undertake to help shape Well-being Objectives and identify the commitments for inclusion in *Delivering Capital Ambition*

Setting Well-being Objectives

The Well-being Objectives were set following a **self-assessment** process undertaken by each directorate. This process was designed to ensure that each directorate had due regard to the sustainable development principle by encouraging a consideration of the five ways of working.

Long term: The objectives and steps in this plan were informed by the Well-being Assessment 2017, the Population Needs Assessment and work on Future Trends undertaken by the Cardiff Public Services Board.

Prevention: Drawing on the evidence, our objectives and steps are designed to tackle both the immediate demand pressures on public services and the root causes of these pressures, most importantly through tackling poverty and inequality.

Collaboration: The Well-being Objectives in this plan were developed in close collaboration with our public service partners, and the Public Services Board in Cardiff has adopted the same seven Well-being Objectives, reflecting their shared aspirations and the common understanding of challenges facing the city.

Integration: The Well-being Objectives cut across departmental silos, focussing on what all Council services can do to improve the well-being of the people of Cardiff, and contribute to the seven national Well-being Goals.

Engagement: In developing the Well-being Objectives we have drawn on the results of the Ask Cardiff citizen survey – which received over 5,600 responses – and on focus groups with ‘seldom heard’ groups.

The Council’s Policy Framework

Capital Ambition sets out the Administration’s policy agenda, focused on four priorities.

The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition, as they translate the Administration’s priorities into deliverable organisational objectives.

- **Corporate Plan:** focuses on the issues and services which the Council has prioritised
- **Well-being Plan:** focuses on areas of collaborative advantage in the delivery of public services

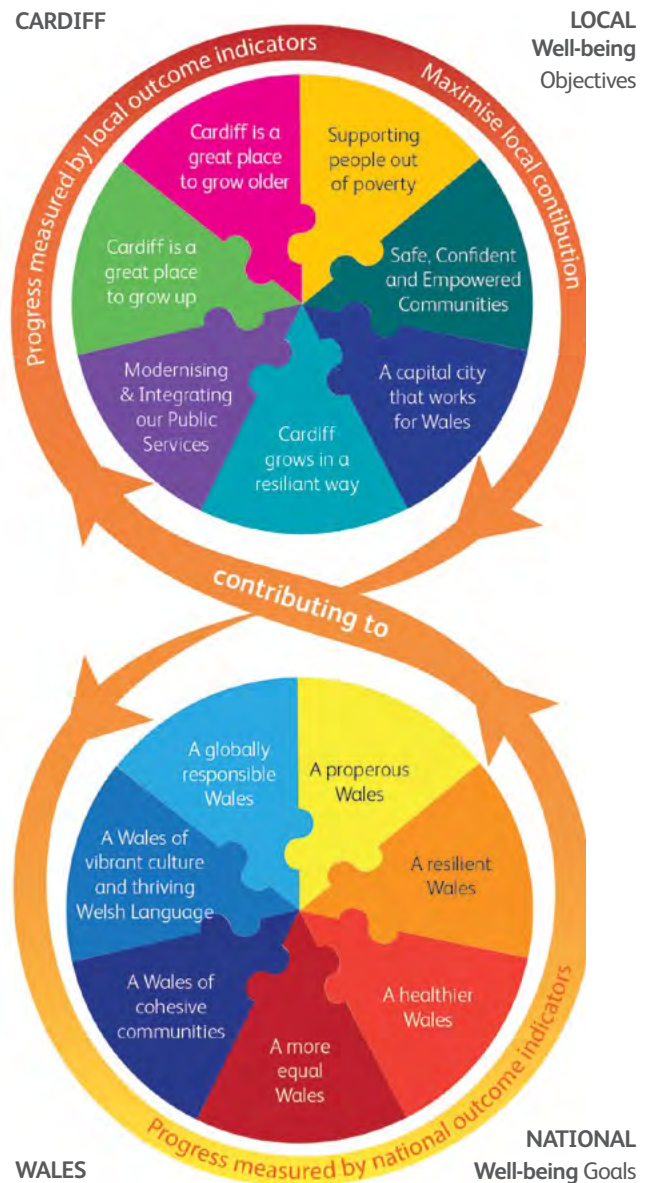
Both the Council and the Public Services Board will measure progress towards achieving the Well-being Objectives using the same indicators of city performance. Not only will this enable partners in Cardiff to keep track of how the city is performing, it will also help demonstrate Cardiff’s contribution towards achieving the Welsh Government’s aim to improve well-being nationally.

Contribution to National Well-being Goals

The Welsh Government has set out national Well-being Goals. Cardiff Council and the Cardiff Public Services Board have agreed local Well-being Objectives, which are complementary with the national Well-Being Goals.

In order to measure Cardiff’s progress towards achieving the seven Well-being Objectives, a series of high-level outcome indicators were selected which provide objective measures of the city’s performance. Outcome indicators are high-level indicators which measure long-term trends. They provide an overview of the city’s performance, both over time and relative to other cities and local authorities. The trends they measure are difficult to influence directly and no single body or organisation can be held accountable for delivering them. Because both Cardiff Council and the Cardiff Public Services Board are working towards the same seven Well-being Objectives, it was agreed that the Council and the Public Services Board should adopt a complementary set of indicators when measuring progress against the Well-being Objectives.

Whilst Cardiff Council and the Public Services Board have recognised the same set of outcome indicators for measuring progress, the Council’s Corporate Plan focuses on those most relevant to the Council. A selection of the outcome indicators are included in the Corporate Plan, with most of the data sets allowing Cardiff’s contribution to national performance to be tracked and measured.

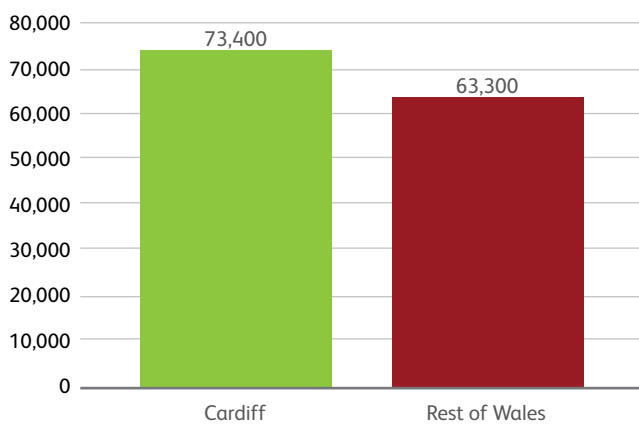


City Context: Cardiff Today

Growth and demographic change

Between 2005 and 2015, Cardiff's population grew by 11%. This growth trend is set to continue with a projected growth of just over 20% between 2017 and 2037 - or an additional 73,000 people - making Cardiff one of the fastest growing UK Core Cities. This also means that, over the next 20 years, population growth in Cardiff is expected to outgrow the combined population growth of every other local authority in Wales.

Population Growth 2017-2037



Strong economy but persistent inequality

Cardiff is one of the fastest-growing and most highly-skilled cities in Britain. The city economy is growing, jobs and businesses are being created and unemployment is at its lowest level this decade. The city's profile has never been higher, and visitor numbers are among the highest they've ever been. Undeniably, Cardiff is Wales' strongest economic asset and the nation's best opportunity to secure sustainable economic success.

That said, Cardiff's total economic output (GVA) - although much higher than other parts of Wales - compares relatively poorly to the top performing major British cities. After 10 years of continual growth the city's economy is not becoming more productive. This has meant that the gap between rich and poor has grown with many of Cardiff's communities amongst the poorest in Wales. Indeed, if the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East, was considered a single local authority, it would be far and away the poorest in Wales. Too many people in Cardiff - many from working families - are struggling to meet their basic needs. Poverty is damaging for our economy and our society, it places major pressures on public services, and casts a long shadow over too many lives.

Austerity

The Council's priorities must be delivered in the context of a budgetary position that continues to deteriorate rapidly. The Council is approaching a £¼bn in cumulative savings made over the past 10 years, including over £105m from 2014/15 to 2016/17. With funding for schools and social services broadly maintained, this has necessitated a significant reduction in the proportion of Council spending on other services, from 39% of the budget in 2005/06 to 24% in 2017/18. Alongside funding reductions, the Council has lost a number of staff, with a reduction of over 20% in non-school staff numbers since 2012/13.

Looking ahead, the Council anticipates that it will have to make savings of £91m over the next three years, with other public services organisations facing similar pressures. The Council, along with its public service partners, is therefore facing a continued period of severe budget constraints at a time when demand for services is projected to rise significantly and citizen expectations of excellent quality services remains high.

Implications for local public services

The reality is that public services must focus on a smaller number of key priorities, and Capital Ambition makes clear those priorities for the Council. Moving forward, both the Council and all its delivery partners must ensure that our services are as streamlined and as joined up as possible if lasting solutions are to be delivered to complex problems. Removing the barriers that prevent people from getting a job, delivering the best outcomes for children in our care and helping people to live independently all require services to be delivered without boundaries. This will mean a relentless focus on service integration to deliver the outcomes that we want to achieve, whilst re-focusing investment into prevention and early intervention in order to tackle issues before they escalate.

An aerial photograph of Cardiff, Wales, showing a dense urban landscape with a mix of modern and traditional architecture, green spaces, and a large stadium in the upper left. A semi-transparent red box is overlaid on the center of the image, containing text.

Capital Ambition Priority 1: Working for Cardiff

- 1.1 Cardiff is a great place to grow up pg 9
- 1.2 Cardiff is a great place to grow older pg 16
- 1.3 Supporting people out of poverty pg 20
- 1.4 Safe, Confident and Empowered Communities pg 25

Capital Ambition Priority 2: Working for Wales

- 2.1 A Capital City that Works for Wales pg 33

Capital Ambition Priority 3: Working for the Future

- 3.1 Cardiff Grows in a Resilient Way pg 39

Capital Ambition Priority 4: Working for Public Services

- 4.1 Modernising and Integrating Our Public Services pg 47

Capital Ambition Priority 1: **Working for Cardiff**

Well-being Objective 1.1: Cardiff is a great place to grow up

For many children and young people in our city, Cardiff is a great place in which to grow up. Education provision and the achievements of learners are both improving. The city offers a wealth of opportunities in sports, leisure and culture. And as the economy develops, there are a widening range of job opportunities within reach. However, currently not all of our young people are benefitting, and we know that we need to do more to address this inequality in achievement, participation and progression in the working world.

Becoming a Child Friendly City

Cardiff is one of the five cities in the UK to be developing, in partnership with UNICEF UK, as a 'Child Friendly City'. This means we place the rights of children and young people at the heart of our policies and strategies; we involve young people in decision making and commit to addressing barriers which limit their lives.

Every School in Cardiff is a Great School

Education remains the top priority for young people in Cardiff, the most vital investment into the city's economy and the surest route out of poverty for individuals. That is why the city is committed to building on the progress of recent years to make sure that every school in Cardiff is a good or excellent school, and that the gap in educational outcomes, particularly for vulnerable young people and those from more deprived communities, is reduced. Projections indicate an increase of 5,700 (18%) in the number of primary school age pupils, and an increase of over 9,000 (37%) in the number of secondary school age pupils by 2036. With Cardiff's existing school system operating at or near full capacity, significant investment will be needed to build new schools and to refurbish and improve existing accommodation. Given the scale of the investment and importance of schools in communities, they must be at the heart of the city's approach to community life, with strong links to other public services to local people and community groups. Our vision is that all children and young people in Cardiff attend a great school and develop the knowledge,

skills and characteristics that lead them to become personally successful, economically productive and actively engaged citizens. To make 'every school a great school', we will continue to drive forward the strategic priorities included in Cardiff 2020.

Supporting Vulnerable Children and Families

Parents have the most significant influence on children and on their future lives. Outcomes for children are best when they are supported to grow and achieve within their own families, as they know them best. In all cases, we will adopt a 'Think Family' approach which looks at the family as a whole and co-ordinates support across the public services, tailored to each family's needs and strengths. Public and third sector partners including teachers, health practitioners, social workers, youth workers, third sector practitioners, early years practitioners and play workers will work together to deliver a joined-up approach to enable the right conversations to 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.

The identification and protection of vulnerable children needs to be everybody's business. Within our local communities we want individuals to feel empowered to identify where they feel a child is at risk, raising concerns that may not be picked up through the provision of universal services for families. This will be supported by a Children's Services approach which places an emphasis on prevention and early intervention to give children the best possible outcomes and better manage the pressure on public services.

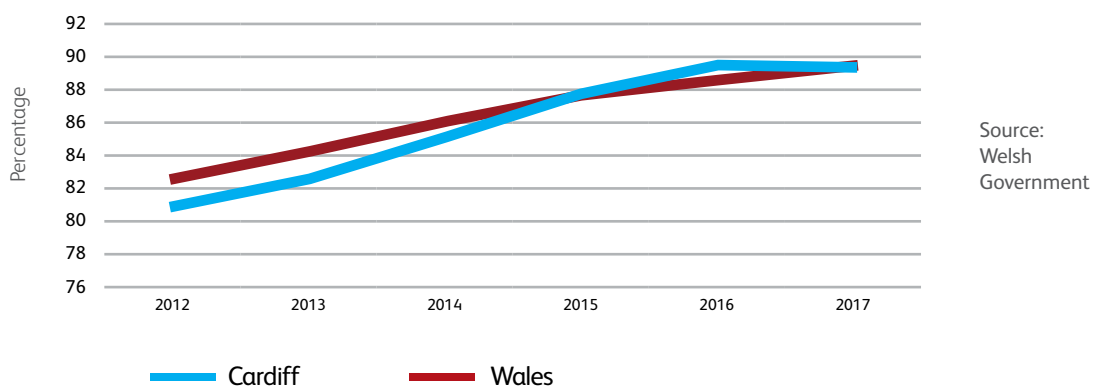


Measuring Progress against the Well-being Objective (Outcome Indicators)



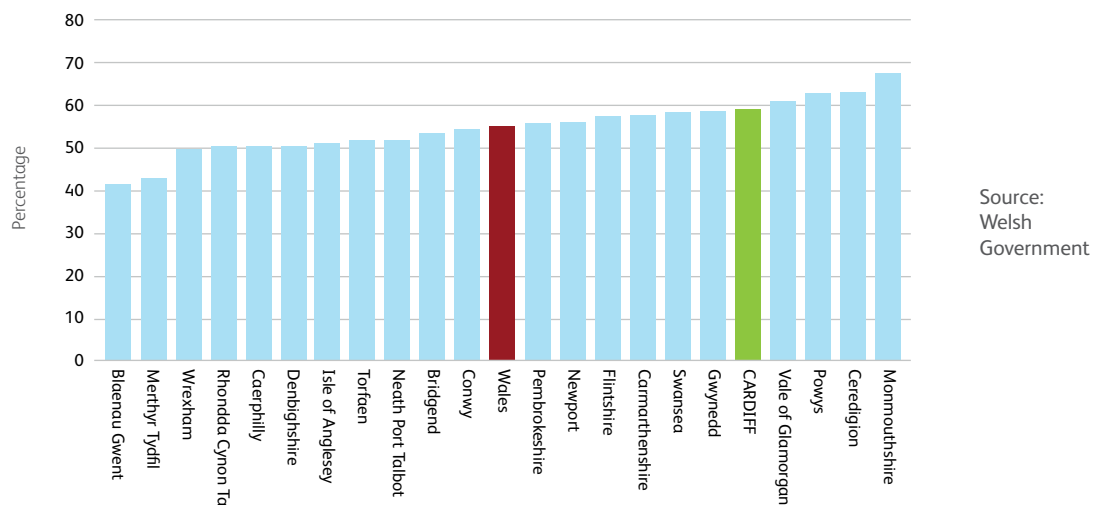
Improving City Performance: Achievement in Primary Schools

Percentage of Key Stage 2 Pupils Achieving the Expected Level (L4+) in the Core Subject Indicator, 2012-2017



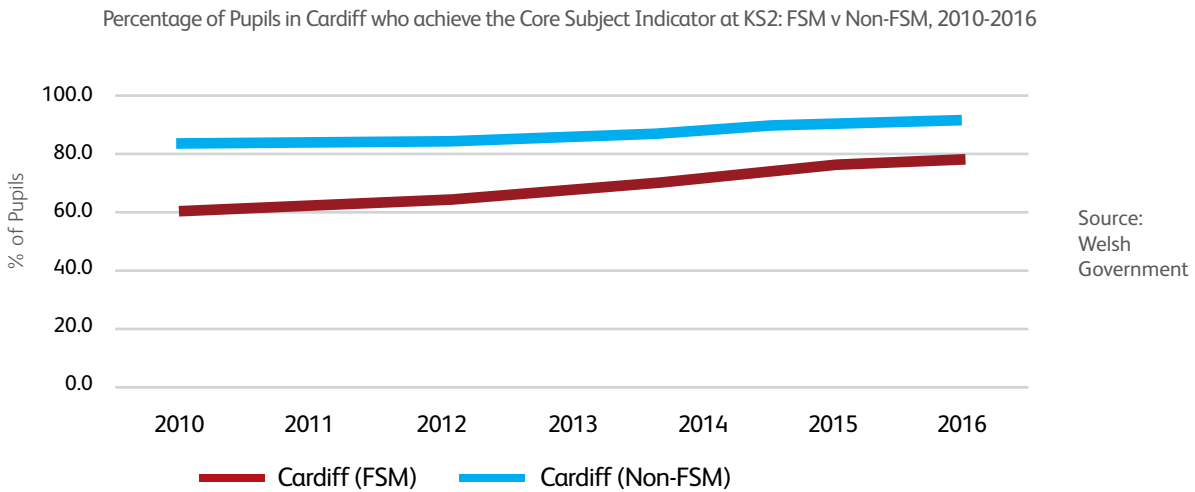
Improving City Performance: Achievement in Secondary Schools

Percentage of Key Stage 4 Pupils Achieving the Level 2+ Threshold (5 GCSEs A* - C, including English/Welsh & Mathematics) 2016/17

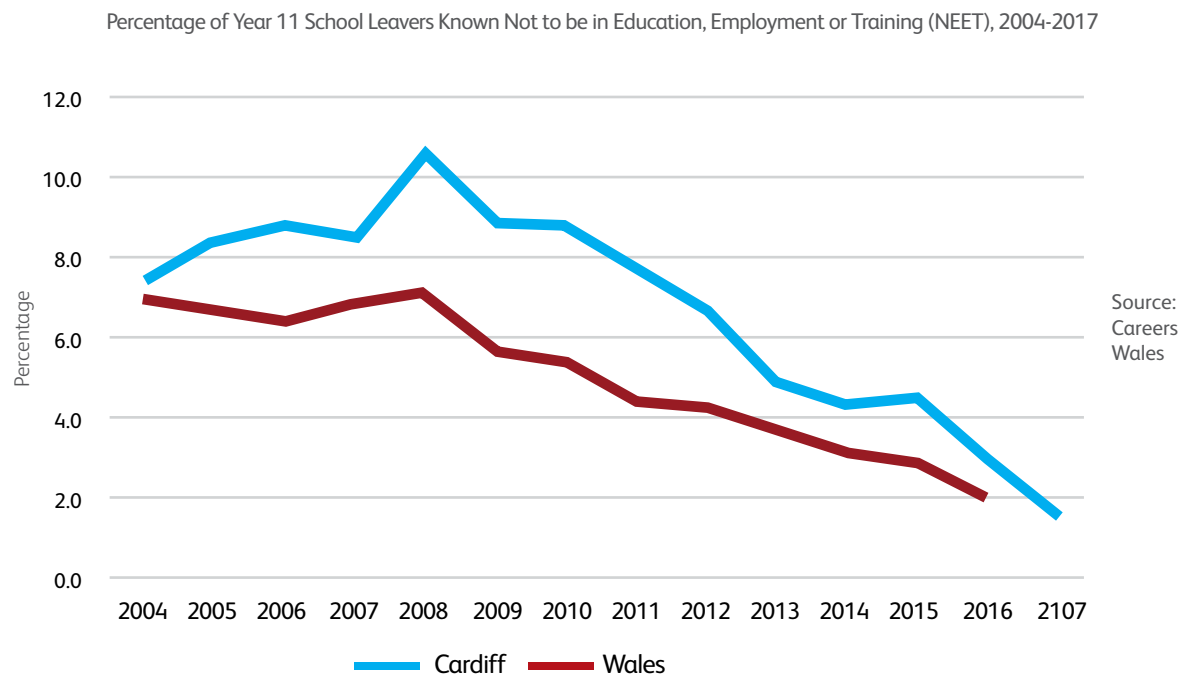




Closing the Inequality Gap: The attainment gap at the end of Primary School for those eligible for Free School Meals (FSM) and those not.



Closing the Inequality Gap: 16 year olds not in education, employment or training. (2017 data for Cardiff is provisional; data for Wales is not yet available.)



What we will do to make Cardiff a great place to grow up

Steps	Lead Member	Lead Directorate
Promote and fulfil Children’s rights by building a Child Friendly City in partnership with UNICEF UK, over the three years to 2021.	Cllr Sarah Merry	Education & Lifelong Learning
Continue to raise standards achieved by learners in Cardiff schools and support schools in developing the ‘Successful Futures’ curriculum to be in operation by September 2022.	Cllr Sarah Merry	Education & Lifelong Learning
Improve the educational attainment of pupils eligible for free school meals by: <ul style="list-style-type: none"> • Highlighting and transferring best practice in schools which are effective in ensuring that economic disadvantage does not limit educational achievement. • Increasing the level of challenge and support to schools where pupils eligible for free school meals are underperforming. 	Cllr Sarah Merry	Education & Lifelong Learning
Deliver a strengthened programme of academic and vocational provision for learners educated outside of mainstream settings, to improve learner outcomes during the academic year 2017/18 and beyond.	Cllr Sarah Merry	Education & Lifelong Learning
Reshape and enhance specialist provision and services for pupils with additional learning needs to ensure sufficient, high quality places are available to meet the current and projected need from 2017 - 2022.	Cllr Sarah Merry	Education & Lifelong Learning
Complete the remaining schemes within the £164m ‘Band A’ programme of investment in schools , which will result in the opening of: <ul style="list-style-type: none"> • Five new primary schools, including two welsh medium schools by Autumn 2018 • One new secondary school by Spring 2019. 	Cllr Sarah Merry	Education & Lifelong Learning
Deliver the new schemes within the £284m ‘Band B’ programme of school investment from April 2019 to 2024 to: <ul style="list-style-type: none"> • Increase the number of school places available. • Improve the condition of school buildings. • Improve the teaching and learning environment. 	Cllr Sarah Merry	Education & Lifelong Learning
Address the maintenance backlog in schools, as part of a wider programme of Asset and Estate management , targeting increased investment in schools that require priority action by March 2019.	Cllr Sarah Merry & Cllr Russell Goodway	Education & Lifelong Learning, and Economic Development

Steps	Lead Member	Lead Directorate
<p>Support young people into education, employment or training by delivering the Cardiff Commitment, which will include:</p> <ul style="list-style-type: none"> Engaging city businesses to open up careers and enterprise opportunities to schools; Implementing a digital platform to empower schools, young people and business to connect; Introducing programmes of support to enable vulnerable young people to progress into employment; Transforming information management processes to identify, track and support young people pre and post 16. 	Cllr Sarah Merry	Education & Lifelong Learning
<p>Ensure the best outcomes for children and young people for whom the Council becomes responsible by:</p> <ul style="list-style-type: none"> Embedding the Corporate Parenting Strategy across the Council and partners by March 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children. Improving the Council's capacity to commission and provide high-quality, cost-effective placements within the Cardiff area, reducing the need for Looked After Children to be placed out of area by March 2023. Improving the reach and effectiveness of support to care leavers by strengthening the Bright Starts Traineeship Scheme during 2018/19. 	Cllr Graham Hinchey	Social Services
<p>Embed the Disability Futures Programme by March 2023 to develop and implement remodelled services for disabled children, young people and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for disabled young people and their families.</p>	Cllr Graham Hinchey & Cllr Susan Elsmore	Social Services
<p>Enhance Early Help by March 2022 to support children and families before their needs escalate to the point that they require statutory interventions by:</p> <ul style="list-style-type: none"> Agreeing a refreshed Early Help / Preventative Strategy Piloting a 'Children First' approach during 2018/19 to join up multi-agency preventative services and funding in order to improve early help to children and families in Ely and Caerau. Identifying opportunities to deploy grant streams more effectively under new "Funding Flexibilities" arrangements. 	Cllr Graham Hinchey	People & Communities, Social Services and Education & Lifelong Learning
<p>Commission an independent review of the effectiveness of the Multi Agency Safeguarding Hub in consultation with the Regional Safeguarding Board and consider recommendations for change / improvement with a view to implementing changes by March 2020.</p>	Cllr Graham Hinchey & Cllr Susan Elsmore	Social Services

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
The percentage of schools categorised as 'Green' <ul style="list-style-type: none"> • Primary • Secondary • Special 	58% 44% 71%
The average Capped Nine Points Score achieved by Key Stage 4 pupils (<i>This calculation is based on a pupil's results from nine of the qualifications available in Wales.</i>)	370
The percentage of pupils achieving the Level 2+ threshold at the end of Key Stage 4 (pupils achieving 5 GCSEs A*-C including English or Welsh and Mathematics)	65%
The percentage of pupils achieving the Level 1 threshold at the end of Key Stage 4 (5 GCSEs A*-G)	95.4%
The percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 2	90.2%
The attainment gap in the Core Subject Indicator at the end of Key Stage 2 for those eligible for Free School Meals (FSM) and those not.	12
The attainment gap in the Level 2+ threshold at the end of Key Stage 4 for those eligible for Free School Meals (FSM) and those not.	30
The percentage of children securing one of their first three choices of school placement <ul style="list-style-type: none"> • Primary • Secondary 	95% 82%
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training	98.5%
The percentage attendance <ul style="list-style-type: none"> • Primary • Secondary 	95.2% 94.5%
The percentage of Children Looked After by Cardiff Council that achieve the Level 2+ threshold at the end of Key Stage 4	25%

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
The percentage of Children Looked After by Cardiff Council that achieve the Core Subject Indicator at the end of Key Stage 2	77%
The percentage of children in regulated placements who are placed in Cardiff	63%
The number of schools designated as Rights Respecting Schools in Cardiff	22
The percentage of children receiving support from the Adolescent Resource Centre (edge of care) who are receiving 12 or more hours of education provision	New Indicator, Baseline being set
The percentage attendance of looked after pupils whilst in care in secondary schools	95%
The percentage of all care leavers in education, training or employment 12 months after leaving care	62%
The percentage of referrals to the Multi Agency Safeguarding Hub that meet the intervention threshold.	New Indicator, Baseline being set

Well-being Objective 1.2:

Cardiff is a great place to grow older

As the city grows, and life expectancy continues to increase, the number of older people living in Cardiff aged between 65 and 84 is expected to rise significantly; over 44% in the next 20 years. The number of people aged 85 and older is also expected to nearly double by 2030. At the same time, older people will increasingly become an important asset to the city, making a significant contribution to the economy and our local communities.

These demographic changes will place additional and significant pressures on public service delivery in Cardiff, particularly in terms of health and social care provision. The cost of delivering social care is already increasing, with a 50% rise in costs for delivering services for older people between 2011 and 2016 (£21.3m to £31.9m). There is no sign of these pressures relenting.

Joining up Social Care, Health and Housing

There is a need to find working solutions to both immediate social care pressures and longer-term challenges. Working in ever-closer partnership with the Health Service and the third sector, joining up our services at a community level, working closely with partners – including voluntary groups, unpaid carers and volunteers – will be crucial to ensuring that as many people as possible are supported to live fulfilled and independent lives in their communities.

To reduce demand and cost pressures on public services at a time of reducing budgets, there is a need to re-focus investment on prevention and promoting independent living. This is not only a more sustainable approach to meeting an individual's needs in later life, but will also deliver better health outcomes.

The adoption of a preventative approach within social care, health and housing services will be of central importance. This will require the accelerated integration of public services for older people that are delivered in Cardiff, including joining up our resources and services at a community level. It will also underpin the continued development of a full range of preventative services that are geared towards reducing the demand pressures of an ageing population and can empower people to live independently in their home.

Age Friendly and Dementia Friendly City

The city's ageing population, especially those with long-term medical conditions or chronic health issues such as dementia, will place increasing demands on health and social care services. For example, by 2035, it is predicted that over 6,000 people in Cardiff will be living with dementia, up from 3,400 people today.

Cardiff's status as an age-friendly and dementia friendly city will require structures to be adapted and services to be accessible to, and inclusive of, older people with varying needs and capacities. Additional community and primary care services will be required to meet the needs of those older people with specific medical conditions or more complex care needs. This means ensuring that policies and programmes of work that focus on the needs of older citizens, particularly those who are most disadvantaged, are central to the work of service providers. Assessment, diagnosis and care planning practices will require genuine collaboration with older people, their carers and their families, so that their care plan reflects what is important to them and achieves the outcomes they value.

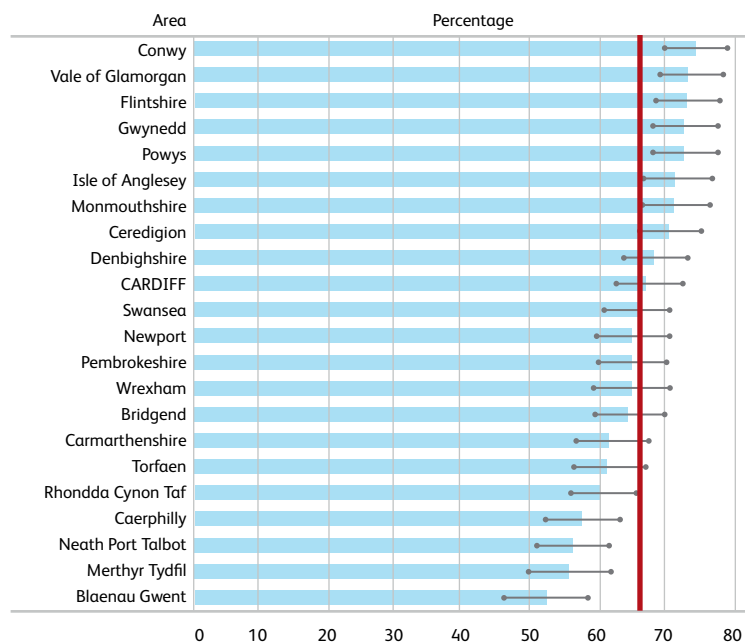
In order to help meet the health and social care needs of an ageing population in Cardiff, it will be important that new communities are designed in a way that accommodates the needs of older people, including the development of new housing that supports extra care provision and promotes independent living. This will need joint planning and provision of a range of future accommodation options to meet the demand for housing and enable people to remain at home. There is also a need to tackle social isolation and loneliness within local communities through the development of accessible, local and strong community networks to support the needs of older people where they live. Enabling older people to play a role in their communities, developing inter-generational services and improving access to community activities can dramatically improve physical and mental health, reducing the risk of falls and helping older people enjoy independent lives for longer.

Measuring Progress against the Well-being Objective (Outcome Indicators)



Improving City Performance: Health in Older People

Percentage of people aged 65+ who reported their general health as being very good or good

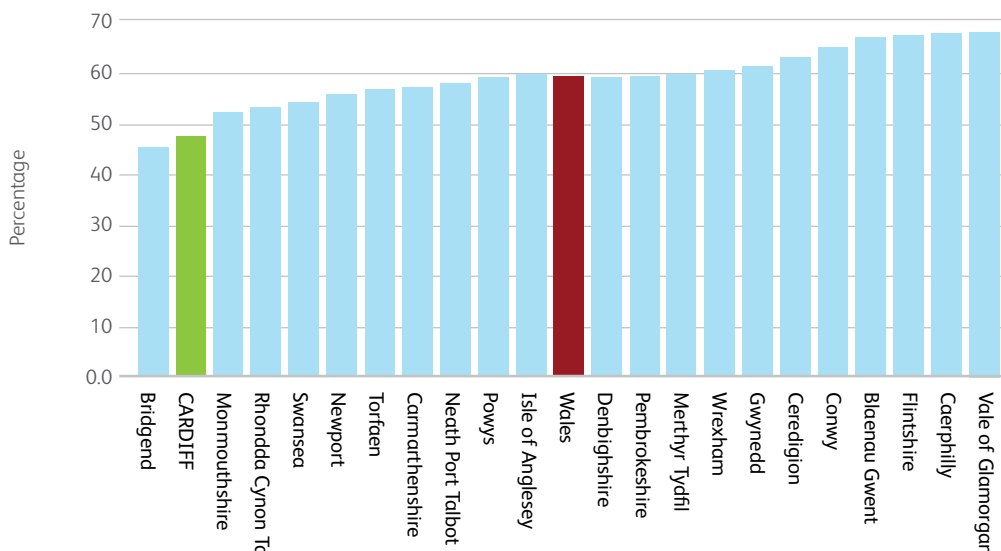


Source: Public Health Wales



Improving City Performance: Quality of Local Social Care Services

Percentage of People that Agree Good Social Care Services are Available in the Area, 2016-17



Source: National Survey for Wales, Welsh Government

What we will do to make Cardiff a great place to grow older

Steps	Lead Member	Lead Directorate
<p>Empower people to remain independent at home and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living. Key activities will include:</p> <ul style="list-style-type: none"> • Promoting the First Point of Contact Service to prevent unnecessary hospital admissions; • Developing a First Point of Contact (hospitals) to integrate more effectively hospital discharge; • Extending the scope of services to the Independent Living Services; • Extending Direct Payments to more people; • Establishing re-ablement as the unifying model for the provision of community based domiciliary care. 	Cllr Susan Elsmore	People & Communities, and Social Services
<p>Deliver the older person’s strategy to support independent living, including fully understanding their housing needs and aligning work between People & Communities, Health and Social Services.</p>	Cllr Lynda Thorne	People & Communities
<p>Consolidate Cardiff’s status as a recognised Dementia Friendly City during 2018/19 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society. This will include:</p> <ul style="list-style-type: none"> • Phase 1: Refurbishing existing day centres to provide dementia support; • Phase 2: Establishing a specialist dementia day service in partnership with the University Health Board. 	Cllr Susan Elsmore	Social Services
<p>Address social isolation and enhance quality of life of older people by developing inter-generational working within schools, community groups, leisure centres and private sector partners.</p>	Cllr Susan Elsmore	People & Communities

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
Adults who are satisfied with the care and support they received.	New indicator, baseline being set
Adults reporting that they felt involved in any decisions made about their care and support.	New indicator, baseline being set
The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services.	95%
The percentage of adults who completed a period of re-ablement and have a reduced package of care and support 6 months later.	New indicator, baseline being set
The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services.	72%
The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date).	190
The percentage of Telecare calls resulting in an ambulance being called out.	10%
The percentage of people who feel reconnected into their community through intervention from day opportunities.	70%

Well-being Objective 1.3:

Supporting people out of poverty

Despite Cardiff's economic growth and success during the last 30 years, poverty and inequality persist within local communities. Over 60,000 people in Cardiff live in some of the most deprived communities in Wales. In addition, if the 'Southern Arc' of Cardiff from Ely in the West to Trowbridge in the East, which has a population of over 150,000, was considered as a local authority area in its own right, it would be by far the most deprived in Wales.

Socially Responsible Employers

An economy which creates more and better jobs, paying at or above the Living Wage, is vital to tackling poverty. Cardiff Council proudly pays staff the Real Living Wage, providing an honest day's pay for an honest day's work. The Living Wage Foundation also named Cardiff Council its Living Wage for Wales Champion for 2017-18 in recognition of the Council's 'outstanding contribution to the development of the Living Wage in Wales, above and beyond the requirements of accreditation.' The Council will continue to actively encourage other employers in the city to pay the Real Living Wage.

Public services in Cardiff employ nearly 46,000 people and contribute over £1bn of spend to the local economy. In addition to delivering vital public services, public bodies such as the Council are major employers who have the potential to make a real impact on tackling poverty in the city. This includes adapting procurement policies to deliver a greater amount of community benefits and increase spend in the local economy. It also includes promoting the Cardiff Commitment and creating employment opportunities, including apprenticeships and work placements, for local people, particularly young people, from Cardiff's most deprived communities.

Tackling Poverty

Tackling poverty is vital to creating a strong economy. A focus on creating more and better-paid jobs in Cardiff must therefore go hand-in-hand with effectively removing the barriers to work – whatever they may be for all citizens. This will require continued support for those affected by Welfare Reform as the transition to Universal Credit is rolled out, while providing effective, joined-up employment support services across the city. In the same way, the Council must help ensure that regeneration schemes, major projects and fast growing sectors are supported by appropriate skills and training programmes. Cardiff's emerging locality approach, which joins-up public services at a local level in a way that makes sense for each particular community, building on the success of the Community and Well-being Hub Model, will be the heart of the city's approach to tackling poverty. The reform of the Welsh Government's flagship anti-poverty

programmes also provides an opportunity to simplify and target funding, with the flexibility to respond to individual families' and communities' strengths and challenges.

Addressing Health Inequality

Capital Ambition makes clear that, despite the city's economic success, the proceeds of Cardiff's growth over recent decades have not been felt by all of the city's residents. The gap between the most and least prosperous communities in Cardiff is substantial, with economic inequalities aligning closely with health and educational inequalities across the city.

A number of the Steps within the Corporate Plan relate directly to health care and promoting healthy behaviour. More broadly however, the Corporate Plan is focused on addressing the social determinants of health inequality as identified by the influential and highly regarded Marmot Review. The Marmot Review is unequivocal that addressing health inequality is fundamentally contingent upon addressing the social determinants of ill-health, identifying the need to focus on six policy objectives:

- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and have control over their lives
- Create fair employment and good work for all
- Ensure healthy standard of living for all
- Create and develop healthy and sustainable places and communities
- Strengthen the role and impact of ill-health prevention.

Since the central focus of Capital Ambition – and therefore the Corporate Plan – is to address the significant inequalities in the city, the Council is well positioned to respond to addressing health inequalities, particularly given the alignment with Marmot's policy objectives.

It is anticipated that Health Impact Assessments will be a statutory requirement in 2019 and guidance will be issued later this year. As national guidance on undertaking Health Impact Assessments emerges this will provide a further opportunity to ensure that our planning and delivery framework has the fullest impact on promoting health and addressing health inequality.

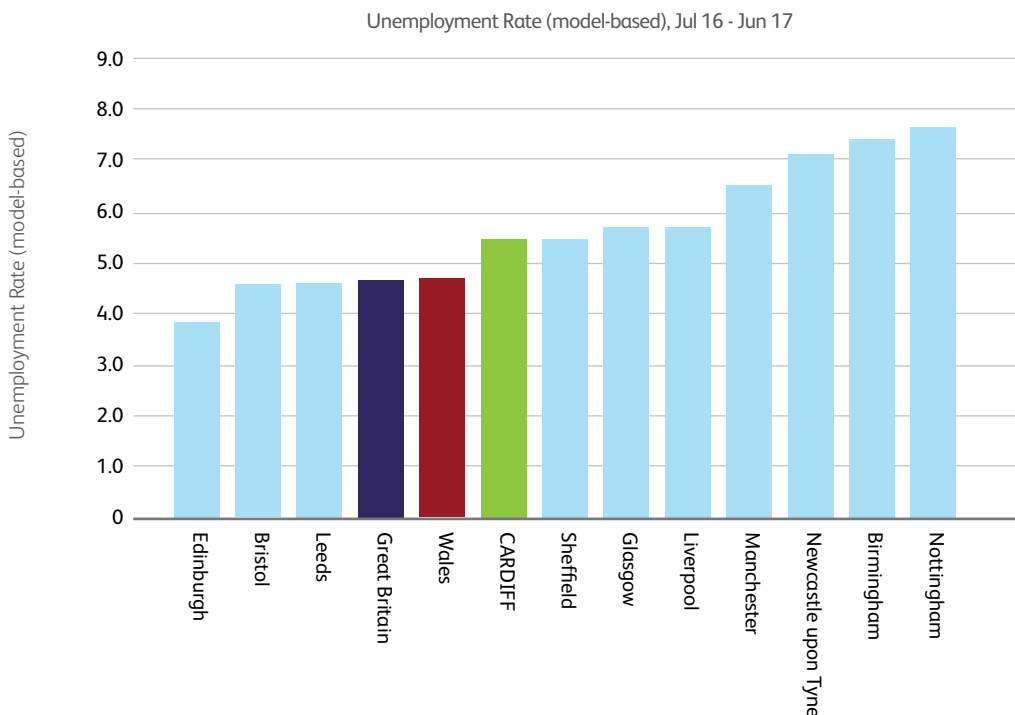
Tackling Homelessness and Rough Sleeping

There is no more striking instance of poverty and inequality than the sight of people sleeping rough on the streets of the nation's capital. What is more, the solution is not as straightforward as offering a roof and a warm bed. With nearly half of service users reporting experience of institutional care, substance misuse and other complex needs, delivering lasting solutions will require intensive collaboration. An integrated response across social care, health and housing will be needed, working with the city's regional partners to intervene early, as well as addressing the complex dependency issues faced by each individual.

Measuring Progress against the Well-being Objective (Outcome Indicators)



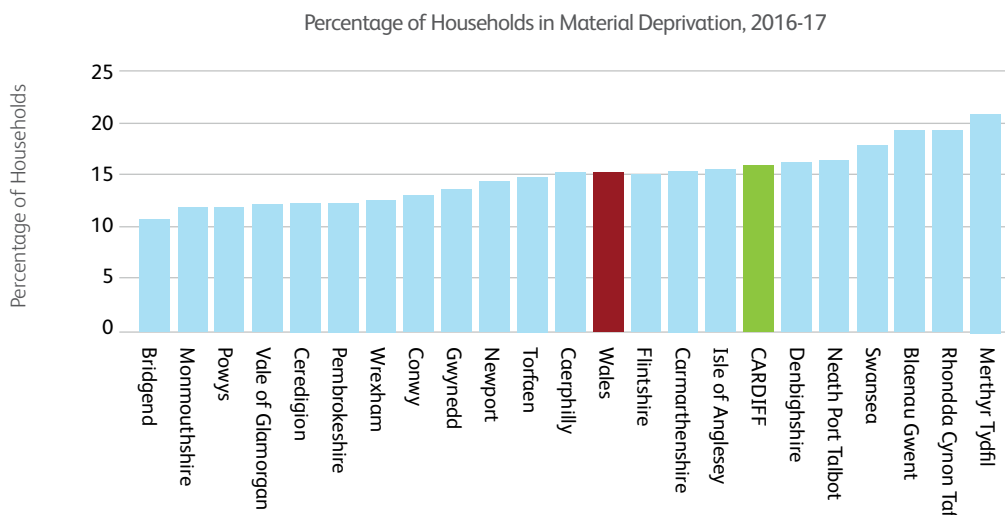
Improving City Performance: Levels of Unemployment



Source: Annual Population Survey, ONS



Closing the Inequality Gap: Levels of Poverty



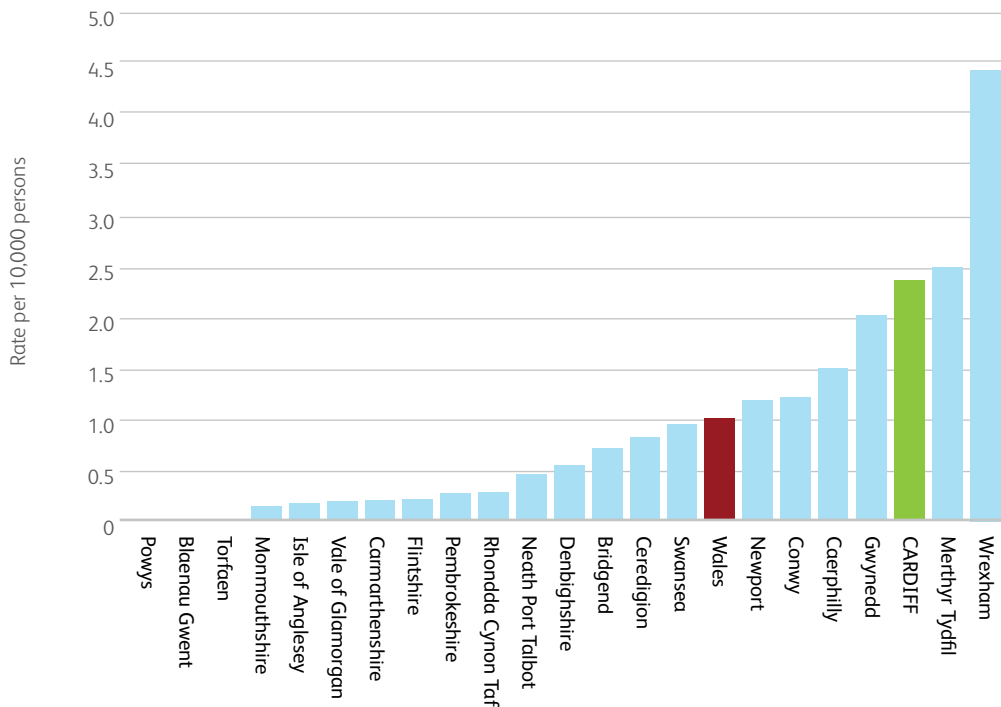
Source: National Survey for Wales, Welsh Government

Measuring Progress against the Well-being Objective (Outcome Indicators)



Closing the Inequality Gap: Levels of Rough Sleeping

Estimated No. People Sleeping Rough over 2 week period (10th-23rd Oct 2016)



Source: Welsh Government

What we will do to support people out of poverty

Steps	Lead Member	Lead Directorate
Act as an advocate for the Real Living Wage initiative and promote its adoption by the city's employers.	Cllr Huw Thomas	Resources
Better support people into work by integrating employment support services. This will include: <ul style="list-style-type: none"> Developing a new gateway into employment and mentoring services accessible across the city; Ensuring that Into Work Advice Services and Adult Community Learning fully align with the new employability service; Providing effective employer engagement and assistance into self-employment; Promoting and extending volunteering opportunities. 	Cllr Lynda Thorne	People & Communities
Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by <ul style="list-style-type: none"> Providing digital access and assistance across the city; Working with private landlords to identify how the Council can help them with the change; Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need; Developing a telephone advice line for customers. 	Cllr Lynda Thorne	People & Communities
Create more paid apprenticeships and trainee opportunities within the Council by March 2019.	Cllr Huw Thomas & Cllr Chris Weaver	Resources
Launch a Social Responsibility policy to ensure that local people and local communities benefit from the money the Council spends on goods and services by March 2019.	Cllr Chris Weaver	Resources
Use the new opportunities provided by Funding Flexibilities to work across directorates and funding streams, reviewing and realigning services.	Cllr Huw Thomas	People & Communities, and Education & Lifelong Learning
Deliver the Rough Sleeper Strategy to address rough sleeping in the city by: <ul style="list-style-type: none"> Implementing a 'No First Night Out' policy; Piloting new approaches, including a 'Housing First' model which moves rough sleepers straight from the streets into a home; Delivering the Give DIFFerently campaign. 	Cllr Lynda Thorne	People & Communities
Consider emerging guidance on undertaking statutory Health Impact Assessments to inform the development of the Corporate Plan 2019/22.	Cllr Huw Thomas	All

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
The number of people receiving into work advice through the Gateway.	43,000
The number of clients that have been supported into employment having received tailored support through the Gateway.	623
The number of employers that have been assisted by the Council's employment support service.	80
The number of opportunities created for paid apprenticeships and trainees within the Council.	100
The number of customers supported and assisted with their claims for Universal Credit.	1,500
Additional weekly benefit awarded to clients of the City Centre Advice Team.	£13 million
The number of rough sleepers assisted into accommodation.	168
The percentage of households threatened with homelessness successfully prevented from becoming homeless.	60%
The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service.	70%
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.	50%

Well-being Objective 1.4: Safe, Confident and Empowered Communities

Communities are at the heart of well-being. They play a vital role in connecting people with the social networks and the day to day services we all depend on. The Council will therefore prioritise activities to make sure that communities in Cardiff are safe, that people in Cardiff feel safe and that they have easy access to the services that they need. We will also continue to deliver services, at the local level, in a well-planned, connected and integrated way.

Safeguarding and Supporting Vulnerable People

One of the Council's first duties is to safeguard people in Cardiff – particularly vulnerable children and adults – from harm, abuse or other types of exploitation. An important part of this agenda involves supporting individuals in maintaining control over their lives and in making informed choices. Helping those who need care and support will remain a clear priority. The Council will continue to collaborate with partners, playing a lead role in protecting and safeguarding individuals who need care and support from abuse, neglect or any other kinds of harm.

Safe and Inclusive Communities

Cardiff is a safe city. Cardiff citizens are a third less likely to be the victim of crime than a decade ago. However the perception is very different and the fear of crime has not decreased. Citizens do not have the confidence that they, their families and their communities are safe. And while Cardiff is safe for the overwhelming majority, a small number of people – particularly children and women – are subject to abuse, violence and exploitation. The Council will work with partners to develop new and integrated approaches to protect individuals at risk, as well as tackling community safety issues in our local communities.

More broadly, cities must be vigilant against the threat posed by the tiny minority who do not share our values. It is recognised that countering the threat of all forms of radicalisation and extremism can only be achieved by working in close partnership with organisations and communities. The Council will nurture community cohesion – the sense of belonging felt by communities, and the strong and positive relationships within them – and understanding, where individuals have the opportunity to connect and become engaged with their community.

Regenerating Local Communities and Citizen Centred Services

The Council will seek to empower communities by aligning community services, making sure that developments and investments in local communities are well-planned and maximising the impact of public investment through a new approach to 'locality working', building on the success of the Community Hub programme.

Work will be undertaken to promote relationships within communities with a strong focus on civic engagement. Just over a quarter of people in Cardiff are participating in some form of volunteering through charities, youth groups, environmental and faith groups. Volunteering makes communities more resilient, and helps people gain confidence, learn new skills and give back to those around them, benefiting community cohesion.

We know that more people want to volunteer than currently do and the Council has a role to play in helping people support the city they live in. This forms an important part of the New Deal approach, with Cardiff residents and the Council working together to address the issues affecting the city and realise our shared ambitions.

Supporting Sports, Leisure, Culture and Green Spaces

Healthy communities require access to a range of leisure facilities, including parks, green spaces as well as sports and leisure facilities. The Council will work to increase participation in sport and physical activities, unlocking continued support for sporting, play and physical activity facilities, particularly in the city's most deprived communities.

Culture in Cardiff is one of the main reasons why people love living here. Our theatres, music venues, and museums are at the heart of what the city has to offer. Learning about the city's heritage boosts community pride and strengthens a sense of place. By working in partnership with Cardiff's cultural communities we can encourage public engagement with art and culture whilst nurturing and promoting the wealth of artistic talent and activity already present in Cardiff.

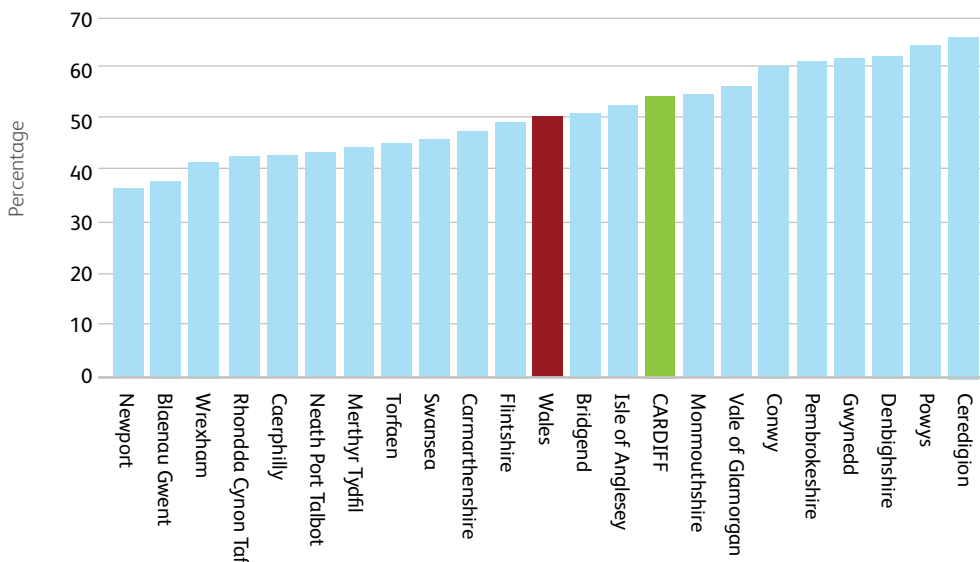
Supporting the Welsh language is a key step towards creating a truly bilingual capital city and the Council will continue to deliver on its commitments to making this a reality.

Measuring Progress against the Well-being Objective (Outcome Indicators)



Improving City Performance: Community Cohesion

Percentage of People Agreeing that they Belong to the Area; That People from Different Backgrounds Get on Well Together; and that People Treat Each Other with Respect, 2016-17

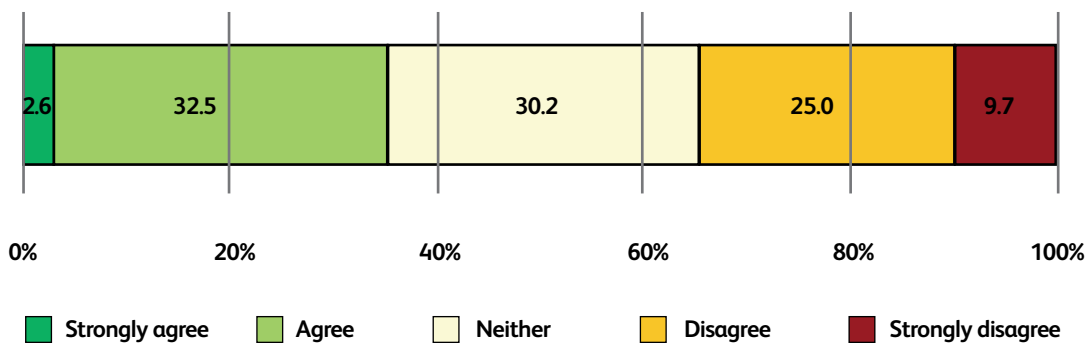


Source: National Survey for Wales, Welsh Government



Improving City Performance: People who feel they have a voice in shaping Council services

I am able to have a say on local issues or how public services are run in my community

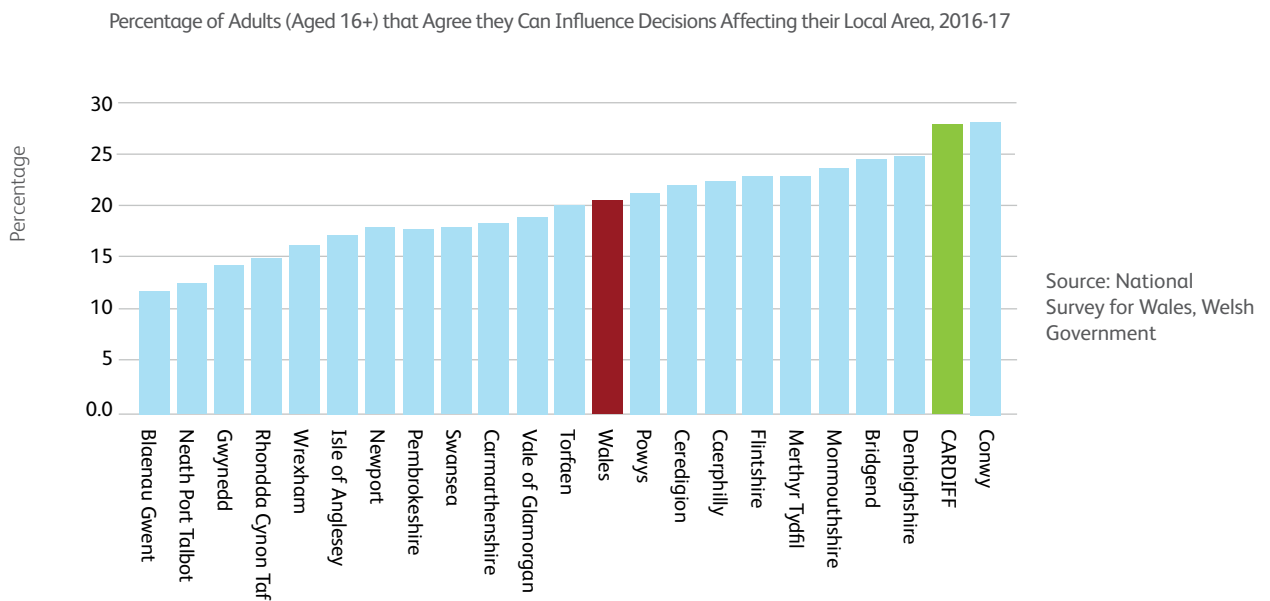


Source: Ask Cardiff 2017

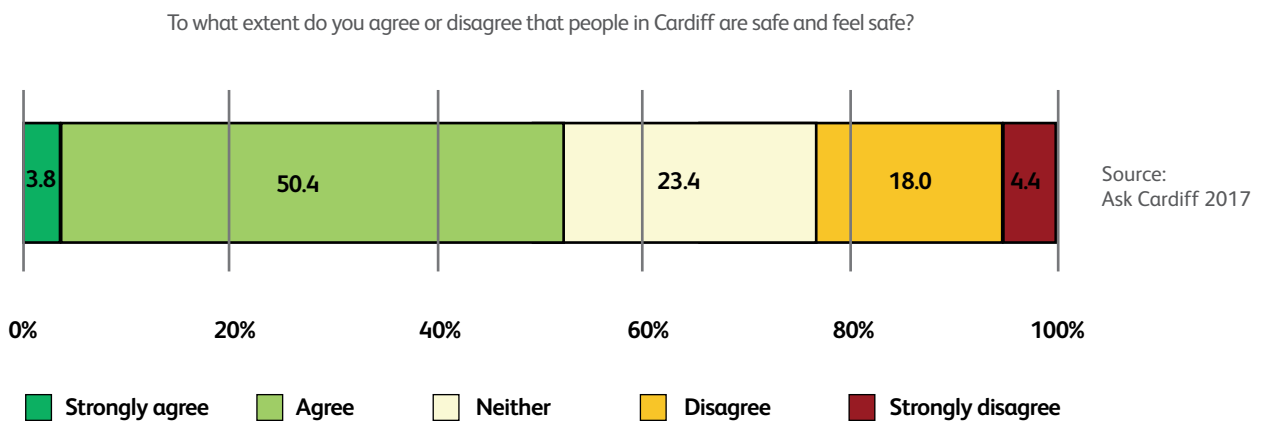
Measuring Progress against the Well-being Objective (Outcome Indicators)



Improving City Performance: Adults Who Feel They Can Influence Local Decisions



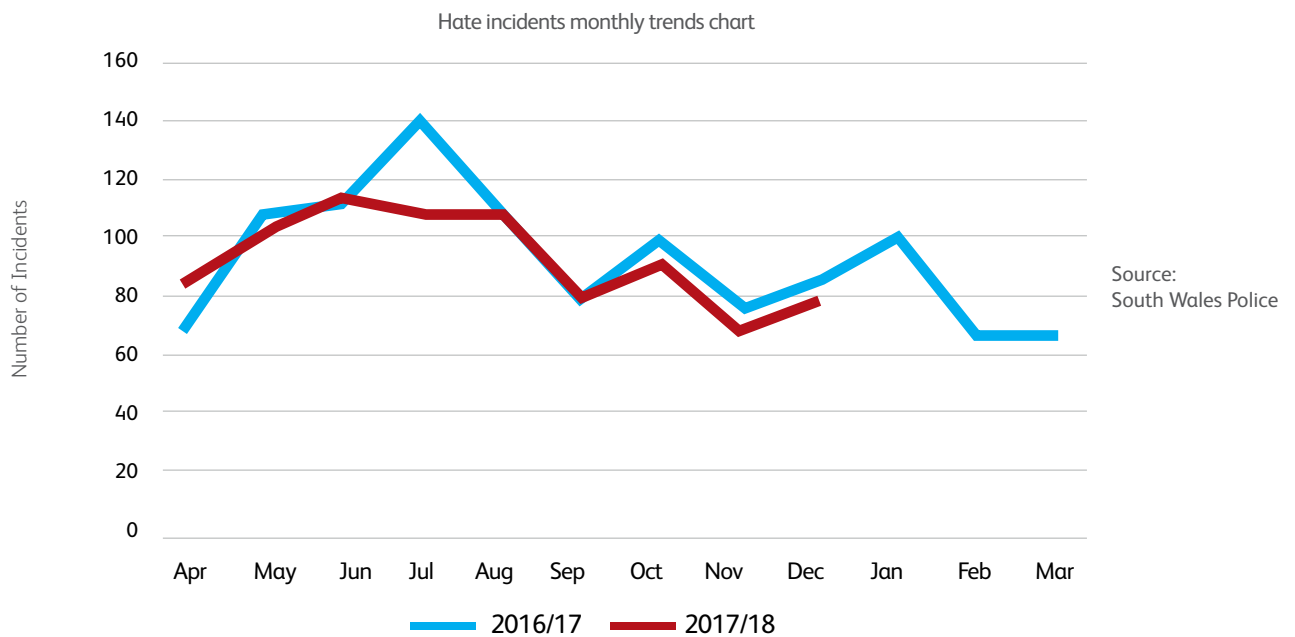
Improving City Performance: Community Safety



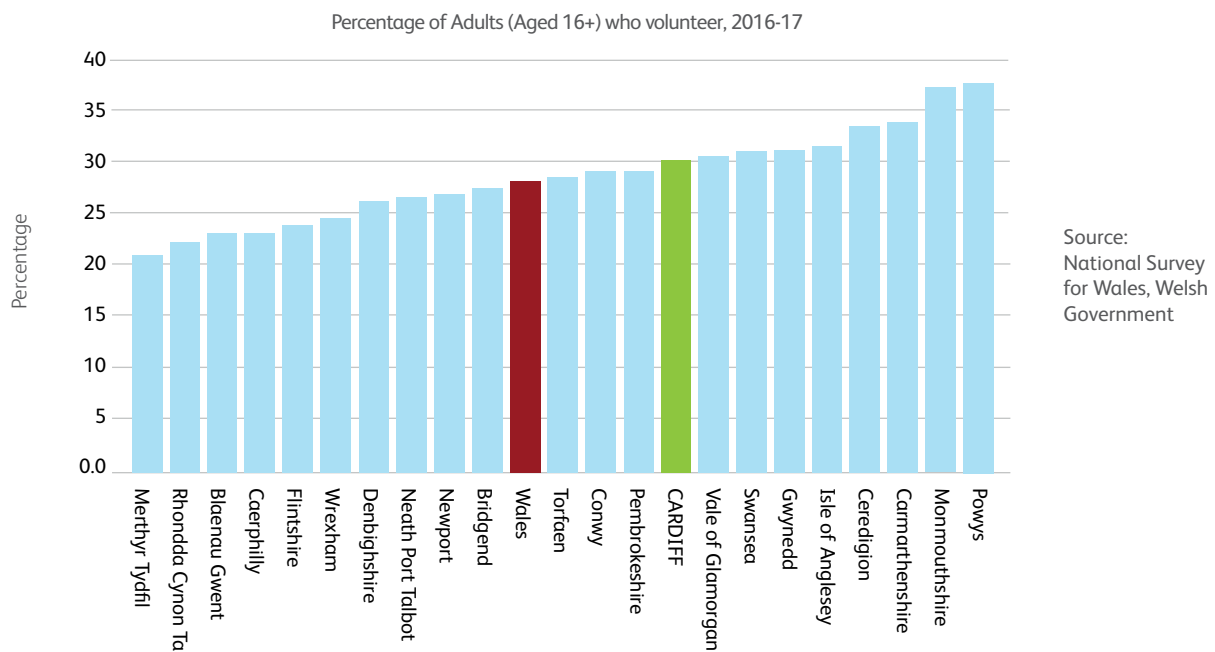
Measuring Progress against the Well-being Objective (Outcome Indicators)



Closing the Inequality Gap: Increase the Confidence of Victims to Report Hate Crime - to Get a Sense of the Scale of Hate-Related Discrimination in Cardiff



Closing the Inequality Gap: Number of Volunteers in Cardiff



What we will do to create safe, confident and empowered communities

Steps	Lead Member	Lead Directorate
<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> Revising the Child Sexual Exploitation Strategy by March 2019 to encompass new and emerging themes of child and adult exploitation; Raising awareness among public and professionals safeguarding issues for the duration of the plan; Continuing implementation with key partners of the ‘Signs of Safety’ model, a strength-based, whole-service methodology for working with children and families in need of care and support for completion by 2022; Designing and implement a parallel model in Adult Services by 2022. 	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services
<p>Respond to the Parliamentary Review of Health and Social Care in Wales, which makes the case for reforming Wales’ health and care system, particularly the way care and support is provided.</p>	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services, and People & Communities
<p>Ensure that the Council’s Corporate Safeguarding Strategy is implemented.</p>	Cllr Chris Weaver	All
<p>Continue to develop and support the workforce by implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016 and ensuring that all relevant professionals are appropriately qualified by 2020.</p>	Cllr Susan Elsmore & Cllr Hinchey	Social Services
<p>Continue to implement a sustainable finance and service delivery strategy across Children’s and Adult Services throughout 2018/19, where the commissioning and delivery of services is evidence-based, outcome-focussed and commercially sound.</p>	Cllr Graham Hinchey & Cllr Susan Elsmore	Social Services
<p>Empower people with a learning disability to be more independent by developing a Regional Learning Disabilities Strategy by March 2019.</p>	Cllr Susan Elsmore	Social Services
<p>Help prevent violence against women, domestic abuse and sexual violence by developing a regional strategy, implementing the newly-commissioned services for female victims and exploring a regional service for male victims by summer 2018.</p>	Cllr Susan Elsmore	People & Communities
<p>Prevent children entering the criminal justice system and work with those already in the criminal justice system to reduce their reoffending through the interventions delivered by the Cardiff Youth Offending Service.</p>	Cllr Graham Hinchey	Social Services
<p>Implement the National Community Cohesion Action Plan 2017/2020, and undertake a review of the Local Delivery Plan in April 2018. Activities will include:</p> <ul style="list-style-type: none"> Working collaboratively with the Welsh Government to support engagement with communities experiencing exclusion or prejudice; Supporting the National Hate Crime Report and Support Centre by encouraging victims of hate crime to report incidents to the police or third-party reporting centres. 	Cllr Lynda Thorne	Resources
<p>Review and reform the Community Safety Partnership governance and delivery arrangements to focus on shared priorities by October 2018.</p>	Cllr Lynda Thorne	Resources
<p>Tackle substance misuse in the city by undertaking a review of the risk factors with a focus on supporting young people.</p>	Cllr Lynda Thorne	Resources

Steps	Lead Member	Lead Directorate
<p>Deliver the Night Time Economy Strategy – working with Public Services Board partners.</p>	Cllr Lynda Thorne	Resources
<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none"> • Completing the further development of the Butetown Pavilion Scheme; • Completing a new retail parade of 9 shop units as part of the Maelfa redevelopment by Spring 2019; • Launching a further round of the Neighbourhood Renewal Schemes programme by Autumn 2018; • Exploring opportunities for further long-term investment through the Targeted Regeneration Investment Programme. 	Cllr Lynda Thorne	People & Communities
<p>Drive up standards in the private rented housing sector by taking enforcement action against rogue agents and landlords letting and managing properties.</p>	Cllr Lynda Thorne	Planning, Transport & Environment
<p>Continue to develop the Community Hub and Well-being programme in collaboration with the University Health Board and other partners. Activities include:</p> <ul style="list-style-type: none"> • Completing the extended St Mellons Community Hub by Summer 2018; • Working with partners to investigate other Hub projects such as: <ul style="list-style-type: none"> - Developing additional library-based Hub facilities; - Developing a network of youth service Hubs. 	Cllr Lynda Thorne & Cllr Susan Elsmore	People & Communities
<p>Deliver Phase 2 of the neighbourhood partnership scheme to:</p> <ul style="list-style-type: none"> • Give people a voice in shaping Council services; • Better connect people with local service providers and activities in their neighbourhoods. 	Cllr Lynda Thorne	People & Communities, and Resources
<p>Promote and support the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by:</p> <ul style="list-style-type: none"> • Delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2017-2022; • Expanding the provision of Welsh medium education and promoting Welsh in English medium education. 	Cllr Huw Thomas & Cllr Sarah Merry	Governance & Legal Services, and Education & Lifelong Learning
<p>Establish a more strategic approach and develop a programme for allocating capital contributions designed to deliver improvements to our parks and green spaces.</p>	Cllr Peter Bradbury	Economic Development
<p>Work with partners to develop a strategic plan for the development of sport in the city that secures an increase in participation and attracts investment in our facilities.</p>	Cllr Peter Bradbury	Economic Development
<p>Work with our network of 'Friends of' and volunteer groups to engender a sense of ownership within local communities in the management and development of our parks and green spaces, and to secure improvements in local environmental quality.</p>	Cllr Peter Bradbury	Economic Development
<p>Develop a new major events strategy by 2019 to deliver events in the city for the next 5 years.</p>	Cllr Peter Bradbury	Economic Development
<p>Support the development of the creative sector and help unlock investment opportunities by working with partners from the Universities and the Creative Economy on bids to the Arts, Humanities and Research Council.</p>	Cllr Peter Bradbury	Economic Development

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
The percentage of Council Staff completing Safeguarding Awareness Training.	50%
The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff.	100%
The total number of children and adults in need of care and support using the Direct Payments Scheme (local).	910
The percentage of Children's Services Social Work Vacancies.	18%
The number of children entering the criminal justice system.	5% reduction
The percentage of customers satisfied with completed regeneration projects.	70%
The number of visitors to libraries and Hubs across the city.	3,300,000
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/I got what I needed'.	95%
The number of visits (hits) to the volunteer portal.	50,000
The number of Council employees who have undertaken Welsh Language Awareness training.	Increase current levels
The number of Council employees who have undertaken Welsh Language training.	Increase current levels
The number of Green Flag Parks and Open Spaces.	12
The number of volunteer hours committed to parks and green spaces.	18,000
The number of individuals participating in parks/ outdoor sport.	170,000
Total number of children aged 7-16 engaged in Sport Cardiff-led activities.	30,000
The number of attendances at our leisure facilities.	1,499,369
Attendance at Commercial Venues.	879,800

Capital Ambition Priority 2: **Working for Wales**



Well-being Objective 2.1: A Capital City that Works for Wales

Cardiff's regeneration story is a significant one. It has been transformed from a city weighed down by de-industrialisation in the 1970s to one of the most competitive in the UK. It is a young and talented city with a growing business base, a start-up culture and a thriving visitor economy. If we are to continue to deliver for the people of Cardiff and Wales however, we cannot stand still. We will therefore have a relentless focus on delivering more, and better, jobs for the people of Cardiff. The momentum seen in both the Central Square development and in Cardiff University's Innovation System demonstrates that we are well placed to respond to the challenge.

We will therefore build a more **Connected Capital**, securing investment in the physical and digital infrastructure that unleashes the potential of our city's people. We need to upgrade our city infrastructure to support the development of more home-grown business and attract more inward investment. Moving beyond City Deal, our role as the driver of the city-region economy must be promoted and exploited. Cardiff must also continue to be an outward looking, international city, acting as the connecting point between Wales and the world.

We will build on our success as a **Business Capital**, with a relentless focus on creating new jobs and opportunities for people in Cardiff and across the city-region, raising productivity for the city and for the nation. We know that whilst Cardiff has been successful in developing and attracting jobs we need to continue to climb the value chain. We also know that if we are to raise income levels we will need to become more productive.

We will develop a more **Inclusive Capital** by providing a range and choice of jobs across the city so that everyone can access an opportunity to reach their full potential. We must ensure big city projects translate into economic prosperity, and the benefits need to be felt in all of the city's communities.

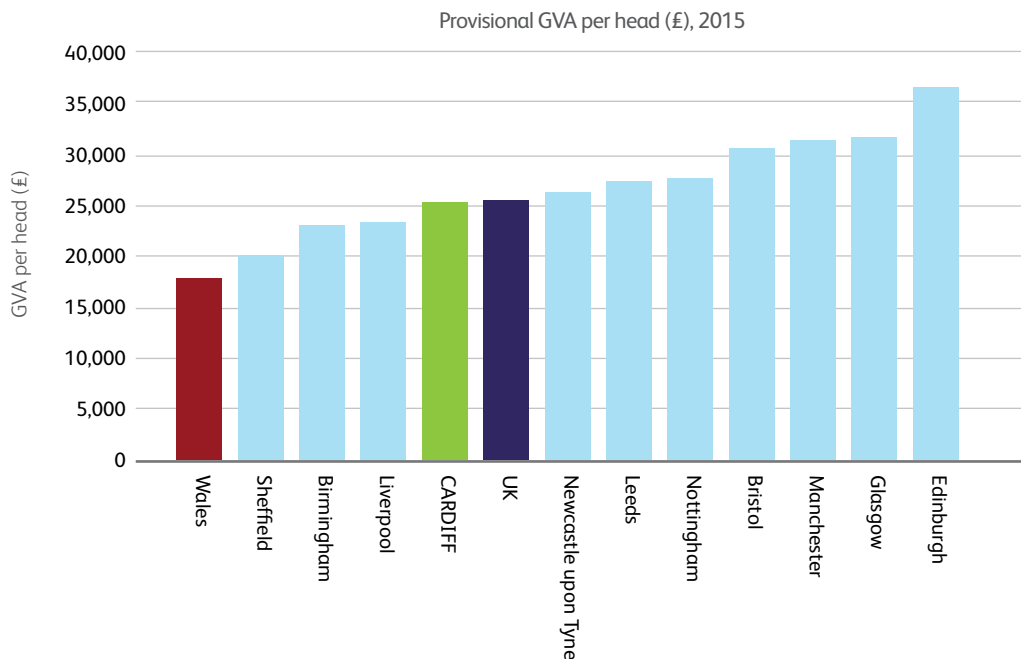
We will build a **Smarter Capital**, working with partners to leverage the investment potential of key high-value sectors: the creative and digital industries, and financial and professional services - sectors in which Cardiff already has companies with international significance. Our universities need to become central to our ambitions in the way that they have not been in the past. The Council also needs to engage more with business and embrace the full potential of public private partnerships which have served the city so well in the past.

Cardiff has developed a deserved reputation as a **sporting and cultural Capital City**. From the Champions League to local park-runs, sport and leisure has an impact on all aspects of city life. Investment in sporting infrastructure has focussed on the west of the city, and opportunities remain to build on this to cement the city's position not only as a place where major sporting events take place, but also one with world class facilities for use by elite athletes through to those in the local community. We will continue to invest in the city's sporting infrastructure and ensure a full programme of international events.

Measuring Progress against the Well-being Objective (Outcome Indicators)



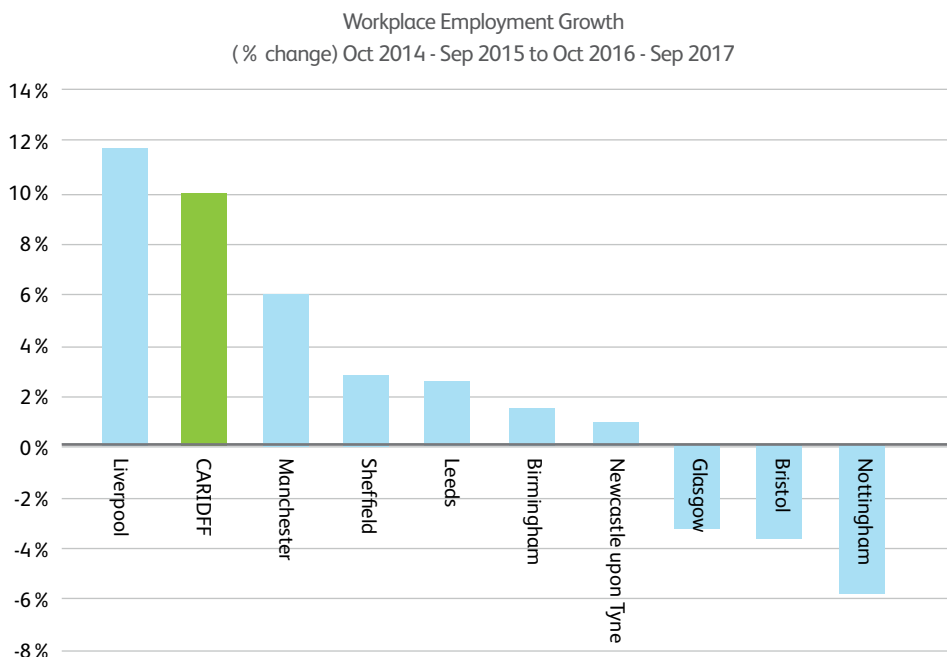
Improving City Performance: Gross Value Added Per Person



Source: Nomis, ONS



Improving City Performance: Employment Growth

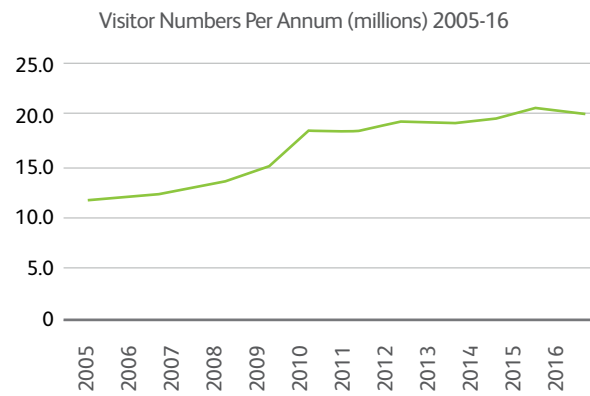
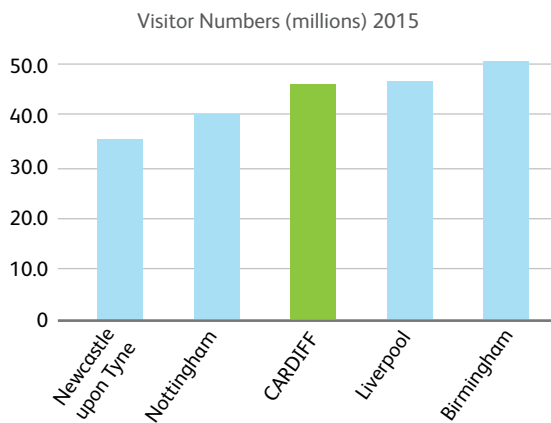


Source: Nomis, ONS

Measuring Progress against the Well-being Objective (Outcome Indicators)



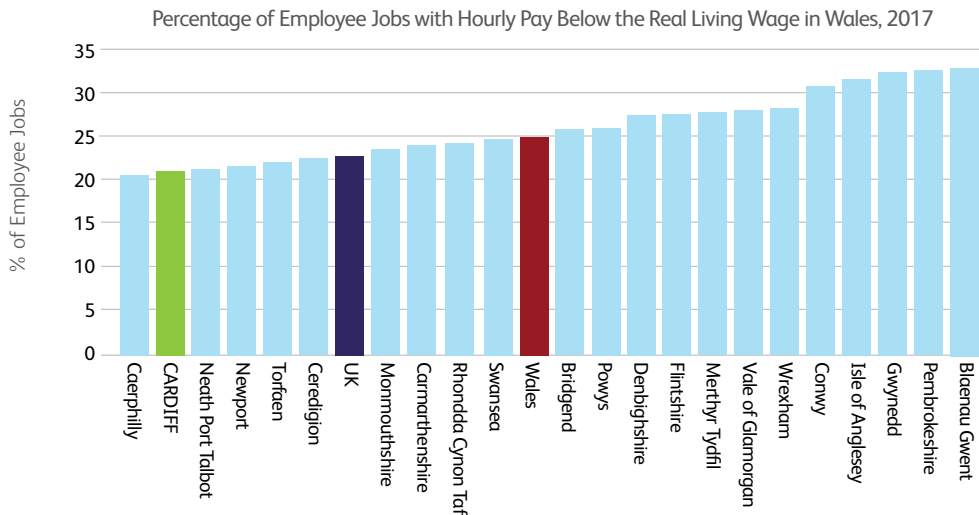
Improving City Performance: Visitor Numbers



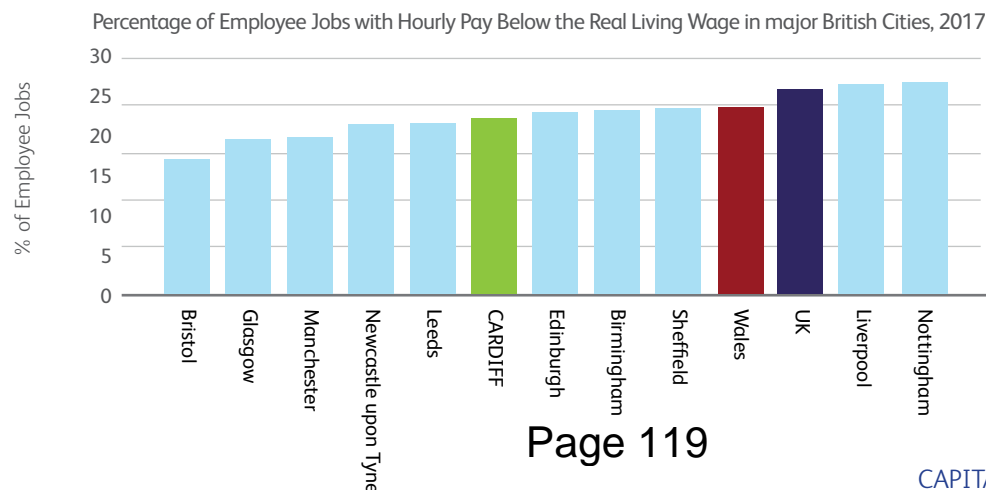
Source: STEAM



Closing the Inequality Gap: Jobs Paid Less than the Real Living Wage



Source: ONS



Source: ONS

What we will do to make Cardiff a capital city that works for Wales

Steps	Lead Member	Lead Directorate
Bring forward a new Economic Vision for the future development of Cardiff by launching a White Paper in 2018.	Cllr Russell Goodway	Economic Development
Begin work on a new Bus Station in 2018 as part of an Integrated Transport Hub.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development
Prioritise the delivery of a new Multi-Purpose Indoor Arena in the best possible location to ensure it can attract premier national and international events.	Cllr Russell Goodway	Economic Development
Grow the city centre as a location for businesses and investment by completing a new business district delivering an additional 300,000ft ² of 'Grade A' office space at Metro Central by 2020.	Cllr Russell Goodway	Economic Development
Agree the business plan for the regeneration of Central Station by 2018 and begin construction by 2019.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development
Develop a plan for a new mixed-use development at Dumballs Road by 2019.	Cllr Russell Goodway	Economic Development
Launch a new Industrial Strategy for East Cardiff by 2019, aligned to the completion of the Eastern Bay Link.	Cllr Russell Goodway	Economic Development
Develop a new vision and masterplan for Cardiff Bay including the next phase of development of the International Sports Village by the end of 2018.	Cllr Russell Goodway & Cllr Peter Bradbury	Economic Development
Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development, and Planning, Transport & Environment
Develop a business plan to protect the city's historic assets by the end of 2018.	Cllr Russell Goodway	Economic Development
Develop a Music Strategy to promote the city as a music destination by October 2018.	Cllr Peter Bradbury	Economic Development

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	500
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.)	150,000
Number of staying visitors	2% Increase (Approx. 40,000)
Total visitor numbers	3% Increase (Approx. 630,000)

Capital Ambition Priority 3: **Working for the Future**

Well-being Objective 3.1: Cardiff Grows in a Resilient Way

Cardiff's growth will create major economic and cultural opportunities. It will also put pressures on city infrastructures and public services. Capitalising on the opportunity of growth and ensuring that its benefits are widely felt, whilst mitigating its effects, will define Cardiff's development over the next 20 years.

Housing

Cardiff's Local Development Plan sets out that 41,000 new homes will need to be built by 2026. Whole new communities will soon be created that do not currently exist and making sure that these communities are well-planned and well-connected, with easy access to public services, community facilities and green and blue spaces, will be a strategic priority.

Transport

A shift to more sustainable forms of transport will be needed. Given the projected increase in population, a shift to more sustainable forms of transport will be needed. With 20% more people expected to commute to work and a 32% net increase in traffic, all this will put a strain on already congested roads. As a consequence, journey times are expected to increase by approximately 41%. The Council has therefore set a target for a '50:50 modal split by 2021 with 50% of journeys to be made by sustainable transport. Meeting these ambitious targets will require investment into public transport systems, cycling infrastructure and cleaner vehicles and promoting behaviour change, all of which must be supported by major employers and public service partners. Getting this right will provide a boost to the city economy, to quality of life overall and can be expected to bring major health benefits through increased levels of cycling and walking, and improved air quality.

Waste and Recycling

As the city grows, it will create more waste. Cardiff has a good track record for recycling and composting, with recycling increasing from 4% in 2001 to 58% in 2016/2017. These improvements will need to be continued if Cardiff is to meet the Welsh Government targets of recycling 64% of waste by 2020, rising to 70% by 2025. Focus will need to be placed on minimising the waste produced in the first place, encouraging increased household and business recycling, and optimising our re-use and household recycling centre performance.

Clean Streets

It is recognised that clean streets are a priority for the city's residents. Frontline services will focus on tackling all forms of littering, a zero tolerance approach will be adopted and communities will be empowered to help deliver a city environment that befits the nation's capital and which local people can be proud of.

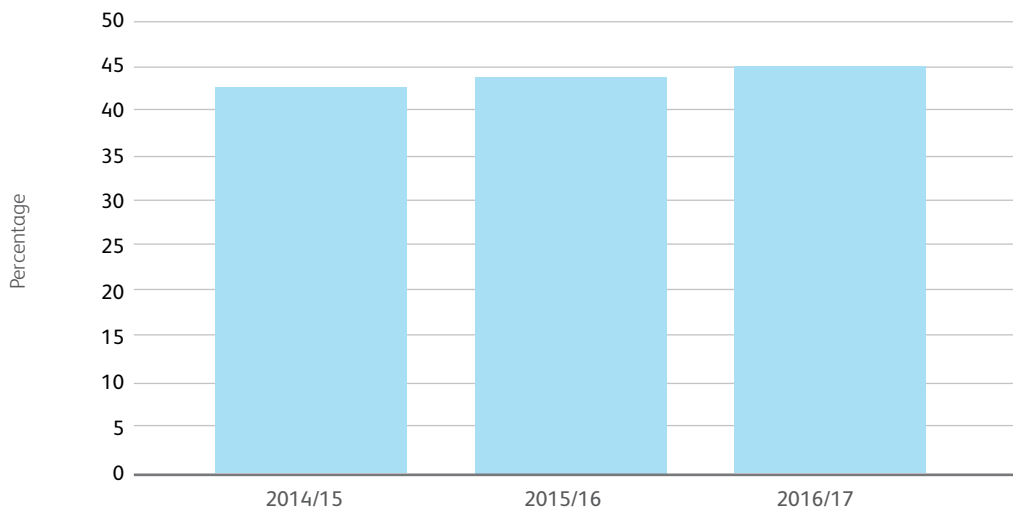


Measuring Progress against the Well-being Objective (Outcome Indicators)



Improving City Performance: Commuting by Sustainable Transport

Mode of Travel to Work by Sustainable Transport (%), 2014/15-2016/17

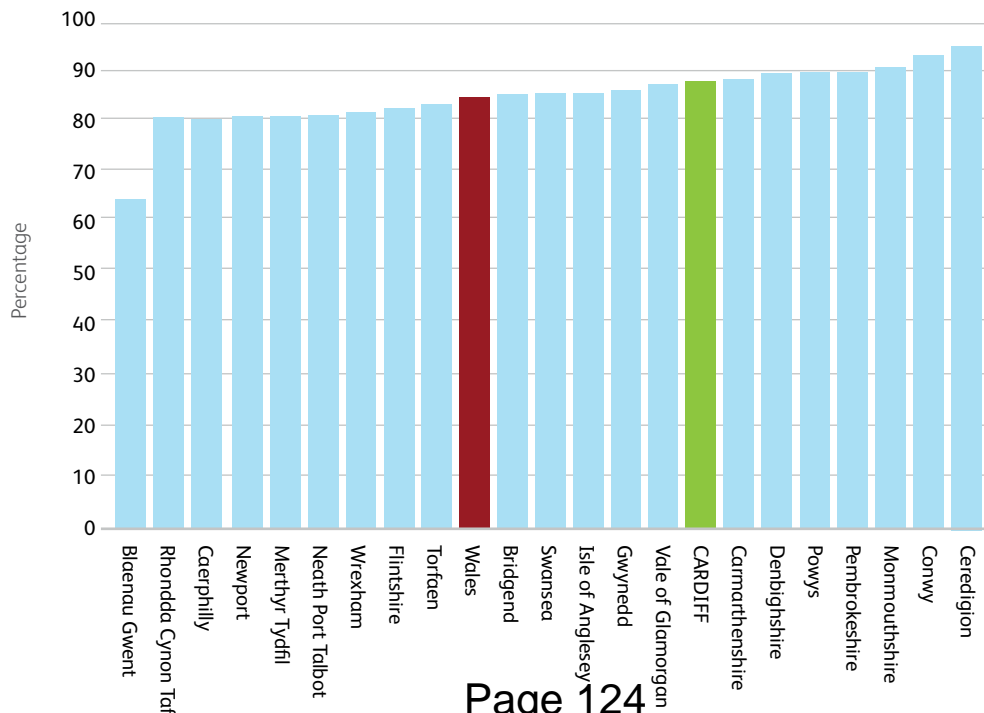


Source: Cardiff Council



Improving City Performance: Satisfaction with Local Area

Percentage of People Satisfied with Local Area as a Place to Live, 2016-17



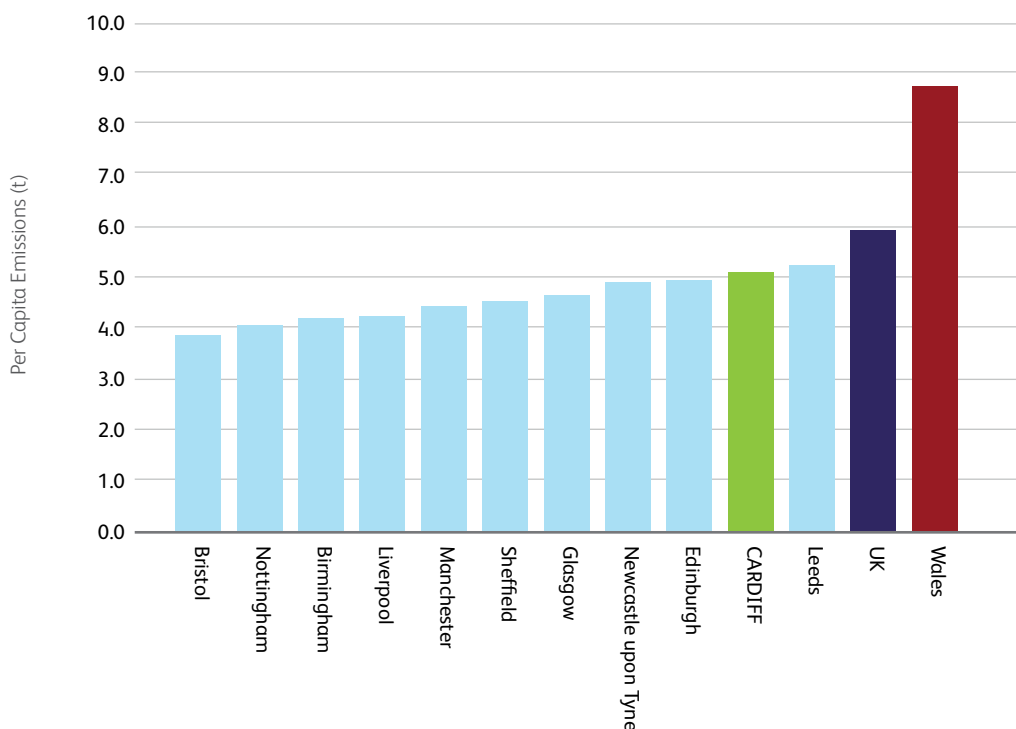
Source: National Survey for Wales. Welsh Government

Measuring Progress against the Well-being Objective (Outcome Indicators)



Improving City Performance: Air Quality

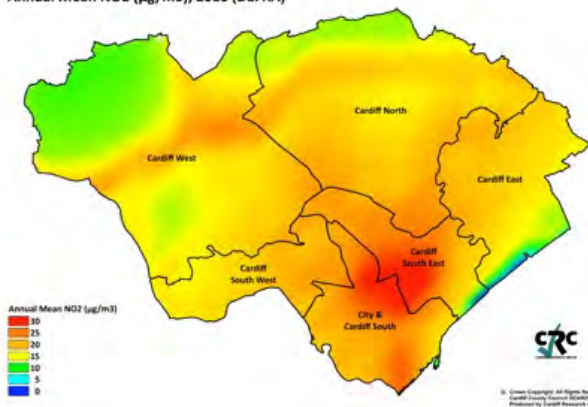
Total Carbon Dioxide (CO₂) Emissions Per Capita in Tonnes (t) 2015



Source: Department of Business, Energy and Industrial Strategy

City Wide Nitrogen Dioxide (NO₂)

Annual Mean NO₂ (µg/m³), 2016 (DEFRA)



Nitrogen Dioxide (NO₂) Hot Spot Measures

Air Quality Management Area	Avg NO ₂ µg/m ³
City Centre	39.6
Stephenson Court	36.7
Llandaff	32.5
Ely Bridge	43.2

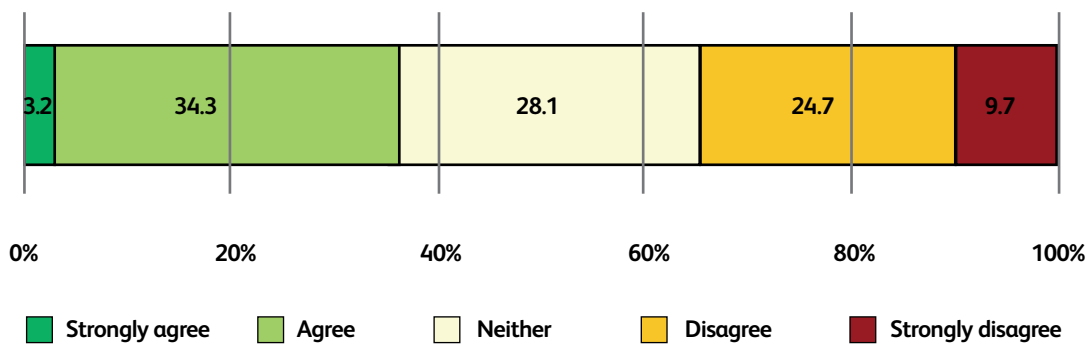
Source: Shared Regulatory Services

Measuring Progress against the Well-being Objective (Outcome Indicators)



Improving City Performance: Air Quality (cont)

To what extent would you agree that the air quality in Cardiff is good?

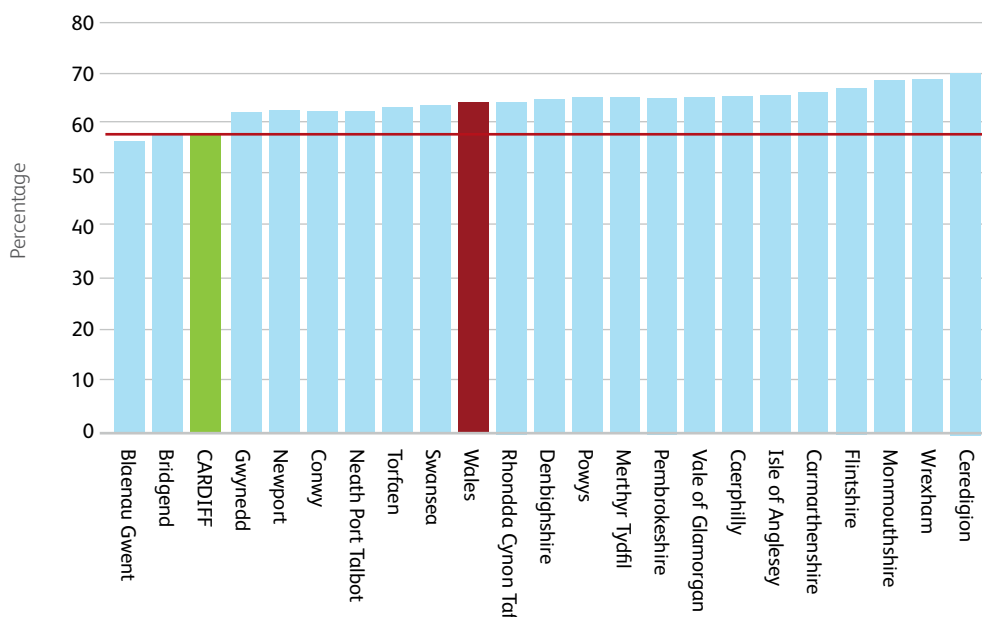


Source: Ask Cardiff 2017



Improving City Performance: Recycling Figures

Percentage of Municipal Waste Reused/Recycled/Composted, 2016-17



Source: Welsh Government

What we will do to make sure that Cardiff grows in a resilient way

Steps	Lead Member	Lead Directorate
Develop options for long-term regional partnership recycling infrastructure arrangements by March 2019.	Cllr Michael Michael	Planning, Transport & Environment
Consult on amendments to Recycling Waste Strategy and collections – including introducing wheelie bins into new areas of the city and asking households to separate glass from their recycling and implementing the new approach in order to meet the new Welsh Government blueprint for increasing recycling.	Cllr Michael Michael	Planning, Transport & Environment
Explore opportunities for a New Household Waste Recycling Centre by reviewing all site options within Local Development Plan-allocated areas as well as established communities.	Cllr Michael Michael	Planning, Transport & Environment
Undertake targeted education campaigns in communities where recycling rates are low.	Cllr Michael Michael	Planning, Transport & Environment
Continue to build on the partnership with British Heart Foundation to support re-use in the city by expanding the usage of re-use centres.	Cllr Michael Michael	Planning, Transport & Environment
Develop a ‘Total Street’ delivery Plan by September 2018 to keep streets and public spaces clean and well-maintained through: <ul style="list-style-type: none"> • Joining-up Council services and aligning resources; • Delivering added value services such as deep cleansing, blitzes, patching and local active travel improvements. 	Cllr Michael Michael	Planning, Transport & Environment
Tackle fly-tipping, littering and highway licensing by: <ul style="list-style-type: none"> • Enhancing the ‘Love Where You Live’ campaign - in partnership with Keep Wales Tidy - to encourage local volunteering; • Undertaking education and citizen engagement campaigns; • Developing and implementing Ward Action Plans; • Using new enforcement powers and adopting new technology (Cabinet Report April 2018). 	Cllr Michael Michael	Planning, Transport & Environment
Improve the productivity and performance of Street Scene Services by reviewing a range of customer-focused APSE benchmark indicators to establish relative performance and identify opportunities for further improvement.	Cllr Michael Michael	Planning, Transport & Environment
Explore and develop a commercial and collaboration strategy for key services by looking at how Cardiff can work in partnership to deliver services providing positive outcomes by December 2018.	Cllr Michael Michael	Planning, Transport & Environment
Develop a City Food Strategy - supporting local food growth, sustainable use and street food - by September 2018.	Cllr Michael Michael	Planning, Transport & Environment
Progress a 5 Megawatt Solar Farm at Lamby Way by submitting a bid for planning consent by July 2018 in order to generate clean renewable energy and help Cardiff Council become Carbon Neutral.	Cllr Michael Michael	Planning, Transport & Environment
Develop and launch a new Transport & Clean Air Vision for the city by September 2018 - following the Green Paper consultation which includes a consideration of Clean Air Strategy & Active Travel Solutions .	Cllr Caro Wild	Planning, Transport & Environment
Undertake a scoping assessment for a Clean Air Zone in Cardiff by December 2019.	Cllr Caro Wild	Planning, Transport & Environment

Steps	Lead Member	Lead Directorate
Improve the condition of the highways and address issues such as potholes by delivering active programmes of work from minor road repairs through to full-scale resurfacing works.	Cllr Caro Wild	Planning, Transport & Environment
Develop an electric vehicles strategy by December 2019.	Cllr Caro Wild	Planning, Transport & Environment
Develop a spatial masterplan to create new high-quality, shared space for pedestrians, cyclists and vehicles throughout the city centre and key neighbourhoods by 2018/19.	Cllr Caro Wild	Planning, Transport & Environment
Support the delivery of the Council's Active Travel agenda by working with the Active Travel Advisory Groups.	Cllr Caro Wild	Planning, Transport & Environment
Make Cardiff roads safer by implementing 20mph speed limits through a phased programme delivery, focusing on Gabalfa, Butetown and Grangetown during 2018/19.	Cllr Caro Wild	Planning, Transport & Environment
Improve the cycling and walking network in Cardiff by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Super Highway by 2021 . • Phase 1: Connecting the Heath Hospital, City Centre (Dumfries Place) and Newport Road/Broadway.	Cllr Caro Wild	Planning, Transport & Environment
Deliver the Annual Parking Report by August 2018 that includes enforcement activity and progress on the parking strategy as well as an Assessment of Pavement Parking by December 2018	Cllr Michael Michael	Planning, Transport & Environment
Launch the On-Street Bike Hire Scheme in May 2018.	Cllr Caro Wild	Planning, Transport & Environment
Ensure every school in Cardiff has developed an Active Travel plan - including training and/or infrastructure improvements - by 2020.	Cllr Caro Wild	Planning, Transport & Environment
Support the delivery of high-quality and well-connected communities - as described by the Council's Master Planning Principles – by using the Planning, Transport & Place-making services to secure Section 106 Agreements on Local Development Plan strategic sites.	Cllr Caro Wild	Planning, Transport & Environment
Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic sites including 6,500 new affordable homes by 2026.	Cllr Caro Wild	Planning, Transport & Environment
Deliver at least 2,000 new Council homes , of which at least 1,000 will be delivered by May 2022.	Cllr Lynda Thorne	People & Communities
Develop an outline business case for the District Heat Network proposal , subject to National Government Capital Grant award and Capital Budget approval, by Spring 2018.	Cllr Michael Michael	Planning, Transport & Environment
Convene regular Design Review Meetings to consider and make recommendations to development proposals submitted to the Local Planning Authority, and publish an annual Design Review Monitoring document by January 2019.	Cllr Caro Wild	Planning, Transport & Environment
Develop a Climate Change Investment Policy for consideration by the Pensions Committee by December 2018, in consultation with the Pension Fund's independent advisers and the other LGPS funds in Wales	Cllr Chris Weaver	Resources

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
The percentage of municipal waste collected and prepared for re-use and / or recycled	62%
The maximum permissible tonnage of biodegradable municipal waste sent to landfill	<33,557 tonnes
Number of investigations and enforcement actions per month	250
Number of education and engagement actions per month	250
Modal Split for All Journeys by 2026: Proportion of People Travelling to Work by Sustainable Transport Modes	46.3%
Percentage reduction in carbon dioxide emissions from Council buildings	2%
The level of NO2 across the city	35µg/m3
Percentage of principal (A) roads that are in overall poor condition	5%
Percentage of non-principal/classified (B) roads that are in overall poor condition.	7%
Percentage of non-principal/classified (C) roads that are in overall poor condition	7%
Total number of new Council homes completed and provided	200
Percentage of householder planning applications determined within agreed time periods	80%
The percentage of major planning applications determined within agreed time periods	25%
The percentage of affordable housing at completion stage provided in a development on greenfield sites.	30% (LDP)
The percentage of affordable housing at completion stage provided in a development on brownfield sites.	20% (LDP)
The percentage of highways inspected of a high or acceptable standard of cleanliness	90%
The percentage of reported fly tipping incidents cleared within 5 working days	90%
The percentage of reported fly tipping incidents which lead to enforcement activity	70%

Capital Ambition Priority 4: **Working for Public Services**

Well-being Objective 4.1:

Modernising and Integrating Our Public Services

The Council recognises the need to modernise its systems and processes to support service delivery. This will mean streamlining and simplifying the way the Council does business, making better use of the Council's asset base and finding new and better ways of working to take advantage of new technology. Equally important is the need for the Council to work across the public services in order to deliver lasting solutions to complex problems. Typically this will 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.

Delivering Strategic Change

Delivering the priorities outlined in this Plan will therefore 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. The Capital Ambition Delivery Programme focuses on two discrete components: Modernisation and Resilient Services. Modernisation will focus on the transformation of corporate systems and processes that support service delivery, whilst Resilient Services will focus on the transformation of front-line services.

Modernising Council services will mean using technology to help the Council better manage increasing demand for services whilst increasingly providing digital access to services indistinguishable from that available to citizens in every other aspect of their lives. Equally, being more inventive and creative with our assets means that running costs can be reduced whilst at the same time better supporting when and where we deliver services. It is also acknowledged that delivering this change will require continued investment in the workforce, with the Cardiff Manager Programme and the work of the Cardiff Academy important pointers to the Council's commitment in this area.

Sustainable Services and Organisational Performance

Despite having to achieve budget savings of over £145m during the last 5 years and losing 22% of non-school Council staff, Cardiff Council has continued its journey of improvement. In 2016/17, Cardiff's performance improved to 13th position out of the 22 Local Authorities in Wales, increasing from 17th in the previous year. Education performance remains significantly better than the all-Wales position and, overall, 60% of Cardiff Council indicators were ranked 1st to 11th out of the 22 Local Authorities.

Cardiff was also ranked third for the level of citizen satisfaction with Council 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. The Council's Annual Complaints report also shows a decrease in complaints for the fifth year running whilst noting an increase in compliments received.

In terms of customer service, the Council has areas of consistent good practice, such as our network of Community Hubs, our First Point of Contact providers, park rangers, event stewards and library staff. Service delivery across a number of visible services is also good, despite dealing with a high volume of demand on a regular basis. For example, Waste Management make over 24 million collections with a less than 1% failure rate. Good customer engagement is clearly evident within front line service delivery teams and the Council will continue to work to ensure that customer management is characterised by the same level of excellence throughout the organisation.

Maintaining this journey of improvement will therefore require a focus on the Council's priorities, but also on the successful delivery of the Capital Ambition Delivery Programme, which seeks to improve efficiency and service performance whilst ensuring the long-term sustainability of key frontline services.

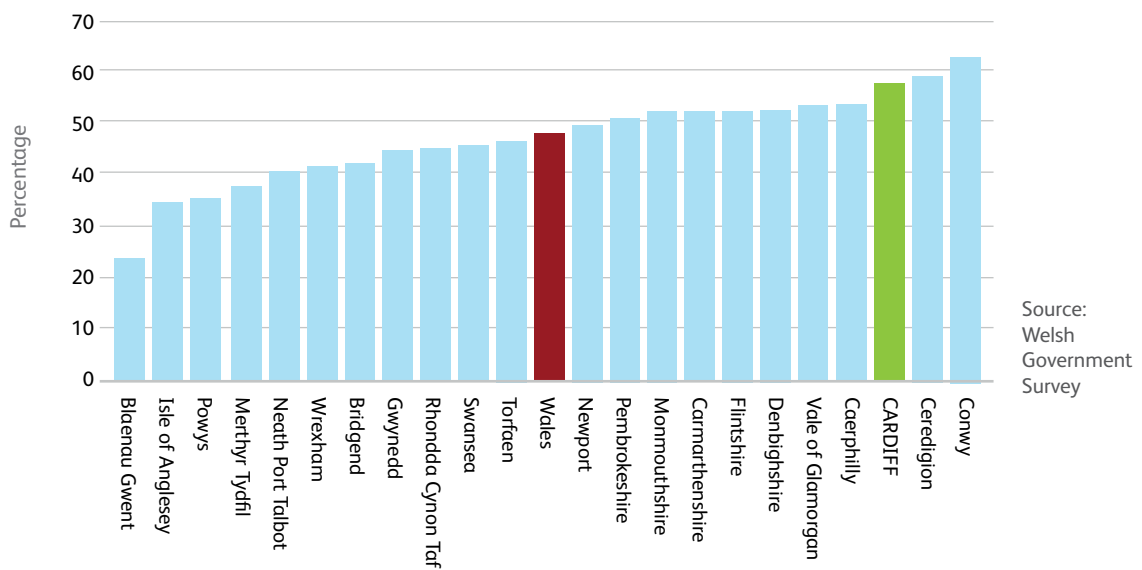


Measuring Progress against the Well-being Objective (Outcome Indicators)



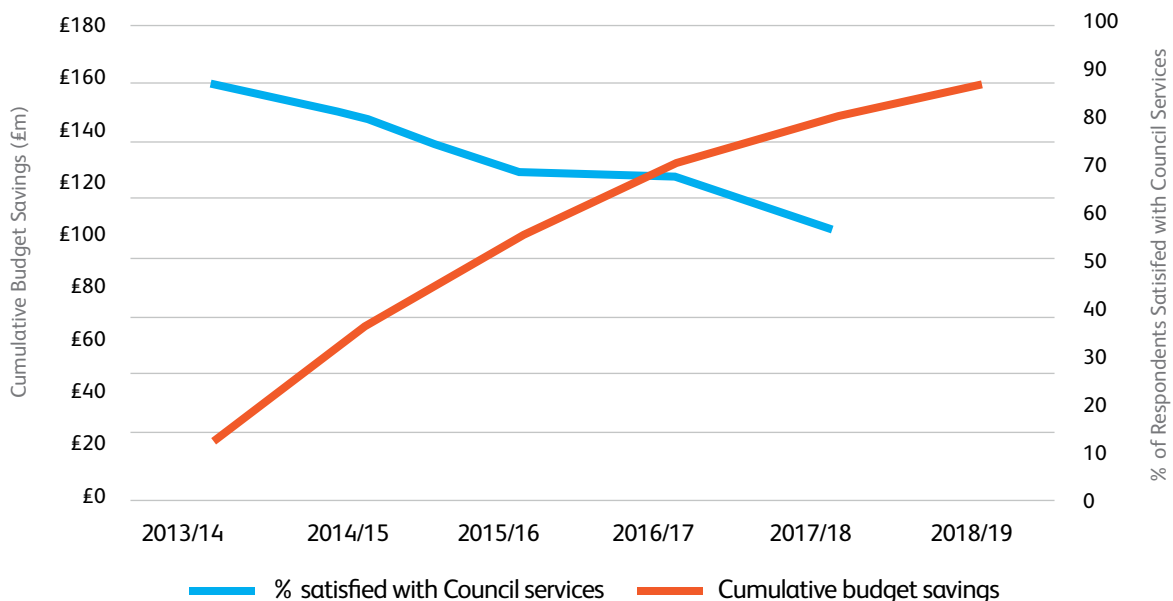
Improving Council Performance: People who agree that 'the Council Provides High Quality Services'

Agree that Council Provides High Quality Services (%), 2016/17



Improving Council Performance: Cumulative Budget Savings v Percentage Satisfied with Council Services

Cumulative Budget Savings (£m) v % Satisfied with Council Services



What we will do to Modernise and Integrate our Public Services

Steps	Lead Member	Lead Directorate
<p>Progress the Council's Digital First Agenda by undertaking a service review of ICT by December 2018. This will include:</p> <ul style="list-style-type: none"> Assessing the Council's ICT infrastructure to identify opportunities for Cloud-Based solutions. Mapping business processes to identify opportunities for simplification, integration and automation. 	Cllr Chris Weaver	Resources
<p>Assets and Property: Modernise the management and operation of the Council's estate to achieve fewer but better buildings by:</p> <ul style="list-style-type: none"> Completing the comprehensive review of the Council's estate by the end of 2018; Fully establishing the new Corporate Landlord delivery model and ensure all of the Council's estate is compliant by the end of 2018/19. 	Cllr Russell Goodway	Economic Development
<p>Improve the health and well-being of our employees by reducing sickness absence by March 2019 through continued monitoring, compliance and support for employees and managers.</p>	Cllr Chris Weaver	Resources
<p>Support staff development by further improving the Personal Review scheme by March 2019 so that every employee has the opportunity to have a conversation about their development and performance.</p>	Cllr Chris Weaver	Resources
<p>Get people and communities more involved in decisions.</p>	Cllr Huw Thomas & Cllr Chris Weaver	Governance & Legal Services
<p>Ensure that the Council's consultation and engagement work is as representative as possible through reviewing and refreshing the Council's citizen engagement tools, including the Citizen Panel, by June 2018.</p>	Cllr Chris Weaver	Resources
<p>Champion equality and diversity, making sure that citizens' rights are protected in any changes to our public services, by implementing year three of the Council's Strategic Equality Plan 2016-2020.</p>	Cllr Chris Weaver	Governance & Legal Services

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
Reduce the gross internal area (GIA) of buildings in operational use	4%
Reduce the total running cost of occupied operational buildings	3.1%
Reduce the maintenance backlog	5.4% reduction
Capital income generated	£15,190,000
The number of customer contacts to the Council using digital channels	10% increase
Percentage of staff that have completed a Personal Review (excluding school staff)	100%
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	9.5
Maintaining customer/citizen satisfaction with Council Services	75%
The percentage of draft committee minutes published on the Council website within 10 working days of the meeting being held.	80%
The number of external contributors to Scrutiny Meetings	140
The total number of webcast hits: Full Council	2,500
The total number of webcast hits: Planning Committee	2,000
The total number of webcast hits: Scrutiny	500
The percentage of voter registration	90%

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 17 MAY 2018

**DRAFT RECYCLING AND WASTE MANAGEMENT STRATEGY &
DELIVERY PLAN REQUIREMENTS 2018-2021**

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

AGENDA ITEM: 4

Reason for this Report

1. As part of the delivery of the Recycling Waste Management Strategy 2015-18, and in preparation for an updated strategy for 2018-21, this report seeks approval for:
 - The further expansion of the provision of wheeled bins in the city;
 - The provision of Household Waste Recycling Centre (HWRC) education stations;
 - A pilot scheme for the collection of domestic glass waste for recycling, separate to other household waste collections; and
 - Citywide consultation on the draft Recycling and Waste Management Strategy 2018-21, including key change proposals in the draft strategy, new infrastructure requirements, service standards and other proposals to help meet statutory targets for recycling.

Background

2. The Council's Recycling Waste Management Strategy 2015-18, which was approved in April 2015, sets out the Council's approach for reducing waste and increasing reuse and recycling opportunities for residents and businesses. It has delivered real progress and supported continued increases in waste recycling rates, which represent an important achievement by the Council and the city's residents.
3. Cardiff is one of the UK's fastest growing cities with the Welsh Capital projected to grow by more than the rest of Wales combined over the next 20 years. As the city grows, more waste will be created. Not only does this waste need to be dealt with sustainably, but the Council must also increase the amount that it recycles in order to meet statutory recycling targets, whilst dealing with waste collection in the most cost effective way possible.
4. Cardiff is already Britain's leading major city for recycling, with recycling and composting rates having increased from 4% to 58% over the last 15

years. Moving forward, Cardiff could become one of the world's leading recycling cities if recycling rates could be increased to 70% by 2025. What this means in practice is that, by 2025, the Council will need to be recycling an additional circa 20,000 tonnes of the city's waste to meet the Welsh Government's statutory target of 70%. Every tonne missed from the target would cost the Council £200 per tonne in fines. If the city's recycling rate does not increase and remains at 58%, the resulting fine by 2025 could potentially be as high as £10.45m.

5. The city is well placed to respond. The Administration's policy commitments, as set out in the Capital Ambition document that was agreed by Cabinet in July 2017, place great value on recycling education, cleaner streets and community partnerships to drive sustainable attitudes and behaviours. Capital Ambition also makes clear the Administration's commitment to increasing the levels of recycling whilst providing effective and efficient waste collection services. This is reflected in the draft updated Recycling and Waste Management Strategy 2018-21, which sets out the authority's approach for the next three years as it looks to reduce waste, while increasing reuse and recycling opportunities for residents and businesses.
6. This report focuses on a series of proposals that will help the city to meet its recycling targets, deliver a cost effective waste collection service and, more generally, deal sustainably with household waste. It seeks approval for progressing the delivery requirements of the existing Recycling Waste Management Strategy 2015-18 and outlines the planned changes required to drive forward the next phase of the Council's recycling delivery and performance between 2018 and 2021, which will be subject to consultation.

Statutory Requirements

7. The following legislation on waste recycling, treatment and disposal requires the Council to increase waste recycling and ensure waste minimisation in order to meet statutory obligations:
 - Waste (England and Wales) (Amendment) Regulations 2012.
 - The Landfill Allowances Scheme (Wales) Regulations 2004 for the disposal of biodegradable waste.
 - Waste (Wales) Measure 2010.
 - Recycling, Preparation for Re-use and Composting Targets (Definitions) (Wales) Order 2011 and Regulations 4 and 5 of The Recycling, Preparation for Re-use and Composting Targets (Monitoring and Penalties) (Wales) Regulations 2011 for recycling performance targets.
8. The Council remains committed to meeting its recycling targets, while also implementing adjustments to service delivery that will enhance the streetscene and make Cardiff a world-leading city in environmental sustainability.

9. In order to meet statutory targets set by the Welsh Government, the Council must move from an overall recycling rate of 58% to at least 64% in the next two years (by 2020) and to 70% by 2024/25. This will require at least an additional circa 20,000 tonnes of waste to be recycled to help meet those statutory targets.

Issues

10. The Recycling Waste Management Strategy 2015-18 outlined the planned changes needed to drive forward the Council's recycling policy and operational delivery. It was designed to meet statutory requirements and maintain high performance throughout the city's continued expansion. As the city grows, so does the volume of items disposed by households. The draft updated Recycling and Waste Management Strategy 2018-21 (Appendix 1) therefore sets out where performance improvement is required and how the Council will help residents, business and its services to deliver those changes.
11. The Council remains committed to taking preventative measures to ensure that future recycling targets are met and cost efficiencies are maximised. The work undertaken to update the strategy has tested the Council's compliance with the duties to collect recyclable materials separately, as well as cost effectiveness and the capacity for high quality recycling.
12. In advance of the final version of the Recycling and Waste Management Strategy 2018-21 being considered and approved by the Cabinet by the end of the 2018/19 financial year, the Council must also progress a number of initiatives to meet its recycling targets, which are set out in the following appendices to Appendix 1 – Recycling and Waste Management Strategy 2018-21:
 - Appendix A1: Separate Collection of Glass Waste
 - Appendix A2: Expansion of the Provision of Wheeled Bins
 - Appendix A3: Minimisation, Education, Reuse and HWRCs
 - Appendix A4: Planning Ahead – Infrastructure and Partners
 - Appendix A5: Service Standards
13. Appendix A6 (Recycling Performance) to the draft updated Recycling and Waste Management Strategy 2018-21 also outlines the Council's current progress in terms of recycling performance within both Welsh and UK contexts. It examines areas of recycling potential and associated opportunities to improve the recycling yields across the various waste streams. This will play a key role in ensuring that the Council can achieve an increased overall performance of 70%, by recovering and a further estimated 20,000 tonnes of recycling. Increasing the household kerbside recycling performance up to 70% could result in approximately 6000t of recycling.
14. In terms of commercial business waste, there is the challenge of increasing recycling, whilst also increasing net income for the Council.

Based on the compositional analysis, there is a large proportion of potential recycling available in the commercial waste streams. If the current level of commercial recycling increased to at least 58%, approximately 6,000 tonnes could be gained.

15. HWRCs provide opportunities for increasing recycling performance and, if a target of 80% could be achieved, approximately 4,000 tonnes could be added to recycling performance. Additional tonnage could also be achieved by pursuing new recycling opportunities. By delivering two large HWRC sites with more recycling separation and more staff to support residents, this is highly achievable. In addition, a third HWRC site will be developed to accommodate population growth and housing development in growth areas of the city, and to futureproof and maximise reuse and recycling opportunities for non-kerbside collected waste.
16. Areas like street cleansing, fly-tipping and secondary recycling could collectively contribute approximately 4000t in additional material that can be recycled. Promoting the reuse of items – albeit a smaller proportion of the whole waste stream – can also help to develop sustainable behaviours, whilst contributing an additional increase in performance.
17. Potential additional tonnages for recycling have been determined using current waste flow modelling. However, profiling is subject to change with increased population, housing growth & recycling habits to consider'
18. Appendix B to the Recycling and Waste Management Strategy 2018-21 sets out the results of the gap analysis between the desired outcomes of the 2015-18 strategy and the Council's current position. Any areas where progress was not in line with the previous strategy have been reconsidered and brought forward as part of the new proposals in the revised delivery plan. In addition, for context, Appendix C to the Recycling and Waste Management Strategy 2018-21 covers how the Council performs against each of the policy criteria to demonstrate the Council's commitment to work towards the Welsh Government's 'Collections Blueprint.'
19. Driving operational efficiencies and reducing service costs is a high priority. Equally as critical is the need to drive up recycling performance to meet statutory targets and avoid financial penalties. If the Council's recycling rate stays at 58%, potential total fines could increase to £10.45m by 2025. It is therefore crucial that the Council takes steps to improve its recycling performance to meet or exceed the statutory targets.
20. Global recycling markets will also influence and inform the nature of the services provided by the Council. The recycling market currently presents significant challenges for the Council in meeting its recycling targets in a cost effective way. Any new or existing material that is collected must be recycled in order to be included in the city's recycling performance. In the period since the previous strategy was approved in 2015, recycling markets have seen a decrease in market values and increased quality demands. This places increased pressure on the Council to improve the

quality of the materials separated and cleaned from both kerbside collections and materials recycling facilities. To support this, various amendments to the phases set out in the existing 2015-18 strategy are proposed in the following sections:

Separate Collection of Glass Waste (Appendix A1)

21. The Council currently collects glass waste co-mingled (mixed) in a green bag with other dry recyclable waste (e.g. plastics, cans, bottles etc.). Whilst this approach continues to serve Cardiff well, changes in global markets have created an end-processing pressure within the market place for recycled materials. This means that, currently, Cardiff only has one secure outlet for the reprocessing of glass into the aggregate market. In recent years, this has seen an increase in the cost of moving the material for recycling, rather than the ideal position of income being received for the product.
22. In 2015, the glass outlet ceased operations for two months, which meant that the glass waste had to be stockpiled to prevent disposal. A material that once secured an income now costs close to £500,000 per year to process. If a longer-term market collapse should happen, the material would be lost to disposal and not recycled. This could mean an additional £320,000 in processing costs, but also up to £1.6m in annual fines as there would be significant risk of the Council failing to achieve the required targets.
23. As part of the review of the existing 2015-18 strategy, it has been identified that changes are required to the way that domestic glass waste is collected at the kerbside to avoid the potentially massive financial risks to the Council. A higher quality product can be obtained by keeping the glass separate from other waste materials collected and, instead of a cost; income could be obtained for the material.
24. It is therefore proposed that a pilot scheme for the separate collection of domestic glass waste from approximately 17,000 households will run alongside the green bag collection service. Residents on the pilot scheme will be required to place glass waste bottles and jars in an alternative container, rather than the green bag. The container will be collected separately to the green bags and clean glass waste can then be sent direct to the end processor, without the need to be processed through the Council's Materials Recycling Facility at Lamby Way. The pilot will involve detailed monitoring and pre- and post- questionnaires to the households on the scheme. The pilot will also explore different types of containers and how the scheme can be varied to meet local community needs.
25. Whilst the pilot scheme is expected to reduce maintenance costs at the Materials Recycling Facility and increase value from the product, there will be increased costs on the collection system. The scheme overall will be self-financing based on current market positions, but will also aim to reduce the greater risk of losing over 8,000 tonnes of glass recycling.

26. Detailed plans in Appendix A1 outline how the scheme will be piloted and consultation that will be undertaken. The Cabinet is recommended to approve a pilot scheme for the collection of domestic glass waste for recycling, separate to other household waste collections, and to agree to receive a further report containing feedback from the pilot scheme later in the 2018/19 financial year to support consideration of the further roll out of the scheme. These proposed changes aim to protect the current and future recycling performance of the Council, protect against global market changes and, in turn, reduce the financial burden on the Council.

Expansion of the Provision of Wheeled Bins (Appendix A2)

27. Across the city, there are currently just over a further 3,000 properties that are deemed suitable to receive a wheeled bin service that are currently receiving a bag service. The current criteria are based on the properties having sufficient room to store the wheeled bin(s) off the public highway. Operationally, areas have been identified which are now serviceable by wheeled bin(s) due to collection round efficiencies made in the past 12 months. The benefits of providing wheeled bins over bags continue to be less litter on our streets, fewer pest attacks and improved safety for employees and residents.
28. There will be discussions with local members in the identified areas considered suitable for wheeled bin provision. The priority will be the provision of black bins, but green bins would also be agreed in some areas.
29. Further expansion of the provision of wheeled bins into new areas will follow the established format whereby, following local ward member consultation, residents are notified of the change 3-6 weeks ahead of delivery. As well as the wheeled bin, they are provided with information about recycling, green bags, food bin liners and support services that are available. Face-to-face support is also available to residents to assist them with the changes. The Cabinet is therefore recommended to approve the further expansion of wheeled bin provision, as set out in Appendix A2. Consultation with local ward members would begin immediately in order to allow financial and operational planning for implementation within the 2018/19 financial year.

Minimisation, Education, Reuse and HWRCs (Appendix A3)

30. Targeted education campaigns will be delivered to encourage residents to recycle more and to help them fully understand the range of recycling services that are available to them. Key partnerships have been established and these will be expanded wherever possible to maximise the potential for reuse. Other charities and organisations will also be approached to help reuse niche items such as tools and medical aids.
31. The long term vision is to establish a greater network of reuse outlets across the city. There is also considerable potential to increase the quantities of recycled materials recovered from the waste that the public bring to the HWRC sites. Residents are often looking to dispose of items

quickly and do not stop to consider if an item can be recycled or not. It is now increasingly common practice for residents to be stopped from presenting waste in mixed bags at the HWRCs. However, the Council wants to support and enable residents to recycle more by encouraging them to present their waste ready for recycling as they arrive at the HWRCs and also asking them to sort the waste prior to placing it in the correct waste skip.

32. With the much improved HWRC sites providing over 30 different materials for recycling, there is very little waste that now needs to go into the general waste skip. It is proposed that “education stations” are provided at HWRCs where residents with bagged waste can receive appropriate advice and support on what waste materials can and should be recycled. This approach will also be supported by upskilling the HWRC attendants to encourage more reuse and recycling. The Cabinet is recommended to approve this approach.

Planning Ahead – Infrastructure and Partners (Appendix A4)

33. Cardiff is predicted to experience one of the largest population growths of any UK city over the next few decades. Three large strategic development sites in the north of the city have been allocated in the published Local Development Plan (LDP). Based on best practice guidelines and looking ahead, it is recognised that a new HWRC will be required to support population growth and increased housing development in these growth areas of the city.
34. Whilst the existing HWRC capacity is modern and fit for purpose and will service the city for the current and medium term, a new site could take 2-3 years to commission even after a site is secured and initially appraised for planning and environmental management purposes. Furthermore, the current LDP does not identify specific location(s) for a new HWRC in Cardiff, but work will be undertaken to ensure that the next LDP revision fully encapsulates the city’s future needs. Further work is required to explore the feasibility of various locations. Technical searches are required by an external party to firm up the requirements for the next LDP revision.
35. The Cabinet agreed on 15 February 2018 to prepare a business case relating to the future requirement for additional HWRC services in the city, alongside a site options appraisal to identify a preferred location for the future provision of additional HWRC facilities. The findings of both exercises will be considered by the Cabinet at a future meeting. In addition, as part of the Council’s approved budget for 2018/19, the medium term Capital Programme makes provision for a new HWRC facility with an allocation of £3.325m over the next three years.
36. The same principle applies to the Materials Recycling Facility at Lamby Way. The facility meets the Council’s current and medium term requirements, but due to the timescale and funding requirements for a second or replacement facility, considerable scoping work and business planning is required.

37. The Council has secured benefits from developing waste infrastructure in partnership with other local authorities within South East Wales in order to gain economies of scale. The previous procurement of residual and organic waste treatment facilities on a regional basis provides a successful template for exploring similar arrangements and facilities for dry recycling (e.g. plastics, cans, bottles etc.) within the city-region. As a result, the development of an outline business case and options appraisal is required for the long term processing of dry recycling. The Cabinet is recommended to approve this approach to developing a proposed new regional recycling facility and to agree to explore regional collaboration, alongside the Welsh Government, on the development of an initial outline business case and options appraisal.

Service Standards (Appendix A5)

38. As part of the Council's strategic position to deliver cost effective, customer focused services, there is a need to outline the service standards offered to the public. This will set a benchmark for what the public can expect from the Council's recycling services, which will assist in driving forward improvements in services through feedback on the delivery of these standards. The service standards would be developed through customer and employee consultation prior to final approval and publication.
39. There are also further schemes that could be considered to support future improvements. These include regional working solutions and exploring potential changes to winter green waste services, bank holiday working arrangements or the days of the week over which collections could occur. Consultation would be fully scoped for each component. High-level principles and options are outlined in Appendix A5 and will form the starting point for discussions exploring the detailed financial business cases for potential improvements to recycling services.

Draft Recycling and Waste Management Strategy 2018-21

40. The Council will continue to build on approach to waste minimisation, reuse and recycling that was set out previously in the Recycling Waste Management Strategy 2015-18. The draft updated strategy for 2018-21 focuses on a number of areas over the next three years, including:

Single Use Plastics

41. The Council recognises the damage that waste plastics cause to the environment and that single use plastics create unnecessary waste with negative impacts on our communities and environment. Approximately 400 million tonnes of plastic are produced globally each year, of which 40% is intended to be single use. Over 8 million tonnes of such plastics enter the world's oceans and land each year, with most originating from the land. A reduction in the use of plastics and the recycling of those plastics that are recyclable, such as those collected from households in the city through the green bag scheme, can help protect the environment

and support sustainable development. Work to promote and support behavioural change will be critical to reducing the damage caused to the environment and to encouraging the active recycling of this finite resource.

42. The Cabinet will bring forward a policy proposal for significantly reducing the use of single use plastics (e.g. plastic cups and plastic cutlery) by the Council and within our supply chains. In addition, the Council will proactively work with volunteers, business and public partners to promote awareness of the damage to the environment caused by single use plastics and to widely reduce their use across the city.
43. Furthermore, the policy will encompass key campaigns and activities to take direct action to reduce the use of single use plastics in the city, such as working with Dŵr Cymru Welsh Water on drinking water refill stations and working with retailers on plastic packaging recycling and reducing the use of single use food and drink containers (e.g. coffee cups). The new policy is due to be considered by the Cabinet in autumn 2018.
44. The 2018-21 strategy and delivery plan will also continue to build on the good work undertaken by residents and partners to litter pick, reuse, recycle and sustainably recover plastic resources (e.g. plastic bottled household detergent or milk bottles and meat trays) from domestic and business waste streams.

'On the Move' Recycling

45. The contents of litter bins positioned on-street or in parks, as well as litter collected from street sweeping, contains up to 70% recyclable materials. While on-street recycling litter bins have been provided in high footfall areas of the city centre, it has proven to be a significant challenge to encourage residents and visitors to use these bins correctly. Recent research has shown that bins have to be demonstrably different and very well labelled with positive 'nudge' messages to help everyone to use them.
46. The Council will therefore work with the Welsh Government as part of national behavioural change projects to help overcome communication barriers and deliver local campaigns in high footfall areas and parks, which will help to increase 'on the move' recycling of waste through the use of new recycling litter bins. There are also further opportunities to support litter recycling in Cardiff through the work of the 'Love Where You Live' voluntary groups operating across the city.

Deposit Return Schemes

47. The Council will work with the Welsh Government and key partners to explore the concept of re-establishing deposit return schemes for packaging, whilst fully accounting for any potential perverse impacts on statutory performance.

Kerbside Collection Policy

48. Towards the end of the 2018-21 strategy, the Council will re-test current approaches to ensure that they still provide the best value for money and sustainable outcomes in line with the Welsh Government's preferred 'Collections Blueprint'.

Alternative Fuel Mediums

49. Capital Ambition supports the move towards more sustainable fuel sources. The Council is already exploring alternative fuel mediums within its recycling services, such as the use of electric vehicles, as well as Compressed Natural Gas (CNG) and hydrogen fuels for the Heavy Goods Vehicle (HGV) fleet.

Sources of Materials

50. The Council will seek out new recycling markets to contribute towards overall recycling performance. Each source of waste (domestic, commercial, street cleansing, HWRCs etc.) has been reviewed to consider how minimisation, reuse and recycling can be applied.

Stakeholder Engagement & Communications

51. Consultation is important for all service changes and has been integral in shaping changes in policy and operational delivery since the Council's first Recycling and Waste Management Strategy in 2001 set out new services to be delivered by the Council some 17 years ago. There has been an extensive history of citywide consultation on positive changes to waste reuse and recycling in the city that are noted as background papers. Further citywide consultation will be conducted on the key changes proposed in the various appendices to the draft 2018-21 strategy.
52. Engagement will be undertaken with key stakeholder groups, such as residents, business, students, minority groups and community leaders, and will continue to play an important role in raising public awareness, gathering feedback and shaping future service requirements.
53. The glass waste recycling pilot scheme will have its own targeted pre- and post-pilot questionnaires to gauge public users' feedback. The proposed expansion of wheeled bin provision will also be discussed specifically with local ward members.

54. In addition to the public consultation exercises, an independent recycling waste review, supported by external independent representatives, and further consultation with the Council's Environmental Scrutiny Committee will be run in parallel to ensure that all aspects of the draft updated strategy are as forward thinking and progressive as possible.
55. Appendix D to the Recycling and Waste Management Strategy 2018-21 provides the Equality Impact Assessments (EIAs) of the draft updated strategy, which consider all the elements that are proposed to be carried out in the next three years. The further expansion of wheeled bin provision has an existing EIA; whilst the glass waste recycling pilot scheme has an initial assessment (also in Appendix D), which will be revised as the pilot scheme is undertaken and evaluated. All other new schemes will have a detailed EIA completed when the appropriate consultation or delivery plans are concluded.
56. The Welsh Government is expected to produce a revised Waste Strategy for Wales by the end of 2019. The Minister for Environment has set out plans to deliver a longer-term strategy document that will seek to address a circular economy approach, extend producer responsibility and carbon reduction goals; alongside a shorter-term route map which will include areas such as infrastructure needs or revised food waste targets. The Welsh Government is expected to begin consultation on this approach in autumn 2018. It is therefore timely for the Council to both respond to the national consultation and consider the final version of the Recycling and Waste Management Strategy 2018-21 following consultation in early 2019 when more information at a national level will also be available.

Education and Enforcement

57. Comprehensive communication activities will be supported by a zero tolerance approach to environmental crimes. Strong approaches to litter and fly-tipping enforcement will be undertaken, demonstrating the Council's ongoing commitment to tackling the behaviours of those who display a lack of respect for our environment.
58. By building on the campaigns in schools and the 'Love Where You Live' ethos, community based approaches will be embraced. Further, targeted education will support the changes. By changing perceptions, raising awareness and increasing social responsibility, the draft updated strategy will take the citizens of Cardiff towards a more sustainable future.

Delivery Arrangements

59. Capital Ambition commits to the delivery of a 'Total Street' approach to keeping the city's streets and public spaces clean and well maintained. Frontline Council services, such as cleansing, highways, waste and enforcement, will also be aligned and there will be a strengthening of responsibility to neighbourhoods through a stronger focus on partnerships and cross-directorate working. To support this approach, the Capital Ambition Delivery Programme includes the establishment of a

Streetscene programme, which will oversee the implementation of the Recycling and Waste Management Strategy 2018-21.

Local Member Consultation

60. Each project has its own consultation process as outlined in each of the appendices. This includes specific consultation with local ward members on the proposed expansion of wheeled bin provision in those identified areas considered suitable, as set out previously in this report. All consultations will assist in shaping the final delivery of the strategy requirements.

Scrutiny Consideration

61. The Environmental Scrutiny Committee will consider this issue at their meeting on 15 May 2018. Any comments received will be reported at the Cabinet meeting.

Reasons for Recommendations

62. To ensure that statutory targets for Municipal Waste Recycling are met in a timely manner by building on the Recycling Waste Management Strategy 2015-18 and reaffirming the core principles of the strategy as part of the draft updated Recycling and Waste Management Strategy 2018-21.
63. To seek approval for a glass waste recycling pilot scheme; the provision of HWRC education stations, and the further expansion of the provision of wheeled bins in the city, as outlined in the appropriate appendices to the 2018-21 strategy.
64. To undertake citywide consultation on the draft Recycling and Waste Management Strategy 2018-21, including key change proposals in the draft strategy, new infrastructure requirements, service standards and other proposals raised in this report.
65. To approve the progression of an independent recycling review and consultation with the Environmental Scrutiny Committee to test the draft updated strategy to ensure that it is progressive and robust. Once the review and consultation exercises are completed, the Cabinet is being asked to agree to receive a further report by the end of the 2018/19 financial year on the potential wider roll out of separate glass waste collections and a final version of the Recycling and Waste Management Strategy 2018-21 for approval.

Financial Implications

66. The majority of this report outlines a number of key recycling and waste management proposals that are to be the subject of further citywide consultation, which in turn will inform the final recycling and waste management strategy for the period 2018-2021. The recommendation from the report is that the consultation is progressed and on the basis of

moving to consultation there are no direct financial implications arising from implementing this recommendation. The specific proposals that emerge from the consultation, and will be incorporated into the final strategy to be brought back to Cabinet, are expected to have financial implications. These specific proposals will need to be supported by business cases, which demonstrate their financial viability in which a key factor will be cost avoidance of future recycling fines.

67. The assumption with the glass waste recycling pilot exercise is that it will be self-funding with the additional costs of implementing the pilot being funded by additional income / reduction in glass waste disposal costs. This assumption will need continued monitoring to ensure that any deviation between projected and actual costs and income are identified and, if appropriate, mitigations are introduced. A business case building on the results of the pilot will underpin any proposal to extend the glass waste collection scheme. Taking no action carries significant financial risks through either increased processing cost or from fiscal penalties if the tonnage is lost.

Legal Implications

68. As set out in the report, following consultation and/or pilot schemes, the matter will be reported back to Cabinet along with the final strategy for approval. The report also sets out the consultation to be undertaken with the public. Any consultation must be adequate and fair. The carrying out of consultation gives rise to a legitimate expectation that the outcome of the consultation will be considered as part of the decision making process.
69. With regards to arrangements with external bodies, further advice should be sought prior to procurement of those arrangements.
70. The Council has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics.
71. 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

As such, decisions have to be made in the context of the Council's Equality Act public sector duties.

72. The report identifies that an Equality Impact Assessment has been carried out and is appended to the report. The purpose of the Equality Impact Assessment is to ensure that the Council has understood the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty. The decision maker must have due regard to the Equality Impact Assessment in making its decision.
73. The decision maker should also have regard when making its decision to the Council's wider obligations under the Well-being of Future Generations (Wales) Act 2015. In brief, the Act makes provision with regard to promoting/improving well-being.

HR Implications

74. The proposals have HR implications, which include the need for additional employees, changes of work patterns or a requirement for additional training. Detailed HR implications will be provided as the matters are referred back to Cabinet following the pilots / consultations.
75. Initial consultation has taken place with the Trade Unions and employees and this will continue throughout the pilots and consultations.
76. Any changes required will be carried out using corporately agreed policies and procedures.

RECOMMENDATIONS

Cabinet is recommended to:

1. As set out in the Recycling Waste Management Strategy 2015-18,
 - a. approve the further expansion of the provision of wheeled bins as set out in Appendix A2;
 - b. approve the provision of Household Waste Recycling Centre (HWRC) education stations; and
 - c. approve a pilot scheme for the collection of domestic glass waste for recycling, separate to other household waste collections.
2. Approve the undertaking of citywide consultation on the draft Recycling and Waste Management Strategy 2018-21, including key change proposals in the draft strategy, new infrastructure requirements, service standards and other proposals raised in this report.

3. Approve the undertaking of an independent recycling waste review, which will assist in ensuring that all aspects of the draft Recycling and Waste Management Strategy 2018-21 are progressive and robust.
4. Agree to explore regional collaboration, alongside the Welsh Government, on the development of an initial outline business case and options appraisal for the proposed development of a regional recycling facility.
5. Agree to receive a further report following consultation and by the end of the 2018/19 financial year, which will consider the potential wider roll out of separate glass waste collections and a final version of the Recycling and Waste Management Strategy 2018-21 for approval.

SENIOR RESPONSIBLE OFFICER	Andrew Gregory Director of Planning, Transport & Environment
	11 May 2018

The following appendices are attached:

- Appendix 1 – Recycling and Waste Management Strategy 2018-21
 - Appendix A1: Separate Collection of Glass Waste
 - Appendix A2: Expansion of the Provision of Wheeled Bins
 - Appendix A3: Minimisation, Education, Reuse and HWRCs
 - Appendix A4: Planning Ahead – Infrastructure and Partners
 - Appendix A5: Service Standards
 - Appendix A6: Recycling Performance
 - Appendix B – Gap Analysis
 - Appendix C – Compliance with Welsh Government Collections Blueprint
 - Appendix D – Equality Impact Assessments and Screening Tool

The following background papers have been taken into account

- Recycling Waste Management Strategy 2015-18

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Recycling Waste Management Strategy

Cardiff Council - Draft Updated Strategy 2018-21



WORKING FOR CARDIFF, WORKING TOGETHER

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Introduction

Cardiff is one of the UK's fastest growing cities. While this growth is a signal of strength and a period of opportunity for the city's economy, it will bring challenges too. It will put pressure on both the city's physical infrastructure - like our roads and public transport system - and our public services. With Cardiff projected to grow by more than every other Local Authority in Wales combined over the next 20 years, more waste will be created. Not only does this waste need to be dealt with sustainably, but the Council must also increase the amount it recycles to meet statutory recycling targets whilst dealing with waste collection in the most cost effective way possible.

Cardiff is already Britain's leading major city for recycling, with recycling and composting rates having increased from 4% to 58% over the last 15 years. This represents an important achievement by the residents of the city, and Capital Ambition makes clear the Administration's commitment to increasing the levels of recycling whilst providing an effective and efficient waste collection service.

Moving forward, Cardiff could become one of the world's leading recycling cities if recycling rates could be increased beyond 70% by 2025. What this means in practice is that the Council will need to recycle a further estimated 20,000 tonnes of the city's waste by 2025 to meet Welsh Government's 70% target. Every tonne missed from the target could cost the Council £200 in fines. If the city's recycling rates do not increase, and remain at 58%, the resulting fine by 2025 could be as high as £10m.

The city is well placed to respond. The Council's Recycling Waste Management Strategy 2015-18 - which set out the Council's approach for reducing waste and increasing reuse and recycling opportunities for residents and businesses - has delivered real progress.

It is clear, however, that there is more to be done. There are challenges in increasing recycling and achieving efficiencies in waste collection in a city as large and diverse as Cardiff. The fact that the Council must collect waste from several different property types - including terraced housing, houses with multiple occupants, medium and high density flats - means that finding a solution that meets the needs of citizens as well as the aspirations of a sustainable city is difficult. There can be no "one-size-fits-all" solution, and we need to work with communities to tackle waste and improve recycling across Cardiff.

We also know that in some of the more disadvantaged areas of the city, recycling rates are persistently low. This is a challenge that must be met with greater support and improved education. More broadly, the world market for waste is changing, meaning that, as a city, we will all have to do more. Unless we do so, the financial cost of dealing with waste in the city, not to mention the global environmental cost, will simply become too high.

This strategy will play an important role in helping to keep Cardiff streets clean. To do this staff from across the Council will work across departmental and organisational silos, integrate services, build new partnerships and use new technology to help keep streets clean, as part of a Total Street approach.

The draft updated Recycling and Waste Management Strategy 2018-2021 will therefore help the city meet its recycling targets, deliver a cost effective waste collection service and, more generally, deal sustainably with household waste.

CLlr Michael Michael
Cabinet Member for Clean Streets, Recycling and Environment





1. Overview

The Council's Recycling and Waste Management Strategy is reviewed every three years, with the last strategy covering the period 2015-18.

This draft update to the strategy is informed by:

- *the Administration's Capital Ambition commitments to increase recycling, deliver an efficient waste service and ensure Cardiff streets are clean;*
- *the need to comply with legislation;*
- *a review of the Recycling Waste Management Strategy 2015-18; and*
- *a formal consultation process which will run from June to August 2018.*

The draft strategy reaffirms the Council's core principles for increasing recycling and the actions identified in the previous strategy, which will continue to be driven forward in addition to new and emerging actions that also need to be progressed during 2018-21. The following appendices provide further detail.

- **Appendix A1** - Separate Collection of Glass Waste
- **Appendix A2** - Expansion of the Provision of the Wheeled Bin Service
- **Appendix A3** - Minimisation, Education, Reuse and HWRCs (Household Waste Recycling Centres)
- **Appendix A4** - Planning Ahead - Infrastructure and Partners
- **Appendix A5** - Service Standards
- **Appendix A6** - Recycling performance
- **Appendix B** - Gap analysis
- **Appendix C** - Compliance with Welsh Government "Collections Blueprint"
- **Appendix D** - Equality Impact Assessments and Screening Tool



2. Cardiff's Recycling Waste Management Strategy

2.1 Key Principles

The Recycling Waste Management Strategy 2015-18 established a series of key principles that provided the policy foundations for increasing recycling and dealing effectively with waste management in the city. These key principles included:

Key Principle	Purpose
Waste Minimisation	To inhibit the growth of Municipal Solid Waste per capita by promoting waste minimisation initiatives with a long term aim of reducing growth to zero.
Awareness and Education	To raise awareness with the public and the Council of the need to enhance reuse, high quality recycling and composting throughout the city through comprehensive stakeholder engagement.
Maximise high quality Reuse, Recycling and Recovery	To ensure compliance with all legislation and guidance produced, with the ultimate aim of achieving 70 % reuse/recycling/composting rate by 2024/25.
Minimise Waste to Disposal	To minimise the amount of Municipal Solid Waste sent for disposal, by not exceeding the maximum amount of energy from waste facility targets set by Welsh Government.
Partnering	To work with local partner organisations, where practicable, to deliver local, regional and national benefits.
Cost Effective Service	To provide a value for money waste management service which is cost effective and efficient.
Sustainable Management	To offer waste management services that offer substantially improved sustainability, and much reduced carbon emissions and carbon footprint.

These principles, which have served the Council well, must continue to underpin the Council's strategy as it seeks to increase recycling rates and improve the operating efficiency of the waste service. They will also underpin the delivery of a Total Street approach to keeping streets and public spaces clean whilst joining up Council services.



The draft updated 2018-21 strategy will therefore continue with the core principles of the Council's Recycling and Waste Management Strategy, which have also been reinforced by the policy commitments set out in Capital Ambition.

2.2 Key Achievements

Cardiff's Recycling Waste Management Strategy 2015-18 has delivered successfully, with appropriate investment, changes to operational practices as well as behavioural change. It has resulted in overall recycling, reuse and composting rates rising from 53% in 2014/15 to the current rate of over 58%.

The increase in overall recycling rates is significant, and the Council thanks its residents for their co-operation in the waste restriction scheme. Over the last three years, the strategy has also enabled Cardiff to:

- *Increase recycling performance and meet statutory targets*
- *Deliver a new and improved Household Waste Recycling Centre (HWRC) at Lamby Way*
- *Provide a free bulky waste collection service for recyclable items*
- *Introduce a reuse partnership at Bessemer Close and Lamby Way HWRCs*
- *Move closer to the Welsh Government's "Collections Blueprint", which is its recommended approach for the collection of household waste*
- *Move to the provision of 140L wheeled bins and equivalent restriction via the provision of red striped 'bespoke' bags across the city*
- *Replace single use bio-bags for garden waste with re-useable sacks across most of the city*
- *Deliver the organic waste treatment contract for food and green waste recycling*
- *Prevent non-Cardiff residents from using HWRCs by introducing a requirement to provide proof of residency*
- *Secure new recycling markets for tyres, mattresses, carpet and uPVC*
- *Charge £25 for replacement of lost or stolen wheeled bins and wheeled bins for new properties*
- *Commence regional contracts to process food waste and garden waste within Wales*



3. Informing the Draft Updated Strategy

3.1 Review of the Recycling Waste Management Strategy 2015-18

The previous strategy was broken down into five separate phases that were reviewed as part of the ongoing process of delivery. The review has also informed the draft updated strategy for 2018-21, with progress summarised below:

Phase	Progress Review
Phase 1: Residual waste restriction programme	Phases 1 and 2 have been delivered in full, and have resulted in our overall recycling performance rising from 53 % in 2014/15 to 58 % in 2016/17.
Phase 2: Household Waste Recycling Centres, new markets and reuse options	
Phase 3: Recycling collections change requirements	Phase 3 was completed in 2015. Further review will be required to continue to move with market and performance requirements.
Phase 4: Recycling infrastructure	A new Household Waste Recycling Centre was completed in 2017.
Phase 5: Additional recycling performance; commercial, cleansing 2017/18	Additional recycling performance was achieved through the treatment and recycling of street sweepings and mattresses. Phases 4 and 5 will continue to be delivered through the updated strategy.

The current approach has also moved the Council closer to Welsh Government's preferred Collections Blueprint, which outlines their recommended approach for collecting household waste and aims to increase the rates of high quality recycling, achieve cost savings, and deliver sustainable development. It should be noted that no Local Authority in Wales currently meets all the requirements of the Collections Blueprint. Actions contained within this revised strategy will mean further improvements in accordance with the Collections Blueprint.

A full gap analysis was also undertaken to identify both the actions delivered and actions outstanding since 2015. This is included as **Appendix B** to this strategy.



3.2 Comparative Performance

When comparing Cardiff's performance, the Council performs well in many areas. The biggest difference between Cardiff and other Local Authorities in Wales is the high volumes of commercial waste produced and the pressures that a city centre economy brings. Large-scale events and businesses do not always recycle the same quantities of waste as households, although this is improving.

Only the waste collected - and subsequently recycled - by the Council from these businesses is included in the tonnages that contribute to the overall recycling figures for the Council. Commercial waste collections can therefore have a significant impact on slowing down overall recycling rates if the recycling rates of waste collected from businesses do not perform as highly as national targets demand.

The proportion and sources of waste collected by the Council and included in recycling performance definitions are outlined below:

Sources of waste



Commercial waste recycling services provide an income stream that supports the Council to deliver all of its waste recycling services. When Cardiff is benchmarked against other UK Core Cities, who face similar challenges to Cardiff, it is clear that the city delivers a much higher recycling performance than other major UK Core Cities, even when accounting for the differences in collection data.

Area	Recycling performance 2016/17 (%)
Wales	63.8
CARDIFF	58.1
Edinburgh	42.3
Bristol	43.4
Manchester	36
Glasgow	26

3.3 Legislative Requirements and Statutory Recycling Targets

The Welsh Government has set demanding statutory targets for all Welsh Local Authorities. Failure to meet these targets carries a £200 per tonne penalty, and the statutory targets for Cardiff are summarised below:

Waste collected by Local Authorities (Cardiff)	2019/20 Targets	2024/25 Targets
Minimum overall recycling	64 %	70 %
Maximum level of landfill	10 %	5 %
Maximum level of energy from waste	36 %	30 %
Biodegradable Landfill Allowance	33,557t	-

The statutory target of 58 % that was set for 2015/16 must be maintained or improved upon until 2019/20. Incremental increases are required year on year to achieve or exceed the required 64 % in 2019/20. To date, no fines have been issued to any Welsh Local Authority provided that a clear improvement plan was presented to Welsh Government. This is entirely at the Welsh Government's discretion, and the risk of larger fines could escalate to £10.45m by 2025 if the Council were to remain at the current recycling rate.

Do Nothing option based on 2016/17 (58%) performance	Local Authority Recycling Target	Recycling Tonnage deficit	Annual Fine value
2017/18	58 %	-	-
2018/19	58 %	-	-
2019/20	64 %	6,970	£1.394m
2020/21	64 %	6,970	£1.394m
2021/22	64 %	6,970	£1.394m
2022/23	64 %	6,970	£1.394m
2023/24	64 %	6,970	£1.394m
2024/25	70 %	17,424	£3.485m
		Total	£10.45m



It is unlikely that the decision of the UK Referendum to leave the European Union will have an impact on the regulations listed above. Waste is a devolved power and Welsh Government have already set recycling and waste targets over and above the requirements for European Union (EU) Member States.

Since the publication of the previous strategy in 2015, there have been no major changes to regulations. That said, the delivery of the new Environment Act (Wales) 2016 will have an influence on an updated strategy when the new Recycling and Environment Regulations are published, though they are not expected until 2019/20.

Revised Waste Framework Directive (rWFD)

The key EU legislation implemented for waste is Directive 2008/98/EC, or the Waste Framework Directive (European Commission, 2012). This legislation outlines high-level principles and approaches to the management of waste, which are to be implemented by the EU's Member States. The Directive introduces the waste hierarchy, which identifies the best and preferred method of waste management practices among EU Member States, whilst setting targets for the reuse and recycling of waste.

The Waste (England and Wales) (Amendment) Regulations 2012

The requirement for EU Member States to establish national waste management plans resulted in The Waste (England and Wales) Regulations 2011 being produced to transpose their interpretation of the key requirements within the rWFD. These were amended in 2012, forming The Waste (England and Wales) (Amendment) Regulations 2012.

Towards Zero Waste Strategy

The Welsh Government's Towards Zero Waste (TZW) Strategy is the overarching waste strategy for Wales and describes a framework for resource efficiency and waste management between now and 2050. The strategy outlines the actions that need to be taken if Wales is to reach its ambition of becoming a high recycling nation by 2025, and a zero waste nation by 2050.

TZW outlines challenging targets that all Local Authorities must achieve which not only focus on achieving high levels of recycling, but also exceed the EU landfill diversion rates. The strategy also outlines preferred methods of collection and treatment of waste and recycling, and seeks to stem the growth of waste.



Municipal Sector Plan – Part 1 “Collections Blueprint”

The Collections Blueprint describes the Welsh Government’s recommended service profile for the collection of household waste. It is anticipated that the recommended service will result in high rates of high quality recycling, significant long term cost savings and improved sustainable development outcomes.

The key emphasis throughout the document is to achieve “closed loop” recycling, in which waste is collected, recycled and used to make new products; however, this requires high quality material. A comparison of Cardiff’s service and the Collections Blueprint is provided as **Appendix C**. Failure to conform to the requirement of the Collections Blueprint could result in the reduction/removal of funding from the Environment Sustainable Development Grant (ESDG) – during 2017/18, this was worth £6.6 million to the Council.

3.4 Well-being of Future Generations (Wales) Act 2015

The Act ensures that all public bodies consider the long term impacts of policy on future generations when making decisions, particularly by having due regard to the Sustainable Development Principle. The Sustainable Development Principle is characterised by the following Five Ways of Working:

1. Integration

E.g. Integration of waste collection and cleansing teams, as the Council seeks to increasingly work across organisational and departmental boundaries.

2. Collaboration

E.g. Collaboration with the British Heart Foundation in developing Reuse Centres and the development of “Love Where you Live” community litter picks with local residents. In addition, established contract partnerships with neighbouring authorities.

3. Prevention

E.g. Minimising general waste, minimising waste sent to landfill and increasing recycling. Support public services that deliver clean streets and prevent environmental crime.

4. Involvement

E.g. Consultation on the proposed strategy and work with resident groups and partners to help keep Cardiff tidy.

5. Long Term

E.g. Consideration of future waste trends, review of population and household growth figures and a review of Cardiff’s recycling potential in order to achieve and exceed recycling targets.

In complying with the Act, the strategy can demonstrably point to how the Sustainable Development Principle and the Five Ways of Working have shaped its development. The draft updated strategy has also been subject to a Statutory Screening Assessment, attached as **Appendix D**.



4. Cardiff Recycling and Performance Potential

A waste flow review has confirmed that achieving recycling targets of over 70 % is feasible, but will not be achieved without a series of changes to the current operating model, market environment and recycling behaviours. Achieving a 70 % + recycling rate would therefore require:

- *More education and awareness;*
- *Cultural and habit changes;*
- *New external markets becoming viable and stable;*
- *Stronger enforcement of recycling;*
- *Balancing the commercial income generated through commercial recycling to risk.*

If certain barriers were removed, behaviours sufficiently changed and the market conditions were right, there are a number of areas where the Council could increase the amount it recycles.

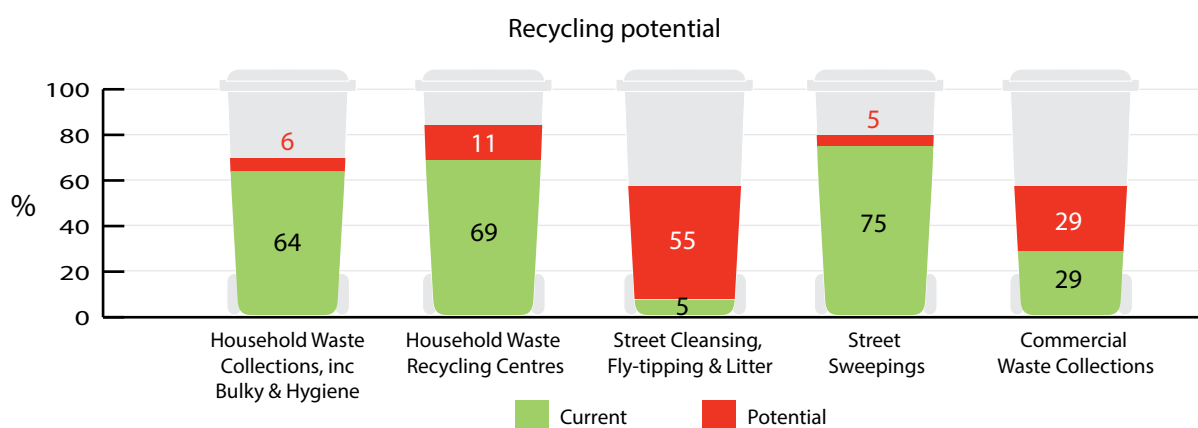
Whilst it is difficult to accurately predict people's behaviours against a background of rapid population growth, the review has determined that there is sufficient recycle still available in the residual streams to achieve 70 % or above recycling within the city. Based on the current tonnages achieved and the composition analysis of what is available, the summary on the following page outlines how 70 % can be achieved. Further details can be found in **Appendix A6**.

4.1 Potential for Increasing Recycling

Based on our analysis of waste and recycling we believe that there is potential to increase recycling in a number of areas. These include:

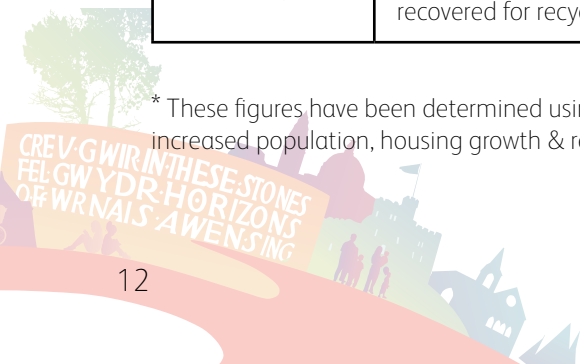
- *Household Waste: Household kerbside collections, bulky, hygiene & bring sites*
- *Household Waste Recycling Centres*
- *Street Cleansing, Fly-tipping & Litter*
- *Street Sweepings*
- *Commercial Waste Collections*
- *Secondary recycling (i.e. the material/product is reused in some other way without reprocessing)*

The potential increase is summarised below:



Area	Recycling and Performance - Potential Improvements	Potential Additional Tonnages for Recycling (approx.) *
<p>Household Waste:</p> <p>Household kerbside collections, bulky, hygiene & bring sites</p>	<p>We could recover additional recycling by increasing performance from 64 % to 70 % .</p> <ul style="list-style-type: none"> • Almost 1,000 tonnes could be achieved from recycling hygiene waste. • An additional 500 tonnes could be achieved from recycling textiles at the kerbside. • More people could be supported to recycle more items • Further reuse and sorting of bulky items. <p>Performance improvement will be primarily driven by education and influencing habits of residents to recycle correctly and as much as possible.</p>	<p>+6,000t</p>
<p>Household Waste: Recycling Centres</p>	<p>Moving to 80 % recycling of current materials by ensuring residents recycle as much as possible at the HWRCs.</p> <p>Pursuing new market opportunities for hygiene and PVC windows could yield additional tonnages for recycling.</p>	<p>+5,000t</p>
<p>Street cleansing, litter and fly-tipping</p>	<p>Litter, cleansing and fly-tipping contribute a smaller proportion of the whole waste stream, but even small changes could yield a small increase in overall recycling performance.</p>	<p>+1,000t</p>
<p>Street Sweepings</p>	<p>Reducing the contamination as the sweepings are collected.</p>	<p>+280t</p>
<p>Commercial Waste Collections</p>	<p>Based on the compositional analysis there is a large proportion of recycling available in the commercial waste streams.</p> <p>Of the current level of Commercial Waste collected, approximately 29 % is recycled. If this was increased to 58 % , approx. 6,000 more tonnes could be recycled. However, balancing this with market growth and income will mean a slower timeline to improve recycling in this area.</p> <p>Targeting new single stream collections and skips services.</p> <p>Embracing Environment Act Regulations to promote and support landfill bans and separate recycling collections.</p> <p>Working with Welsh Government on deposit schemes and reuse.</p>	<p>+6,000t</p>
<p>Secondary recycling</p>	<p>There are secondary opportunities to remove more recycling from residual streams. By sorting through residual skips and other residual streams such as fly-tipping, further tonnage can be recovered for recycling.</p>	<p>+ 3,000t</p>

* These figures have been determined using current waste flow modelling. However profiling is subject to change with increased population, housing growth & recycling habits to consider.



5. Completing Issues Identified in the 2015-18 Strategy

Following the review of the 2015-18 Strategy, five key areas of focus have been identified that require immediate action, in order to complete the delivery of the 2015-18 Strategy and support the delivery of the draft updated Strategy for 2018-21.

Piloting a separate glass waste collection service

In order to reduce operational processing and maintenance costs the Council will pilot a fortnightly collection of glass waste in a separate container for recycling purposes.

The weekly green bag collection service will remain for all other materials, but the glass waste must be placed in a separate container. This will mean high quality glass waste can be provided for recycling, so reducing the risk of losing a glass-recycling outlet for the Council. The changes will be self-financing; the current cost of recycling the glass waste will be replaced with an income.

This will fund the additional collection costs of providing this service. On completing the pilot, residents will be consulted and the feedback will inform the further development of the Recycling and Waste Management Strategy. The information regarding the background and the pilot for a separate glass collection is attached **Appendix A1**.

Expand the Provision of the Wheeled Bin Service

The benefits of the provision and use of wheeled bins, where appropriate, are well established when compared with bag collections. They reduce street litter and pest attacks. Wheeled bins also provide safe storage and movement of waste for employees and residents.

A further 3,000 households (approx.) are deemed suitable for wheeled bins, under the current established criteria. Local consultation will be undertaken with ward members to agree the full extent of the expansion programme. These changes will be delivered within existing resources and further detail is attached as **Appendix A2**.



Minimisation, Education, Reuse and Changes to Household Waste Recycling Centres

The Council will continue its commitment to promoting waste minimisation through education alongside reuse partnerships. Clear education messages and activities will further support change to enable residents to reuse and recycle more in the correct way. A reuse partnership is now well established with British Heart Foundation, and further growth of niche reuse such as medical aids and tools will be provided. The Council is committed to utilising its assets to support the growth of reuse partnerships.

A key area identified for improvement is within the HWRCs. Whilst the Council offers over 30 different recycling options for residents, a significant proportion of waste is still not sorted appropriately. If 80% recycling could be achieved, almost 4,000 tonnes could be added to recycling performance. A number of users are simply bagging all types of waste and disposing of it in the general waste skip. The Council will therefore introduce an 'education station' at the HWRCs to support residents bringing in bagged mixed-waste.

This will assist in reaffirming the messages being conveyed to residents about how to recycle effectively and help them to prepare their waste appropriately before visiting the HWRCs to enable as much recycling as possible. Full proposals to meet and exceed the 80% recycling targets set for HWRCs, the reuse plans, and community engagement strategy are attached as **Appendix A3**.

Develop new recycling infrastructure

There is a clear need to consider Cardiff's future waste infrastructure requirements in view of the city's growth. The Local Development Plan (LDP) sets out the areas of major growth within the city and whilst the current HWRC infrastructure will absorb the north-east growth, long term demand must be considered in the growth areas of the city. A new domestic and commercial HWRC will be required to accommodate further growth areas of the city, to futureproof maximum reuse and recycling opportunities for non-kerbside collected waste. A business case will be required providing a suitable location assessment. There will be a 2-3 year lead time on delivering planning, permitting and construction for such a site, once appropriate land has been acquired.

In the same way, the Council needs to deliver an outline business case for future materials recycling facilities. The existing Materials Recycling Facility at Lamby Way will meet the medium term needs of the Council, but not the long term due to asset depreciation and future growth volumes. Again, due to the costs, land and development timelines involved in such a new project, work is required now. Equally, for such a large venture, economies of scale are vital.

The Council wishes to explore regional working, following on from the successes of Prosiect Gwyrdd for residual waste and the Cardiff Organic Waste Treatment contracted partnerships. Both studies will review technical surveys and feasibility studies, which can then inform the next revision of the LDP. The Council's future infrastructure will consider changing packaging demands and consumer habits towards paper, plastics and potential deposit return schemes. Further detail, with a summary of requirements, is attached as **Appendix A4**.

Explore Options to Improve Efficiency and Customer Experience

Delivering improvements that meet customer needs and provide operational efficiencies, and exploring ways of working that improve value for money are always needed for continual improvement. This section sets out various options that can be explored to determine if further efficiencies can be delivered. These include considering collecting on Bank Holidays or utilising a different collection window in the day to reduce the number of 'catch-up' weeks or avoid parking and traffic issues, all of which can reduce the frequency of missed services. Another efficiency that could be brought forward is altering the compost collection service to a demand-led service during the winter months; this may also provide a better customer experience. All of these options are to be explored in more detail. A case study in relation to alternative working patterns, and a high level option appraisal for some options for compost collection improvements for customers and efficiency, are attached in **Appendix A5**.

All changes proposed in the draft updated Recycling and Waste Management Strategy will be based on robust financial modelling and strong business cases. New markets and existing outlets also need to be stable and yield good quality recycling, whilst the Council will continue to support targeted education and a zero tolerance approach to poor waste ownership.

6. Increasing the Recycling Rate: Actions for 2018-21

The Council will build on the waste minimisation, reuse and recycling approach set out in the Recycling Waste Management Strategy 2015-18.

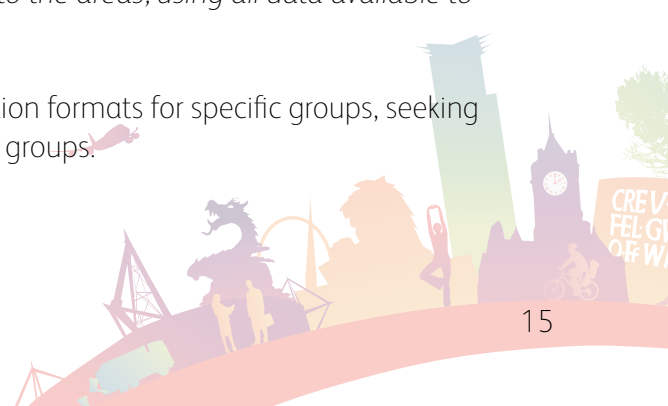
Education

It is important to acknowledge the role of the public in raising levels of high quality reuse, recycling and composting and in helping to maintain the quality of their local streetscene. The Council can undertake detailed waste flow modelling, analyse collection data, research best practice and initiate improvements to infrastructure and recycling and waste schemes, however none of that practice is worthwhile without the full support and participation of the public.

As strategic changes are implemented, full communication plans will be drafted with the support of the Council's communication team and community leaders. A range of methods will be employed to communicate with all customers, both internal and external. These will embrace all available media formats, and recognise the social and demographic variations across Cardiff

- *We will provide targeted educational messages specific to the areas, using all data available to identify the message required.*

In addition, the Council will consider preferred communication formats for specific groups, seeking advice from neighbourhood management and community groups.



The Council is also committed to the Equal Opportunities Policy, and will continue to offer material in formats such as large print, Braille and audio. Planned operational changes would be subject to Equality Impact Assessments.

- *We will make full use of communication material that is available from partner organisations, including fly-tipping publicity material from Natural Resources Wales.*
- *We will draw on best practice communication activities and case studies, as well as utilising existing research undertaken by partner organisations into behavioural change, demographics and preferred communication methods.*

Community based activities such as the 'Love Where You Live' and 'Really Rubbish' campaigns must continue to play an important role in raising awareness and volunteer support directly in communities.

- *We will build on the "Love Where You Live" and "Really Rubbish" campaign ethos to promote community ownership of issues relating to litter, waste and recycling, raising awareness and sense of social responsibility.*

Targeted Stakeholder Engagement & Communication

Stakeholder engagement and communication is essential to increase recycling rates across the city. The Council has some challenges, with students comprising 10.8 % of Cardiff's total population. This is a transient community, meaning that there is a need to invest in education and awareness raising on an annual basis.

- *We will continue to work in partnership with universities, students unions and the third sector to support students with street scene, reuse and recycling improvements.*

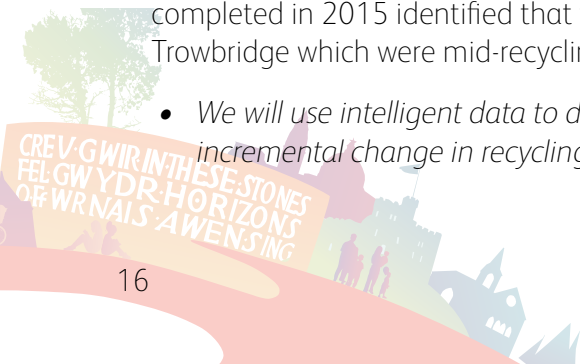
Ethnic minorities also account for 15.5 % of Cardiff's population, significantly higher than the Welsh average. Again, this requires information in specific languages and tailored support to ensure inclusivity and that key messages are received by all the city's residents. All key recycling and waste information is currently translated into 15 community languages.

- *We will work with community leaders and forums to ensure our communications support our Black, Asian and Minority Ethnic Communities to reuse and recycle more.*

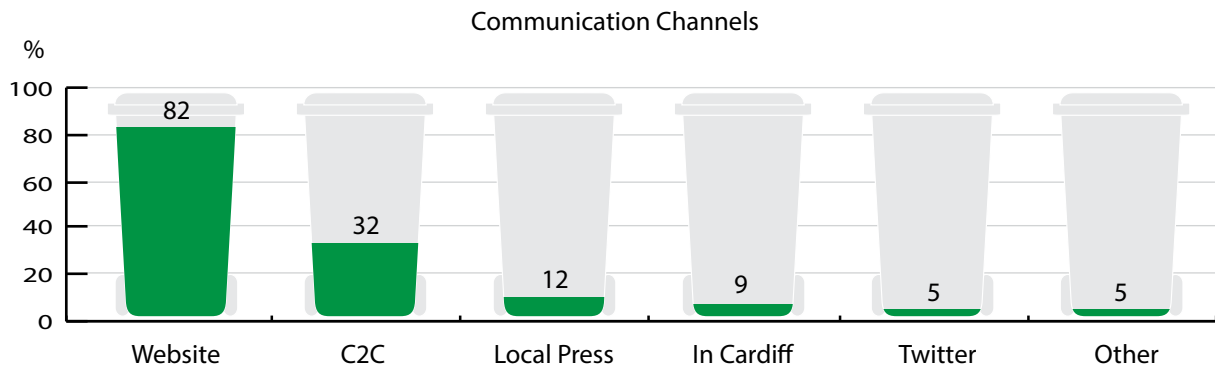
Targeted campaigns, taking into account the needs of these individual communities, are developed with advice from relevant stakeholders.

The Council will also make full use of all area-by-area data available to us to develop area-specific recycling plans with differing objectives. The education focus over the next three years will be within poor to mid-performing recycling areas. For example, a monitoring and improvement exercise completed in 2015 identified that the biggest positive gains could be achieved in Fairwater/ Trowbridge which were mid-recycling areas.

- *We will use intelligent data to deliver targeted campaigns in areas that are likely to see the best incremental change in recycling performance*



It is not always possible to deliver a leaflet to every door in the city, which is why targeted improvement is essential. There is also growing evidence that many households do not respond well to 'cold' leaflets being delivered through the door. The Council will need to ensure that, as it moves forward with its digital agenda, new technology supports communication wherever possible. Recent Ask Cardiff surveys have also helped inform how and where people go to find their recycling and waste information (summary below). This will again help us to use more cost effective communication methods which residents also prefer to use.



In addition, the Council can now analyse on a ward-by-ward and street-by-street basis where residents are finding information about recycling and waste collection dates. We can again further tailor communication methods, based on our residents' preferred engagement methods.

Partnership working

A core principle remains a strong focus on partnership working. In addition to opportunities for shared regional infrastructure, continued collaboration regarding recycling markets and the production of goods from materials will continue to yield benefits through the economies of scale that partnerships bring.

- *We will explore community and charity partnerships, alongside local authority partnerships, to form the cornerstone of a strong longer-term recycling strategy and circular economy in this area.*

New Markets for Recycled Waste

When any potential new markets open up for recycling materials, the Council will explore the viability of offering expanded services to residents and businesses.

- *We will explore new markets as they become viable, such as hygiene waste, more hard plastics and polystyrene over the next 3 years.*

Single Use Plastics

The Council recognises the damage that waste plastics cause to the environment, and that single use plastics create unnecessary waste with negative impacts on our communities and environment. Approximately 400 million tonnes of plastic are produced globally each year, of which 40% are intended to be single use. Over 8 million tonnes of this plastic enter the world's oceans each year with most originating from the land. A reduction in the use of plastics and the recycling of those plastics that are recyclable, such as those collected from households in the city through the green bag scheme, can help protect our environment and support sustainable agendas.

- *We will bring forward a proposal for significantly reducing single use plastics – such as plastic cups and plastic cutlery – by the Council and within our supply chains by Autumn 2018.*
- *We will work with partners to promote awareness of the environmental damage caused by single use plastics.*
- *We will continue to work with Welsh Water on the provision of drinking water refill stations.*
- *We will continue to promote the environmental benefits of the appropriate disposal and collection of recyclable plastics for recycling.*

Alternative fuel mediums

Capital Ambition supports the move towards more sustainable fuel sources. Waste services are already exploring alternative fuel mediums such as electric vehicles and hydrogen or compressed natural gas fuels for the Council's Heavy Goods Vehicle (HGV) fleet.

- *We will explore alternative fuel mediums - such as electric vehicles and hydrogen fuels for the HGV fleet - in order to contribute towards the Council's carbon reduction and clean air commitments, as well as the long-term sustainability of the fleet.*

Enforcement

Capital Ambition makes clear that the Council will operate a zero tolerance policy for the litter-throwers and fly-tippers who demonstrate a complete lack of respect for their neighbours and communities. This will mean increasing enforcement activities and fines.

- *We will adopt a “zero tolerance” enforcement approach towards environmental crime, for those in the community who do not take responsibility for their own waste. Enforcement will only be an option in cases where legislation, and political direction, is available to support it.*
- *We will update and revise environmental crime policies based around fly-tipping, public protection and littering.*



Household Waste: Household kerbside collections, bulky, hygiene & bring sites

Kerbside collection policy

Towards the end of this strategy for 2018-21, the Council will re-test the current approaches to ensure that they are providing the best value for money and sustainable outcomes, in line with the Welsh Government's preferred Collections Blueprint.

- *We will ensure that the Council's TEEP (Technically, Environmental and Economically Practicable) position is re-tested against the Recycling and Environment Regulations to ensure maximum cost effective recycling.*

Domestic collections, including bulky and hygiene collections

Household participation in recycling schemes will continue to be critical to achieving higher recycling targets. Citizen engagement and communications will be key in reaching the targets of 70% or higher. As the technology develops, there is scope in future to consider motion sensors in bins. This can positively assist in a number of ways. This could accurately determine how much waste the Council is collecting, the number of properties per street presenting a particular type of waste for collection, along with providing detailed insight into whether a bin has been collected (but reported as missed).

- *We will, as technology emerges, maintain a watching brief on market place opportunities and bring forward a business plan at the appropriate time.*

As the city continues to grow, collection day rebalancing will be required. As new developments are built, the collection rounds (amount of properties serviced per vehicle) need to be rebalanced and this can mean having to change the collection days for wards and/or properties. "Re-zoning" the collection days is typically required every five years.

- *We will explore the need for re-zoning the collection days, and recommend action by 2022.*

In terms of bulky waste collections, the Council's reuse partnership with British Heart Foundation allows scope to re-use items collected within the bulky waste service.

Bring Sites

The use of bring sites by the public has declined over the years. In the right location, they still have a place in the community.

- *We will explore the benefits of new bring sites in areas where demand has been identified, with a focus on glass waste collection and new build areas.*



Household Waste: Recycling Centres

Deposit Return Schemes

The Council will work with Welsh Government and key partners to explore the concept of re-establishing deposit return schemes for packaging.

- *We will work with industry and Welsh Government to contribute to the development of schemes that will yield reuse and high quality recycling.*

‘On the move’ recycling and fly-tipping

The Council continue to explore recycling opportunities and consider new community engagement initiatives to increase waste ownership. The contents of on-street/ parks and local litter bins and litter collected from the streets contains up to 70 % recyclable materials. While street recycling bins have been provided in high footfall areas of the city centre, it has proved to be a significant challenge to encourage residents and visitors to use the bins correctly. Recent research has shown that bins have to be demonstrably different and very well labelled with positive ‘nudge’ messages to help everyone to use them.

- *We will work with Welsh Government on their national behaviour change projects to overcome communication barriers and deliver local campaigns, in our high footfall districts and parks, for recycling litter to be put into new recycling litter bins*
- *We will explore the use of “nudge theory” to help influence people’s habits, which includes such elements as litterbin design and placement.*
- *We will support and facilitate recycling from community litter picks to assist in growing community pride and ownership of open spaces.*
- *Increase City wise support for Love Where You Live voluntary groups in this approach and continue improve discarded litter recycling*

Street Sweepings

The Council will continue to segregate recyclable material from its operations.

- *We will work on improved street cleansing activities to assist in removing litter from the collected sweepings. This will reduce the quantities of non-target material that has to be removed from the recycling process.*



Commercial Waste Collections

Commercial services

Commercial waste services have grown over recent years and are expanding into new markets; however, this can carry risks to improved recycling performance.

- *We will undertake targeted recycling campaigns focusing on small to medium-sized businesses. These specific campaigns will be evaluated, with case studies produced to encourage other businesses to re-use and recycle as much as possible.*
- *We will expand the growing skips service to provide targeted material options. By providing single stream skips, this will encourage more recycling at source by business customers.*

The Council's Commercial Services team already offers numerous separate stream collection services to businesses. These services will be expanded in line with the developing Recycling and Environment Wales Regulations (Environment (Wales) Act 2016 – Part 4). Card, glass, wood, rubble and food will be collected separately to support the regulations and landfill bans. Other materials for collections will also be considered.

- *We will work with Welsh Government to comply with regulations and support business to comply with regulations that come into effect over the lifetime of this strategy. This activity will support increased reuse, recycling and the provision of high quality closed-loop recycling.*

Secondary recycling

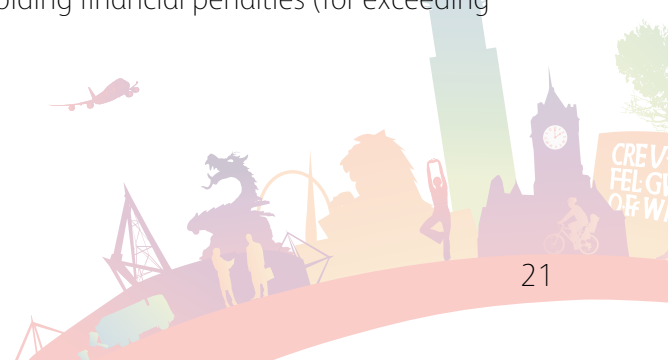
Waste Transfer and Secondary Sorting

The waste transfer station at Lamby Way will continue to focus on sorting all residual waste deposited there in order to extract any recycling or reuse value.

- *We will use secondary sorting to extract any recyclables that have been disposed of incorrectly to achieve higher targets for recycling through waste transfer.*

Disposal & Landfill Aftercare

Minimising waste to disposal remains a key priority as well as a statutory requirement, and will be achieved by ensuring increased levels of high quality reuse, recycling, and recovery. The Council is committed to reducing waste to disposal or treatment, through increased quantity and quality of reuse & recycling. This can be achieved by improving infrastructure, public accessibility and behaviour with a view to achieving national targets and avoiding financial penalties (for exceeding maximum disposal and/or treatment targets).



The landfill site at Lamby Way closed in 2017 and the Council commenced a 60-year aftercare plan for the site. Currently, the site is being considered for the best community provision which includes a nature and wildlife reserve, solar energy farm and an eco-food park.

- *We will observe our statutory requirements to protect and care for the landfill site at Lamby Way and explore end of use options for the site.*

Delivery Arrangements

The Council's five-year policy programme, Capital Ambition, commits to the delivery of a 'Total Street' approach to keeping the city's streets and public spaces clean and well maintained. Frontline council services such as cleansing, highways, waste and enforcement will also be aligned and there will be a strengthening of responsibility to neighbourhoods through a stronger focus on partnerships and cross-directorate working. To support this approach, the Capital Ambition Delivery Programme includes the establishment of a Streetscene programme, which will oversee the implementation of the draft updated Recycling and Waste Management Strategy 2018-21.

All of the actions and activities required to deliver this strategy will be managed and tracked through the Streetscene Programme Board.

7. Risks & Challenges

The draft updated Recycling and Waste Management Strategy 2018-21 is required to mitigate significant risks that the Council faces if it fails to deliver the required step changes:

Finance:

- *The Sustainable Waste Management Grant funding may be at risk for schemes that do not adopt the Welsh Government's 'Collections Blueprint' methodology.*
- *Obtaining high quality recycling markets will increase the income to the Council and secures the best market prices. However, money needs to be invested to achieve this.*
- *The Council's budget deficit is striving for further income generating opportunities, including high profile events, increased emphasis on fines for incorrect presentation of waste and the growth of the commercial waste team. The growth of commercial waste will see waste generation grow by 2,000t per year (with associated costs for processing/collection).*
- *Secondary recycling (post sort) will be required to meet future recycling targets. There is currently no identified budget for this, so the Council is relying on waste reserves.*



Failure to reach targets:

- *If we do not meet statutory targets, the fines could potentially equate to more than £10m by 2025.*
- *Economy recovery may result in waste production increasing 'throwaway society'.*
- *Many Local Authorities in Wales do not provide commercial waste services; consequently, Cardiff has a disproportionate position when compared to other Councils' recycling performance.*
- *Moving this tonnage from our Municipal Solid Waste figures would greatly improve our recycling performance by +4 %.*

Increased demand on services:

- *Cardiff is one of the fastest growing cities in the UK. The LDP will deliver 41,415 new dwellings.*
- *Cardiff's population has risen over 3,500 each year, with official projections indicating continued growth.*
- *Increasing numbers of high profile events in the city results in additional waste being produced. Management of the collection and processing of the waste results in additional costs, along with increased waste production at a risk to our recycling targets.*

Public participation:

- *Without support from the public, recycling performance will reduce.*
- *The incorrect presentation of waste puts additional pressures on our cleansing, and waste education/enforcement team.*
- *The public perceive a reduction of Council services, including recycling and waste collections.*
- *The public perception of Council Tax contributions is that it funds a significant element of recycling and waste services, whereas it is 2 %.*

Risk of Change:

- *Recycling markets, and how they change on a global scale, need to be considered. For example, in 2015/16 there was no market to accept glass for a two-month period.*
- *Further legislative demands.*
- *Significant resource and communication support required to change people's behaviour, and encourage buy-in to new schemes/policies.*
- *Continued political and internal buy-in to change is essential for changes to be effective across the city.*





RECYCLING WASTE MANAGEMENT STRATEGY
CARDIFF COUNCIL - UPDATED DRAFT STRATEGY 2018-21
WORKING FOR CARDIFF, WORKING TOGETHER.

Appendix A1 – The separate collection of glass waste- pilot

To improve the quality of recyclable material

Introduction

The Council currently collect glass within the mixed, dry recycling green bag. While this approach has served the public and the council well to date, the changing global recycling markets are now placing a challenge on this method.

In 2015, there was a significant shift in the glass market. A material that once produced an income now required a gate fee to process, and this is at a cost to the Council of £500,000 annually. The pressures on the global market also saw our re-processors stop taking glass for two months. The Council was able to identify space to stockpile Cardiff's glass but had space not been available, it would have been lost to disposal.

If the glass cannot be recycled, the gate fee for disposing of the glass will increase by a further +£40 per tonne, meaning the council will have to afford a further £320,000 annual bill in processing costs, plus the risk of fines.

Currently, the Council collects over 8000 tonnes of glass each year, which is sent to be recycled for aggregates. As the global markets demand higher quality year on year, the outlets for glass are reducing. Currently, the council only have one outlet for glass and if this were to cease, the material could not be recycled. A loss of over 8000 tonnes to recycling would mean the council would fail the recycling targets, and could equate to fines in excess of £1.6m.

Another consideration when reviewing potential service change is the waste (England and Wales) (Amendment) Regulations 2012 and Welsh Governments Collection Blueprint. These regulations were implemented to deliver high quality (separate) collections of waste paper, metal, plastic or glass, whilst also being the best technical, environmental and economically practicable solution (TEEP).

An analysis of our current recycling collection methods (co-mingled, in a single use bag collected weekly) and operating costs demonstrated that there are significant improvements to be made if the glass was removed from the co-mingled bag and collected separately at source.

Current position

Cardiff's co-mingled (mixed) recyclable material is delivered to our in house MRF (Materials Recycling Facility). The MRF receives and segregates all material, through a mixture of automated and manual sorting.



Picture 1- artist's impression of the MRF

At one of the initial stages of processing, small fragments of glass fall through a separating screen to a lower conveyor belt below. Larger pieces of glass will continue through the process; once passed through a magnet to remove steel, the remaining pieces of plastic, aluminium and glass pass through a glass breaker. The smaller pieces of glass again fall through a separating screen, to join the pieces separated at the start of the process.

The separating screens permit other smaller bits of material e.g. ripped paper, small pieces of plastic etc. to within the glass. Although every attempt is made to further clean the material, the Council have to pay for the material to be further cleaned and recycled, rather than gain an income for the material.

The Council currently only supply into one glass reprocessing market, which carries significant risk if this end market was to become further weakened or cease all together.

Of a sample load of glass recycled, 59% could be re-melted back into glass. 18% was used as aggregate/insulation manufacture and the remaining 22% was rejected as contamination.

In addition, fragments of glass cause a lot of damage to equipment in the MRF particularly hard rubber 'stars' which are used on the screens that separate different materials. The abrasive nature of glass causes erosion, at a much faster pace. Annually, this is an additional strain on the MRF maintenance costs.

For the reasons identified above, it is clear that there are potential improvements to be made.

In summary, removing glass from the co-mingled bag collection could result in:

- ✓ Better quality closed loop glass recycling i.e. recycled glass being turned back into new quality glass.
- ✓ Income rather than a cost for processing the glass (market dependant)
- ✓ Reduced operating costs in the Materials Recycling Facility (MRF).
- ✓ Better quality paper recycling – due to reduced contamination.
- ✓ Better quality of glass and paper will lead to better income generated from their sale.
- ✓ Improved compliance with the Waste Collections Blueprint.

Proposal

1) Pilot areas

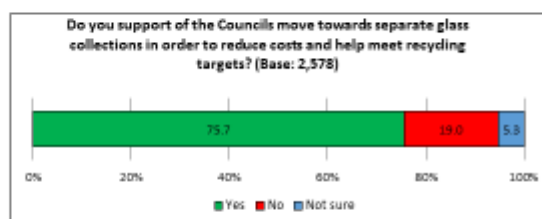
The Council is proposing an initial trial of 17, 164 properties to present their glass separately to the rest of their recycling. The initial pilot will enable us to fully identify the improvements made to the quality of the glass, the amount of glass that differing households present, the best collection method and identify the possible demand in terms of increased requests for assistance (registered collections), ordering of boxes/caddies etc.

Early consultation has suggested support for the scheme.

Waste Collection

76% of respondents supported the move towards separate glass collections in order to reduce costs and meet recycling targets.

Just 14% opposed the scheme in Cardiff South West compared to 24% in Cardiff South East.



Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together

The pilot will be implemented over a period of at least 12 weeks. A minimum of 12 weeks will provide us with information required, to determine whether a citywide expansion will take place. Areas within the pilot would continue to take part in the separate collection of glass, until a scheme is rolled out across the City.

Collected once a fortnight, this will give residents the opportunity to present glass on at least 6 occasions throughout the pilot. To ensure maximum efficiency of vehicles, the trial would include 10 areas across the city allowing one area per day over a two-week period.

Areas selected would be based on the following criteria:

- Collection days – one on each day of the week is required
- High, medium and low performing recycling wards (1-4 scale, 1 = high, 4 = low)
- Average glass capture (1-4 scale, 1 = high, 4 = low)
- Housing type – high density flats, terraced houses, semi-detached houses and detached houses
- Segmentation data – demographic data, recycling behaviour and attitudes towards waste.

Main collection principles for properties on the glass pilot:

Traditional households Glass waste Collection Arrangements

- Glass will be collected on a fortnightly basis, on the same collection day
- Properties will initially receive 1 x box or caddy. 1 additional container can be ordered per property
- If properties request more than 2, the request will be considered by recycling communication officers
- Boxes/caddies will be replaced free of charge
- Food waste, garden waste, general waste and hygiene waste (where registered) collections will not be affected
- The following materials can be placed into a green bag, for a weekly collection
 - Paper
 - Tins/cans
 - Cardboard
 - Plastic
 - Aerosols
 - Shredded paper (in a single green bag separate to other material)
- There are a variety of containers that could be used. Officers have reviewed these options a number of types will be tested through the pilot period, box types will have a lid, or net to contain the material.

- For the duration of the initial phase, additional boxes/caddies can be ordered by contacting C2C. They can also be obtained from recycling communication officers during community engagement events.
- Collection crews will be told to considerately place containers back outside resident's properties
- The registered collection service remains for those who require assistance with placing out bins/sacks/bags for collection. The current service criteria will be reviewed, to accommodate the change
- There will be facilities to recycle glass only at any remaining bring banks across the City
- Residents can choose not to take part in the trial, but green bags containing glass will not be collected
- Collections of glass will take place between 8am-8pm; existing recycling and waste presentation rules apply
- Containers must be within the property boundary when not presented for collection
- Containers will be labelled with individual address details

Blocks of flats

- The Council will identify a block of flats within each trial area
- Before the trial, an assessment will identify whether there is sufficient space within the bin storage area for an additional communal bin
- We will provide a 140l or 240L bin, with an aperture (hole) for glass bottles/jars. The bin will have a gravity lock, so will be secure
- We will consider the benefits of providing residents with a sack, to enable them to safely transport glass to the communal bin area

Bring banks

Glass only bring banks can also be considered, but over recent years the use of bring banks has declined. Many banks have been removed due to abuse and contamination. Research shows this is not an issue specific to Cardiff, many authorities are moving away from bring banks due to the issues they attract. Consideration will be given to glass banks where it may suit a local community, but this will be after alternative solutions have been explored.

Monitoring and Evaluation

Monitoring will comprise of four separate components;

1. Public opinion surveys

A survey will be delivered to each property that will be participating in the trial. The initial survey can help in gauging the resident's current recycling habits, how much

glass they believe they place out for collection, container preference and their likelihood of participating in the trial

Residents would be able to send back a hard copy of the survey or complete online. In addition, we will monitor response levels and where response levels are particularly low, complete face-to-face interviews at resident's homes.

A further opportunity to take part in a survey could take place before the end of the trial. The same response methods would be available. This survey would identify whether the container provided was appropriate, whether the collection frequency is appropriate and the challenges and benefits of the scheme as a whole.

2. Participation monitoring

Ongoing participation monitoring will need to take place before, during and after the trial. The teams will be walking the streets in front of the collection crews noting:

- Pre- trial- number of households presenting green recycling bags, number of households presenting general waste
- During and post- trial- number of household presenting green recycling bags, number of households presenting general waste (and whether any additional bags are next to bins) and number of household presenting glass container on a fortnightly basis

Monitoring will need to take place over a 6-week period during the pilot to account for three separate opportunities to present the glass container for collection.

The participation monitoring will be able to determine the amount of glass we collect per participating property. We will be able to apply assumptions across the remainder of the City, to determine the likely amount of glass (by weight and volume) we will need to collect across the City to meet recycling targets.

3. Analysis of material within green bags

Teams will remove green bags from a sample number of properties within each of the trial areas. This will take place before, during and after the trial.

Bags will be taken back to the analysis compound, where the material will be separated into different material types. Initially, this will present the Council with information about how much glass is in the green bags before the trial. We can use this information to help determine how many separate glass containers households will need to contain their glass.

During the initial phase, it will be determined how much glass is still within the green bags, as the crews will not have the opportunity to reject the bags during the collection (analysis team will collect first).

The analysis of the contents within the green bags, and participation monitoring will also determine confidence in residents' responses to surveys e.g. residents state they use the glass collection separate service, but are placing glass into green bags

4. Analysis of end material within MRF

Green bags collected from within the trial areas will be tipped into a separate location within the reception hall. The material will be processed separately to the areas not part of the glass separation trial.

The quality of all end material will be analysed, to determine the effects on quality.

Waste education, communication and enforcement

The pilot will be supported by a wide communication and engagement strategy. Briefly, this will comprise of:

- Community outreach in all areas
- Door knocking in all areas, with particular focus on evenings and weekends
- Consideration of the likely impacts of the trial on all protected characteristics, and mitigation (Equality Impact Assessment attached as Appendix 2)
- Educational support in all areas on recycling collection days
- Information sticker left on green bags containing glass
- Regular social media updates, and responses to queries through social media platforms as well as traditional phone calls/emails/letters
- Leaflet delivered to all properties explaining the change
- Promotion of tours of the MRF to offer a first-hand experience of why glass causes such problems (arranged in advance, limited availability)
- Website updates
- Press release & press call visit to Lamby Way
- Information in local community hubs/libraries/leisure centres

Education will be the initial key focus of the trial for first 3 collection cycles. Any green bags containing glass will be targeted so residents can be given the opportunity to understand what they have done wrong.

Assuming the only contamination is glass; the bags will be returned to the MRF and processed with the bags from the remainder of the City not partaking in the trial.

The remaining three collection cycles may have a stronger enforcement focus. By this stage, householders should be aware of how they now need to present glass for collection. The same process of placing a sticker on the bag will occur. Bags will be removed. However, during the enforcement phase of the campaign where bags remain on the street, the property will receive a Section 46 Notice. This notice legally stipulates the correct way to present recycling and waste for collection.

Operational Arrangements

The service will provide a fortnightly collection service from a box with a netted cover or a lidded caddy (similar to the food caddy). This will be collected by glass only vehicles, to ensure the glass is kept separate from other materials.

Initially the service will pilot an 8am to 8pm collection window, based on two, six hours shifts. This collection pattern will be a new shift pattern, which requires additional new collection teams. The savings achieved from no longer having to process the glass through the MRF will fund the cost the extra vehicle and operatives, and the associated gate fee changes due to the increased quality.

The MRF will require little or no change, as the glass will be bulked separately with no need to be processed through the plant.

Appendix A2- Expansion of the provision of wheeled bins

Following the last wheeled bin roll out in 2015, there now remains a small number of properties that are deemed suitable for wheeled bins, but as yet have not been considered for wheeled expansion.

As wheeled bins provide safer and more robust storage for waste, they are the preferred container for general waste. They protect the waste so reducing issues of litter and pest attacks, so in turn leading to cleaner streets. In addition, they are safer for the operatives and residents to move to and from their property.

Overall, the provision of residual waste wheeled bins is more cost effective than the repeated, 6 monthly delivery of red striped bags. A wheeled bin can last more than 10 years; in the same period, it would cost significantly more to purchase and deliver bags.

There are also significant issues with the bi-annual delivery of red striped bags, which can be reduced by introducing wheeled bins wherever possible.

It is far more sustainable to have a re-useable container for residual waste, rather than single use plastic bags.

Officers carried out a physical, on street review of all properties with a red striped bag collection. The purpose of the review was to determine whether the properties would be suitable for a residual waste wheeled bins.

The general criteria for deciding whether a property should have a residual waste wheeled bin are:

- The property must have storage space within its boundary, which is off the public highway
- The storage space for the wheeled bin should be ground level (or risks appropriately evaluated)
- The implementation of bins will not cause any operational delays (e.g. all bag streets surrounding 1 street of bins)
- At least 80% of the properties within a street are suitable

Public opinion surrounding the aesthetics of bins in the area will not be considered, if all the above criteria are satisfied.

Conservation area status is a consideration; the general purpose of designating a street as a conservation area is to “preserve or enhance the character or appearance of an area”.

However, there is no specific schedule within conservation area legislation which relates to the provision of wheeled bins, so the argument will always be subjective. It can be argued that neatly stored bins can help improve the Local Environmental Quality of an area, by reducing the likelihood of split waste.

With this in mind, streets have been identified as being potentially suitable for wheeled bins. There are **3042** properties that could be changed to wheeled bins within the existing resources available.

A 140L black bin will be delivered as standard, free of charge. Green bins for garden waste may be explored where appropriate.

Replacements of lost/stolen bins will be charged at £25 in the future.

If a property has already been identified as requiring additional red striped bags due to their individual circumstances (very large families for example,) then they will be delivered a larger/additional bin as necessary.

Further discussions will take place with local ward councillors before bin(s) are issued to properties.

Each property to receive the new bin(s) will receive notification of the change, followed by their new bin and information on using them.

Appendix A3 – Minimisation, Education, Reuse and HWRC Recycling

Waste Minimisation

The recycling waste management strategy will seek to explore and enact approaches aimed at limiting the growth of waste collected by the Council.

It must be recognised that the main factors influencing consumer behaviour, and reducing waste at a producer level, are out of the control of Cardiff Council. Wider issues surrounding these challenges are being addressed through national campaigns delivered by Recycle for Wales and WRAP Cymru. The Council will continue to support their initiatives as well as deliver waste minimisation through a number of reuse schemes including the sale of compost bins, student campaigns and reuse at the HWRCs.

Education

Surveys and public engagement continue to show that educating on recycling matters needs to be a continuous process. Over the years, the public awareness and support for recycling is increasing, but more can be done. With each revised strategy, there have been citywide changes. With each change, there is a step change in people's awareness of recycling and the services that the Council offer.

Awareness of recycling goes hand in hand with correct waste presentation and social responsibility. The more people buy into recycling, the less they are likely to incorrectly present waste. By driving up recycling and waste awareness, the opportunities to deliver cleaner streets can be achieved.

Annual communication campaigns will use targeted information from segmentation data, which helps focus the type of messages to deliver in a format the is best received by the audience. The targeted campaigns will produce increased levels of recycling and clean streets, with the support of all media possible, plus the reinforcement through enforcement.

Community engagement is ongoing, through a variety of different formats. Recycling communication officers have spoken to 8000+ residents in 2017/18 through:

- Community outreach sessions
- tours of the Materials Recycling Facilities
- community group talks e.g. WI, refugee centre
- school workshops through the established 'Really Rubbish Campaign'
- targeted campaigns e.g. student volunteer walk arounds
- open days at Lamby Way

We will ensure that our waste education teams, and the community engagement sessions that can be offered, will become increasingly visible within the period of the recycling waste strategy. There will be at least 1 community outreach session per month, at various strategic locations across the City, and at differing times to

accommodate for residents with full time working patterns. The sessions will be advertised at www.keepcardifftidy.co.uk, as well as listed on social media.

There will also be 1 school talk, and 1 community group talk (where requested) a month at a minimum.

In addition to education from recycling and waste education teams, our partner organisations can offer workshops on the Council's behalf. Viridor Energy from Waste plant have an education centre for schools, and community groups to visit and Dwr Cymru offer school workshops relating to the recycling of food waste.

In addition, teams will proactively target 'mid-performing' areas, with individual area plans which may include:

- door stepping
- leaflet and letter drops
- working with community groups and volunteers
- school talks
- outreach at local hubs/community centres
- engaging hyperlocal social media platforms
- providing information in alternative languages, where required

Where an area plan has identified the requirement for door knocking, consideration will be made as the most appropriate time to complete this exercise. Recent targeted campaigns, including student walk about and a community food waste campaign, have clearly identified that door knocking between traditional '9-5' working hours had a far lower response rate.

The student waste door knock, which took place between 5pm-6.30, had a response rate of 58.8%. In comparison, the day to day door knocks which took place between 10am-2pm had a response rate of 18.9%.

Similarly, the targeted food waste campaign had a response rate of no greater than 30% when completed between 9am-3pm.

This clearly identifies that all communication methods, and campaigns, must be fully evaluated to learn lessons for future interventions.

Communication methods

There are a wide range of methods used to communicate recycling and waste presentation information to our audiences. We still use a range of 'traditional' methods including hard copies of recycling Y/N lists, collection dates calendars, stickers attached to bins, issuing press releases to get information in local papers.

However, the Capital Ambition's commitment to moving towards increased digitalisation means that we are increasingly using electronic methods of communication. These methods are wide reaching, with negligible costs and include:

- core information at www.cardiff.gov.uk/recycling

- schools information, volunteering, recycling news stories and engaging recycling videos at www.keepcardiff tidy.co.uk
- full use of social media council accounts on twitter @cardiffcouncil and facebook/Instagram
- Email/text message reminder service (11, 750 subscribers to emails and 8683 to Tidy Text)

Reuse

Towards Zero Waste identifies that Local Authorities should be aiming for a minimum amount of reuse as part of the overall Recycling and Reuse target. The recycling targets are well documented however, based on the overall tonnage collected during 15/16, approx. 1064T of which should have been from reuse.

The re-use performance for Cardiff in 2016/17 was 0.32%, below the recommended reuse targets as documented below:

Year	15-16	19-20	24-25
Minimum levels of preparing for reuse (excluding WEEE)	0.6%	0.8%	1%
<i>Equivalent tonnage based on 15/16 data</i>	1064	1419	1774

In order to address this, Cardiff is exploring opportunities to improve its overall performance.

Benchmarking

An analysis of how Cardiff's re-use rate compares with other Welsh Local Authorities was undertaken (2016/17):

Isle of Anglesey CC	0.00%
Blaenau Gwent CBC	0.10%
Gwynedd Council	0.18%
Vale of Glamorgan Council	0.26%
City and County of Swansea	0.30%
Caerphilly CBC	0.30%
Cardiff Council	0.32%
Carmarthenshire County Council	0.37%
Conwy CBC	0.48%

Monmouthshire CC	0.53%
Neath Port Talbot CBC	0.54%
Rhondda Cynon Taff CBC	0.64%
Pembrokeshire County Council	0.68%
Newport City Council	0.74%
Denbighshire County Council	0.83%
Merthyr Tydfil CBC	0.89%
Bridgend CBC	1.19%
Torfaen CBC	1.26%
Powys County Council	3.10%
Ceredigion County Council	3.90%
Flintshire County Council	16.23%
Wrexham CBC	20.52%

This identifies that 50% of all Welsh Local Authorities are currently falling short of the 0.6% re-use target set by Welsh Government. It is worth noting that Local Authorities with a particularly high re-use percentage are categorising rubble as re-use, which is very heavy by weight. This would be due to how they process this material; in Cardiff, our rubble is recycled.

Current position

The following schemes are already in place for reuse in Cardiff:

- YMCA work with Cardiff Council for the collection of textiles and bric-a-brac, predominantly during the annual 'Get it out for Cardiff' campaign but provide tonnage details throughout the year.
- Cycle Training Wales provide a collection of bikes at the Household Recycling Centres. The collected bikes are either checked, tested and re-sold or stripped for parts.
- British Heart Foundation (BHF) to increase the reuse capture at the Household Recycling Centres (HWRC). In summary, items donated by householders that are considered reusable will be segregated from the recycling streams for collection by BHF. These items will be checked and tested, and where possible sold on for reuse through their local retail units. Items deemed unusable will be returned to the HWRCs for recycling/disposal. In addition, we will promote the BHF as an alternative to our bulky waste collection service for items that can be re-used. It is hoped that this

partnership will deliver a significantly increased amount of reuse to contribute towards overall performance.

Plans

The Council are also looking at other charity groups to work with them on niche materials such as medical aids and tools

Longer term, we will again review the position of having a re-use shop located within the HWRC or alternative buildings. We will stock the shop with item/s from the bulky waste collection and the HWRC. It would be beneficial if the shop could provide training opportunities for upcycling/PACT testing etc.

The shop would need to be located in a position whereby quality stock is available, but also within the vicinity of those who may need the furniture.

Household Waste Recycling Centre – Recycling Improvements

The HWRC recycling performance across the two sites is currently below the 80% target set within the WG Collections Blueprint.

Improvements need to be made across a number of internal areas, which can be summarised as;

- Staff development
- Improved contract management
- Site equipment and layout
- Improved data analysis
- Understanding the composition of residual waste skips, so we can target specific materials
- Increased re-use opportunities for materials that cannot be recycled

Improvements in the above areas will contribute towards increased recycling performance. However, it is ultimately the users of the HWRCs, the residents of Cardiff that the Council need to engage in correctly separating materials before visiting the HWRCs. This can be achieved by:

- A strong 'no unsorted waste' policy, supported by "education stations"
- HWRC site layout clearly advertised, to assist users in loading their car in a logical manner
- Consideration of recycling only HWRCs

Internal improvements

Staff

- A review will take place of the optimum number of staff at HWRCs

- There will be a comprehensive staff training programme. Essentials to include customer care, dealing with conflict, 'meet and greet' skills and awareness of the overall waste strategy for Wales and recycling markets
- There will also be opportunities for further development for operating plant equipment, such as compaction machines, balers
- There will be opportunities to develop Welsh Language skills, to provide an improved experience for Welsh speaking customers
- Consider the benefits of a shift team leader, with additional responsibilities for the day to day running of the operations
- Monthly team briefs sharing performance figures and agreeing action plans
- HWRC staff visits to see other local authority's facilities

Contract Management

Improved contact management, to ensure contracts are being fulfilled e.g. contractors arriving to empty skips at scheduled times, achieving recycling rates offered in tenders, minimise rejected or part rejected loads for contamination

In house ability to exchange skips on site and transfer material to a storage facility, if an external contractor is delayed. Therefore, ensuring skip availability for customers is consistent

Recycling Materials

- Continue to explore new markets for recycling opportunities e.g. polystyrene
- Minimise contamination levels in current containers to maximise recycling and income streams
- Possible charging for DIY wastes e.g. rubble

Best practice research

Use of WRAP HWRC Guide – managing efficient and effective HWRC's, assessing and improving HWRC performance

Rhondda Cynon Taff

Rhondda Cynnon Taff implemented a 'no unsorted waste' scheme at their Community Recycling Centre during June 2014.

Their HWRC recycling performance was averaging around 75% before this change was made.

In the year following, their recycling performance was consistently within the high 80-90% peaking at 93.7% in July 2014.

Swansea

Swansea Council has recently won an APSE award, for improvements made to recycling at their HWRC. They achieved this by:

- converting 3 of their HWRCs to 'Recycling only' and bag bans
- prohibiting recyclable items from the residual waste skip at remaining sites
- expanding their current re-use arrangements

Following changes and black bag bans Swansea reports their residual waste reduced by 80% on their HWRCs and recycling increased to over 90%.

Cardiff Proposed Bagged Waste Challenge

Cardiff Council's Household Waste Recycling Centres HWRC's have been working hard to drive up its recycling rates through the introduction of larger more effective sites and contracting additional recycling materials to the end markets. Almost 30 different recycling materials are accepted at the sites.

There is however, still a high level of mixed residual waste that is being received unsorted that currently runs at up to 30% of the incoming arisings.

To achieve and exceed the 80% recycling target for these recycling facilities, we are planning to introduce a Bagged Waste Challenge Policy. This will comprise of an area at Lamby Way and Bessemer close recycling facilities next to the existing residual waste skips.

These "education stations" will be located at the end of the site and will be dedicated to assist residents to sort any bagged waste.

Member of the public bringing black bags or mixed waste in bags will be directed to the sorting tables and will be supported to see if any of their waste could be recycled.

- The bags will be opened with them, the recycling elements identified by the staff and the member of the public demonstrated on what goes where into the appropriate recycling bins provided.
- For further education purposes, supply of recycling green bags, food caddies etc. will also be available
- Clearly marked containers will be available at the sorting station for recyclables to be placed in.
- Once all recycling is removed from the waste the member of the public will be directed to use the residual skip for the remaining items.

Comprehensive training will be issued to all recycling operatives in order for them to support the members of the public who are unwilling to go through this process. Training will focus on customer service, de-escalation, difficult conversations and breakaway skills.

The scheme will only begin after a comprehensive communications and media campaign including the website, Facebook, Twitter, press releases but most importantly flyers/banners and interaction with members of staff on site in the run up to commencement. This will encourage acceptance of the new process and reduce any delays to members of the public using the Challenge area at any one time.

The aim of the scheme is not only to make it easy to recycle, but make it difficult not to recycle.

Appendix A4 – Planning ahead – Infrastructure and Partners

Part 1 - Development of new processing facilities in North of Cardiff (including Household Waste Recycling Centre)

Evidence of requirements and location

1. Currently the city has two fit for purpose sites that remain under capacity, but as the city grows and the complexities and time it takes to develop a new licensed site, work should begin now to plan for the future.
2. The consideration of the third site is based upon providing the correct type of facility in an appropriate, fit for purpose location ahead of the existing sites reaching their current usage capacity. In 2018, the Council provided the required capital allocations to begin this new process.
3. Cardiff has identified several strategic sites for housing development in the LDP. The key areas that would impact on the HWRC usage requirements will be the north of junction 33 development (~2000 dwellings), North West (~5000 dwellings) and the North East (~4500 dwellings) strategic sites, plus large infill sites.
4. While the North East site will be serviced by Lamby way, the Junction 33 and North West sites will place too much pressure on the Bessemer Close facility.
5. Each of these dwellings will produce increased volumes of waste and recycling created for the city to manage. 23% of all waste created from a household will not be collected via the kerbside collection, and will require disposal at a household waste recycling facilities (compositional analysis data- Appendix A6)

Timings

6. Depending on the site, existing infrastructure, environmental impact assessments, planning and permitting, a new site could take 24 to 36 months to deliver.
7. Only after a site is secured can any site investigations begin; this will require 6-12 months transport and environmental impact surveys, prior to planning permission processes. Then, a potential build time and permit application of 12 months depending on the chosen site's existing infrastructure and engineering requirements.

Requirement Conclusion

8. With the anticipated growth of Cardiff, and the need to increase recycling, the Council are taking a longer term strategic view. Therefore, the Council will begin the planning and progressing of a third Household Waste Recycling/Re-

use, and commercial centre, ahead of the current infrastructure becoming over its capacity.

Infrastructure Development

9. The Council will firstly complete a review of all available Council land. Use of available Council land would be beneficial, as there would be no additional capital costs for the initial land purchase.
10. The site will need to be close to residential developments, but not directly within. It must be suitable to comply with all relevant planning and permit requirements.
11. It will be based on the successful, best practice design of the Modulo Beton split level HWRC at Lamby Way. Assuming the land will only house a HWRC, it should be a minimum of 1 hectare (2.5 acres) with ability to hold at least 20 skips.
12. The new HWRC is likely to cost in the region of £2.5 to £3m; The medium term Capital Programme has made an allocation of £3.325m over the next 3 years. The potential of claiming Section 106 monies from the new housing developments to part, or wholly fund the site will be explored.
13. Once a suitable site has been identified, there will be a number of further stages to complete before building work can begin. A number of these stages are time restricted, and will therefore impact on the overall delivery time of the project e.g. some Environmental Impact reports need to be completed at a certain time of year.
14. The Council would anticipate the new HWRC being completed in line with the completion of the new housing development work within the North of the City.



15. *Example of a Modulo Beton raised level HWRC at Lamby Way*

Part 2 - Development of Additional Material Recycling Facilities (MRF)

16. The current Materials Reclamation Facility (MRF) based at Lamby Way was opened in 2006. It is estimated that along with the remaining life span and the additional waste arisings that will occur as a result of population growth, an updated facility will be required.
17. The footprint of the existing MRF is no longer sufficient; there is a significant lack of storage space for materials at the front reception point and for product storage after sorting. This means that should recycling markets crash, we have little opportunity to store material until the values increase or a new market opens.
18. There may be an opportunity to join with our neighbouring local authorities, to secure a regional sized and funded recycling facility, in a similar arrangement to Prosiect Gwyrdd (residual waste partnership). There is appetite to progress; we are aware that some regional authorities are currently outsourcing their recycling processing to companies that are not within Wales. Far greater economies of scale could be secured by working together. The facility could be located within any of the participating authorities.
19. The size of the facility will be dependent on the number of authorities participating in a joint scheme and their collective incoming recycling tonnages. Cardiff's current MRF has a maximum operational capacity of 51,000 tonnes per annum working over three shifts, with a land area of 1.5 hectare (3.8 acres)
20. A new Cardiff MRF is likely to cost in the region of £15m; a larger regional facility would be based on collective tonnages and dependant on site location and land ownership.
21. The council should also consider the benefits of an additional commercial transfer station and weighbridge. This will allow the Council to receive recycling and waste from businesses, and obtain an additional income. However, the Council must identify the risk of obtaining additional residual waste, and ensure that the waste accepted would not count as additional Municipal Sector Waste (therefore reducing our overall recycling rates).
22. The potential location of the new larger facility will be dependent on the local authorities participating in a potential joint procurement. If Cardiff proceeds alone, the facility would be based within Cardiff.
23. To fully identify the Cardiff and wider regional Recycling Infrastructure opportunities, a feasibility study and Outline Business Case will be required. This will include identifying funding and economic opportunities to co-locate with reprocessing facilities to commence a circular economy for recovered glass, plastics or card to be directly supplied to a company – co-located - to

convert this material into a new product, all within the region. This would stabilise the market and generate an economic gain to the City Region.

Appendix A5: Service Standards

5.1 Current service standards

The below identifies the current service standards. The service standards are considered as a live document; to be reviewed annually, or where there is any change to customer requirements, legislation, working practices, technology or policy.

Area	What we will do:	What we expect from our customer	Service Standards
<p>Recycling and Waste Collections-traditional households</p>	<p>Collect your recycling and household rubbish on your scheduled day, between 6am-10pm in the specific container provided</p> <p>Be polite and courteous at all times</p> <p>Make full use of our in-cab reporting devices, to report on issues of customer concerns, contamination- requiring education support, access problems, incorrect presentation of waste etc.</p> <p>Sticker all containers with the correct address label and bin type. Only containers with the correct label will be collected.</p> <p>Return your containers to where we found them. This will be on the kerbside outside your</p>	<p>To recycle as much as possible in line with our published guidance and education support</p> <p>To present your wheeled bin, dry recycling green bags, re-useable sacks and red striped bags by 6am on your scheduled day of collection and no earlier than 4.30pm the day before. Bring all containers back onto the property by 9am the following day</p> <p>Report any missed collections of your recycling and waste within 48 hours of collection, and not before 10pm on your scheduled collection day</p> <p>Place your containers on the nearest kerbside for collection at the above times, unless an alternative collection point has been agreed</p> <p>Only use the recycling and waste containers provided- failure to do so may result in a Fixed Penalty Notice of</p>	<p>We will return within 5 working days if you report that we have not collected your general waste or garden waste from your individual property, on the scheduled collection day. Vehicle CCTV and trackers are in use.</p> <p>We will attempt to return within 48 hours if we know that we have missed an entire street/round due to a service failure</p> <p>If we miss your hygiene waste, and it's as a result of service failure, we will attempt to recollect within 48 hours</p> <p>If your recycling or food waste is missed, we will return to collect on your next scheduled collection. We will collect any loose bags outside of your food waste caddy in this instance.</p>

	<p>property, an alternative agreed collection point or within your property boundary if a registered collection has been arranged.</p> <p>Reserve the right to refuse the collection of any waste items that may cause harm or may have an effect on the health and safety of waste collection staff</p> <p>Collect a maximum of 5 re-useable garden sacks/ 2 green-wheeled bins (garden waste) per collection. Unless a recorded exemption is in place.</p> <p>Collect all (non-contaminated) green bags</p> <p>Place stickers onto your recycling or waste, letting you know if we can't collect them e.g. incorrect items</p> <p>Supply you with a roll of green recycling bags, if a re-order indicator is presented on your recycling bag</p> <p>Replace any wheeled bins that are damaged by our refuse</p>	<p>up to £100 being issued.</p> <p>To not remove or replace your barcode label</p> <p>To leave your waste containers at your property, if you are moving to another address</p> <p>If you have a wheeled bin, all waste must fit inside your bin. Any bags outside your bin will not be collected, and may result in a Fixed Penalty Notice of up to £100 being issued.</p> <p>To make full use of the weekly recycling and food waste services available. To not abuse these services, by placing incorrect material into them to allow you a weekly collection of general waste. This may result in a Fixed Penalty Notice of up to £100 being issued.</p> <p>To maintain the condition of your wheeled bin and containers, and keep them within your property boundary at all times (except during your collection period)</p> <p>Not to compact waste tightly into your wheeled bin. Your waste may not empty into our vehicle. A re-collection</p>	<p>We will check the vehicle 360° CCTV cameras and trackers to establish genuine service failures or to investigate customer complaints</p> <p>We will clear up any litter which has been created as a result of waste collection. If there is too much to clear with the equipment available, communicate with our Neighbourhood Service teams to action</p> <p>Regularly stock our collection vehicles with a supplies of replacement green bags- if we run out, we will refer the need to our delivery teams</p> <p>Use in cab devices, to report any wheeled bins that we have damaged and need repairing or replacing.</p> <p>Replace your wheeled bin within 10 working days. If your black bin is not delivered before your next collection, we will collect bags from your property</p> <p>Investigate all reports of non-collections of hygiene waste, using</p>
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	<p>collectors free of charge.</p> <p>If you have a front garden, return your re-useable garden sack to your property boundary</p> <p>Advertise, recommend and process all applications for hygiene waste collections</p> <p>Offer an alternative collection point for hygiene bags, by agreement of customer and collection team</p> <p>Remove properties from the hygiene service if hygiene bags have not been placed out for 4 consecutive collections.</p> <p>Be polite and courteous at all times</p>	<p>would not be arranged</p> <p>If your wheeled bin, or re-useable garden sack, is too heavy for collection, remove the excess waste before presenting for your next collection. As a guide, your bin should weigh no more than 75KG.</p> <p>To identify your correct collection dates and methods, by looking at all information made available e.g. C2C call centre 029 2087 2087, website, sign up to reminder services, information at Hubs</p> <p>Ensure that no items of a hazardous nature are placed into your recycling and waste bags; consider the health and safety of our crews at all times e.g. wrap sharp objects before placing into your bags</p> <p>To place your hygiene bags kerbside, unless an alternative collection location has been agreed. This must be requested at the time of the initial application.</p> <p>To not put your hygiene bags in any type of container for collection.</p> <p>To put your hygiene waste in Council</p>	<p>all resources available.</p> <p>Deliver replacement hygiene bags through your letter box, unless an alternative location is requested. We will deliver as many replacement bags as you put out for collection</p>
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		<p>issue, yellow bags only for collection.</p> <p>To securely tie your hygiene bags for collection.</p> <p>To put your hygiene waste into your black bin/red striped bag on the week that hygiene waste is not collected. Hygiene bags should not be used this week</p>	
<p>Recycling and Waste Collections- blocks of flats</p>	<p>Collect your household rubbish on the same day in the specific container provided and clear up any rubbish spilled during the collection. This does not include extra bags of waste or bulky items.</p> <p>The above will happen at the same frequency as traditional household collections, unless other arrangements have been made</p> <p>We will collect and return your containers from an agreed collection point, which should be</p>	<p><u>Landlords/developers/property management companies:</u></p> <p>Proactively maintain contact with the waste strategy team when planning any new development/making changes to existing development. This is to ensure:</p> <ul style="list-style-type: none"> • A collection point and collection method is agreed • Your bin store is accessible and safe for our crews to collect from • You have an adequate number of recycling and waste bins for the development • Payment is made for bins and 	<p>We will return within 2 working days if you report that we have not collected your communal bins on the scheduled collection day.</p> <p>If additional waste has generated as a result of a non-collection, we will collect any bags outside of your bin.</p> <p>We will check the vehicle CCTV cameras and trackers when all reports of non-collections are received. We will only return to make a re-collection if the report is found to be genuine</p>

	<p>agreed in the planning and development stage</p> <p>Provide flat specific information including leaflets, and bin store signage</p> <p>Have a dedicated officer to assist in improving recycling participation, and correct waste presentation, in blocks of flats</p> <p>Replace any communal bins damaged by our refuse collectors free of charge.</p> <p>Provide advice and support during the planning development stage, and any planned remedial works, in relation to the type/number of bins required, access requirement for our crews and collection method statements</p> <p>Offer a sale of recycling and waste containers through our commercial waste team</p> <p>Offer a hygiene collection in blocks of flats</p> <p>Provide supplementary planning</p>	<p>delivery in advance</p> <ul style="list-style-type: none"> • Recycling/waste bins and information is available for your residents before they move in • We have a contact for the development, should any issues arise in the future e.g. contamination issues, lack of bins, health and safety issue identified • Co-operate fully with waste management officers, where Health and safety risks are identified. Meet an officer on site, and ensure remedial works take place to ensure the safe collection for occupiers of the properties <p>Regularly monitor the presentation of waste from your building, to ensure it is compliant with our waste collection requirements e.g. no additional bags outside of the bins. Make arrangements to remedy any incorrect presentation</p> <p>If you choose to buy bins from an alternative supplier, they must meet the Council's specification. If they don't, we do not have to collect your waste until the situation is resolved</p>	<p>We will complete a daily End of Shift report which will identify any reason why we have been unable to collect your recycling or waste. This information will be available to our contact centre</p> <p>We will make every attempt to contact you if we are unable to collect waste due to a Health and Safety issue. We will request a site meeting and offer advice to attempt to reduce the risk of this occurring in the future</p>
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	<p>guidance, in addition to the accessible information on the Cardiff Council website</p>	<p>Allow access to the development between 6am-10pm on the day of collection</p> <p>Further information can be found at www.cardiff.gov.uk/recycling-follow-waste-management-planning-guidance</p> <p><u>Residents</u></p> <ul style="list-style-type: none"> • Make full use of the recycling and waste collection schemes available at your block of flats • Let us know if you think recycling arrangements can be improved at your block of flats • Follow all recycling and waste presentation guidelines provided • Responsibly dispose of any bulky waste you have- do not simply leave within your bin store without making collection arrangements <p>Inform us of the specific collection point for your hygiene bags</p> <p>Do not place hygiene bags in any container for collection</p> <p>Ensure full access between 6am-9pm</p>	
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		<p>for hygiene bag collection</p> <p>Inform your concierge/caretaker (if on site) not to place hygiene bags into communal bins</p> <p>Let us know where we should replace your hygiene bags- we are unable to deliver to your front door</p>	
<p>Provision of wheeled bins, food waste liners, green recycling bags, red striped waste bags and food caddies</p>	<p>Provide green recycling bags, free of charge, and in a variety of ways to meet customer needs.</p> <p>Provide food waste liners, free of charge, and in a variety of ways to meet customer needs</p> <p>Provide kitchen and kerbside caddies free of charge, to order online or by calling the C2C contact centre</p> <p>Provide re-useable, garden waste bags for £2 per bag by calling the C2C contact centre (not City wide)</p> <p>Deliver a limited supply of red striped waste bag twice a year, enough to place out up to 3 bags per fortnightly general</p>	<p>If you are unable to attend a local stockist, to order your recycling and food waste equipment in advance of running out. This will ensure you can still participate in all services available</p> <p>To use all equipment as specified by the Council. Incorrect use may result in a Fixed Penalty Notice of up to £100 being issued</p> <p>Green recycling bags should not be used for any alternative purpose e.g. transporting non-recyclable waste to HWRC/charity shops, used for business waste, used outside of Cardiff</p> <p>Be polite and courteous to staff within our local stockists, who have been asked to implement a control process to allow you a maximum of 2 rolls of bags per visit</p>	<p>Deliver food waste liners and green recycling bags to all local stockists twice a week.</p> <p>Where demand is consistently high, consider increased deliveries to stockists</p> <p>To deliver the maximum stock of bags that can be held at each stockist, with consideration to available space</p> <p>Deliver all ordered items within 15 working days of the order being received</p> <p>Post rolls of bags through your letterbox, where design allows</p> <p>Leave a delivery note in the following circumstances:</p>

	<p>waste collection (bag areas only). This will be 3 rolls as standard</p> <p>Replace wheeled bins, lost or stolen from a property, for a charge of £25 per bin</p> <p>Identify an appropriate local stockist within each electoral area of Cardiff, to allow the collection of a maximum of 2 rolls (1 additional for a neighbour) of green recycling bags and food waste liners per person</p>	<p>Let us know if you require an alternative delivery address, where initial delivery has been unsuccessful, or you know you will not be home to receive delivery.</p> <p>Collect your item/s from Lamby Way Depot if we have been unable to deliver after 2 attempts</p>	<ul style="list-style-type: none"> -where we have been unable to deliver item/s - where item/s have been left at an alternative location - where you have paid for the item/s <p>We will deliver wheeled bins to the frontage of your property.</p> <p>We will not leave garden waste sacks on your doorstep. If your letter box allows, they will be posted. Alternatively, you must be home for delivery or provide an alternative delivery address</p> <p>We will not leave red striped waste bags on your doorstep. They will be posted through your letter box. Where no letter box is available, or no access to communal areas can be made, a note of unsuccessful delivery will be made. We will send you a letter to allow you to collect your bags</p> <p>Visit your property twice to attempt delivery of chargeable items</p>
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<p>Bulky Waste Collections</p>	<p>Offer a chargeable, bulky waste collection service for items that cannot be recycled.</p> <p>Offer a free bulky waste collection service for items that can be recycled.</p> <p>Work to procure a partnership with a local charity, to further enhance the re-use of bulky items that can be used again</p> <p>We may be able to offer assistance with the removal of your bulky waste, if arrangements are made in advance.</p> <p>Inform our fly-tipping removal teams of all bulky waste collection bookings, to ensure they are not incorrectly assumed as fly-tipped items.</p>	<p>Present your items at an agreed collection point by 6am on the day of collection. This may be within a property boundary, or kerbside</p> <p>Present your items in a clear and accessible location; if they are being collected from within your property boundary, they must be at the nearest point to the highway.</p> <p>Keep all absorbent items dry to facilitate a safe collection e.g. rugs, sofas, mattresses</p> <p>If you no longer require a collection for any reason, you must inform us no later than 3 working days before collection is due to take place. A refund will then be offered</p> <p>Only place out items for collection that have been booked in advance</p> <p>Present your item/s in a safe manner, as instructed by the contact centre and detailed within our website</p>	<p>Collect your items between 6am-9pm on the day of collection</p> <p>If a collection is missed due to service disruption, our contact centre staff will be informed. We will arrange to make a re-collection as soon as possible.</p> <p>We will complete a daily End of Shift report which will identify any reason why we have been unable to collect your bulky waste item.</p> <p>Leave a calling card to advise of any issues with collecting your item/s or confirm item has been collected</p> <p>Aim to offer a collection of your bulky items within 10 working days of the request. This may be extended during periods of high demand, and you will be told of your proposed collection date before you make payment.</p>
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<p>Recycling and waste education</p>	<p>Implement and promote campaigns to increase recycling participation across the City.</p> <p>Let you know if your collections will be delayed due to Bank Holidays or inclement weather via our waste apps, website and C2C contact centre</p> <p>Ensure information regarding recycling and waste services is available to the public via a range of communication methods including:</p> <ul style="list-style-type: none"> - outreach sessions - social media e.g. twitter and Facebook - website updates - Leaflets and letters - Advertising <p>Form partnerships with key stakeholders including student union, local volunteer groups, and charities. This will enable activities such as the student campaign</p> <p>Arrange assessments for residents who may struggle to present waste for collection on</p>	<p>Provide us with correct information to enable us to complete our household visits</p> <p>Allow us access to the frontage of your property if requesting a registered collection. Our officers will need to complete a risk assessment</p> <p>Be open and honest when explaining why you need assistance with waste collections, or additional non-recyclable waste capacity.</p> <p>Be polite and courteous to our staff, who are aiming to help and are asked to relay key messages</p> <p>Use your chosen communication reminder method to keep informed of recycling and waste messages/collection days etc.</p> <p>Take personal responsibility to ensure you are participating in all recycling schemes available. Contact us if you require assistance</p> <p>Let us know if you no longer require a registered collection at your address.</p> <p>Respond to registered collection</p>	<p>Organise at least 1 outreach session a month, and inform you where we will be via social media and the website www.keepcardiffidy.co.uk</p> <p>Visit you within 10 working days to arrange a registered collection.</p> <p>Process any agreed registered collections by the end of the working day; your assistance will begin between 7-10 days.</p> <p>Visit you within 10 working days to arrange an additional capacity bin assessment.</p> <p>If any additional/larger bins are required, order these within 24 hours of the visit.</p> <p>Provide basic recycling and waste collection information in the 15 most spoken languages across the City</p>
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	<p>the highway- these are known as registered collections</p> <p>Arrange assessments for residents who feel they require additional non-recyclable waste allowance</p> <p>Regularly review all properties signed up for a registered waste collection, to ensure they are still required</p> <p>Complete regular monitoring of the City's participation in recycling schemes using a range of methods to include:</p> <ul style="list-style-type: none">- desk based data analysis- on street monitoring <p>Produce improvement plans & changes of schemes when considering results of public satisfaction surveys</p> <p>Continue the promotion of recycling and waste minimisation messages for school children, through our Really Rubbish Campaign</p>	<p>review letters, to let us know if you still require the service.</p>	
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<p>Compliments and complaints (use corporate info)</p>	<p>Your feedback helps us to improve our services.</p> <p>If something goes wrong, we need to be able to put it right quickly.</p> <p>If possible, we will take action to ensure it doesn't happen again.</p> <p>We will ensure all compliments receive reach our operational teams, via staff screens in communal areas.</p>	<p>Provide us with feedback via the various contact methods available to you.</p>	<p>Acknowledge your complaint within 5 working days of it being received</p> <p>Aim to resolve your complaint within 20 working days</p> <p>Let you know within the 20 working day period if we think it may take longer to investigate, and keep you informed</p>
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5.2 Future considerations- High level options

Garden waste collections

The collection of garden waste from households helps the Council to meet its statutory re-use/recycling and composting targets. However, it is not a statutory function to collect garden waste from households free of charge.

Garden waste collections can prove challenging; there are many variables including:

- seasonal impacts
- differing demands across the City

It has been identified that there are current inefficiencies in our garden waste collections, due to the challenges listed above. It is very difficult to determine demand levels; our refuse collection vehicles service every street, although only one or two properties may present garden waste; although collection frequency is reduced to four weekly between November-March, feedback from customers identifies that there is a large proportion that still require a regular collection until a later date.

The move to a new technology based collection system, with live access from back office function to the vehicle, gives opportunity for alternative service delivery.

This document indicates the options that can be considered, and a high-level analysis of the strengths, weaknesses, opportunities and threats of each.

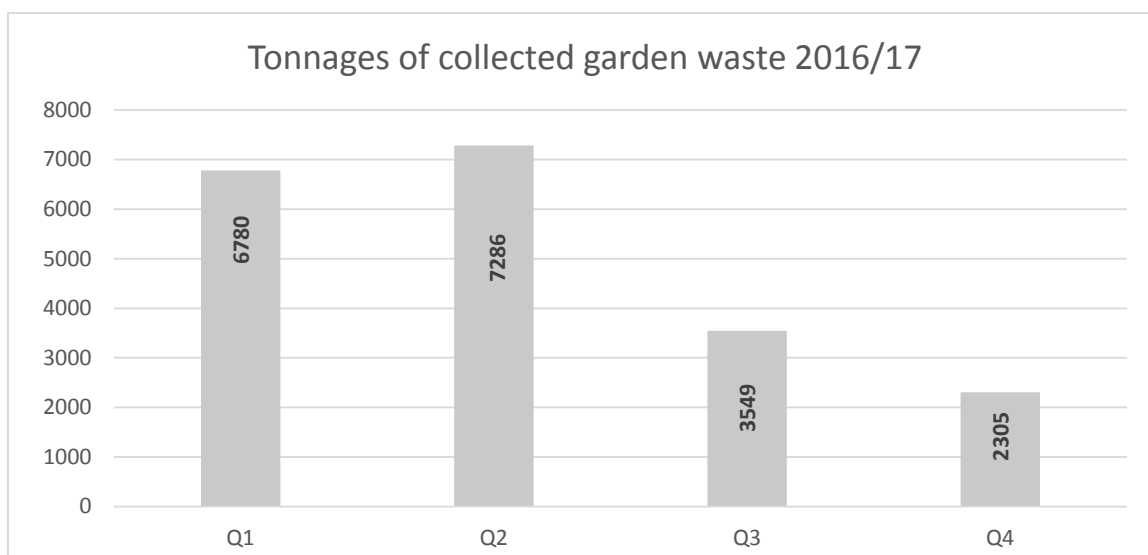
Current position

Garden waste is collected fortnightly between April and October, and monthly between November and March.

Households present garden waste for collection in a 240L green wheeled bin, or a white re-useable sack. The Council specifies which container a household uses. Households may place 2 wheeled bins, or 5 re-useable sacks out for collection as standard.

Wheeled bins are charged at £25, and re-useable sacks at £2 per sack.

In 2016/17, the Council collected 19,919T of garden waste, in the main from households and Household Waste Recycling Centres. Of the amount of garden waste collected, 14,066T were collected between April-September as identified in the graph below:



The tonnages identify a clear demand for the service between April-September. However, despite the amount of waste collected there are still huge variables across the City.

A participation monitoring exercise was completed during April-May 2016. The below table shows the participation rate (the % of properties presenting garden waste once over 3 collection cycles) and the set out rate (the amount of properties presenting garden waste at each opportunity).

	April – May 2016	
Area (sacks or bins)	Participation rate %	Set out rate %
Cathays (s)	3.4	1.7
Heath (b)	77	49
Splott (s)	8.9	4.3
Ely (b)	59.4	31
Grangetown (s&b)	14	7

The same exercise was completed in different areas of the city during the winter of 2017/18 and the results show that participation in the service was low and infrequent.

	October 2017 – January 2018	
Area (sacks or bins)	Participation rate %	Set out rate %
Ely (b)	10.8	4.9
Riverside (s)	41.8	19
Penylan (s)	42.2	19
Rumney (b)	21	7.8
Heath (b)	44.3	21.4

Our Ask Cardiff 2016 survey results have indicated that 81% would consider an opt-in collection service, whereas only 25% would consider a chargeable collection.

Research

An initial research exercise has been completed, to determine the provision of garden waste collections across Wales, and core cities.

Further detailed research will be undertaken with the local authorities, to help steer the preferred method of garden waste collection.

The following Council's charge for garden waste collections:

Authority	Charge	Cost	Method of opt in
Bristol	Y	£32 annually	Ring & collect
Newcastle	Y	£20 annually	Subscription
Sheffield	Y	£55.87 full 15, £47.99 x 9 collections and £37.99 x 5 collections.(2017 price) To be reviewed for 2018	Subscription
Birmingham	Y	£40 annually	Subscription
Denbighshire	Y	£34 / £22 online, annually	Subscription
Pembrokeshire	Y	£48/£43 annually	Subscription
Monmouthshire	Y	£18 annually	Subscription
Ceredigion	Y	£1.20 per bag	Ring & collect
Carmarthenshire	Y	£40.80 / £48 in instalments	Subscription
Conwy	Y	£1.50 per bag, maximum of 6 collected	
Bridgend	Y	£27 / £23 for OAP, annually	Subscription
Swansea	Y	£1.50 per weighted bag, 75p non-weighted	N/A
Flintshire	Y	Only a charge for any additional bins of £24 per bin per annum	N/A
Gwynedd	Y	£33 a year, extra £28 a year per additional bin	Subscription
Powys	Y	£13.56 per roll of sacks	Subscription
Vale of Glamorgan	Y	Bags £2 each	Ring & collect during winter months

Potential options appraisal

1) Charged winter opt-in

Strengths

- As production of garden waste is seasonal and has huge variation in demand across the city (due to housing stock types) – routes can be better rationalised to reflect need in service.
- Potential to scale back low season collections (e.g. Dec – Feb) to zero.
- Gives scope to only visit streets that present garden waste on collection day.

- Customers will have greater autonomy of when to opt in, meeting the need of their own gardening habits.
- Comparatively short sign up windows allows for flexibility of change of customer circumstances.

Weaknesses

- Short opt-in period results in monthly admin to maintain registrations – this is admin for both staff and customers who have to sign up over again.

Opportunities

- Opportunity to build a profile of statistical participation of garden waste collections without the need for resource intensive participation monitoring

Threats

- If opt-in properties cover are small in number but cover a large geographical area, rationalisation will not be achieved.

2) Opt-in on demand winter collections

Strengths

- Existing booking and scheduling model available (bulky waste)
- As collections are reactive to customer requests, route optimisation would have the greatest effect with this model – unless properties are vastly spread out.
- No charge

Weaknesses

- Increased call traffic to the contact centre to register for collections as online infrastructure is not currently available.
- This system would require a huge amount of admin resource.
- Online opt-in infrastructure would be required to ease customer use of the service (the contact centre is available at limited times). This is not yet available – especially if the service incurs a charge

Opportunities

- Opportunity to use in-cab technology to the best of its potential.

Threats

- Threats that customers will stockpile garden waste at home before ordering a collection – this has a detrimental effect on the quality of garden waste material for composting.
- The effort required by resident to request a collection may dissuade them from using the service entirely, resulting in reduced garden waste tonnages.

3) Annual Permits

Strengths

- Minimal admin required to maintain the system of the opt-in options.
- This model will likely to be preferable to residents who consistently use garden waste collections over the winter months. Requesting a collection every two weeks would be irritating to residents who use something regularly.

Weaknesses

- If properties register on an annual basis, route optimisation may not occur, as RCV's will visit addresses whether garden waste is presented or not.
- Ongoing admin required for each property - annual permits
- Process required if customers want to unsubscribe from the service.
- If residents move house but have paid for a permit – it could be transferable to a new property
- Residents will perceive no positive change in service, just a charge for a service they previously received without having to make the effort to sign up.

Opportunities

- Opportunity to rationalise rounds under this model with a high season and low season permit.

Threats

- If permits are to be displayed on a bin, this adds additional complicity to the scheme for the public.

1. Bank Holiday Collections

Cardiff Council currently does not collect waste on bank holidays. This can mean the residents have to place out their waste either one day or two days late, depending on when the bank holiday falls. Each bank holiday the arrangements can change and lead to confusion for residents.

Across local authorities, the growing trend is to collect recycling and waste on bank holiday Mondays. This means less confusion for the resident as there are no changes to their collection services except at Christmas and New Year. This can mean less incorrectly presented waste so in turn provide cleaner streets.

This would also mean a contract change for the work force as well as re-educating the public on their collection days

2. Collection day changes (rebalancing)

Each waste stream has a specific number of properties that can be collected by each vehicle in a shift per day. These rounds build up like a jigsaw to determine what day each ward has their waste collected on, how many vehicles the service requires and the overall cost of the service. By constantly monitoring how these rounds are performing, efficiencies can be improved.

As the city grows, the number of properties on some collection rounds can become imbalanced, meaning increase costs and reduced efficiencies. It is recommended that Authorities' rebalance the collection rounds every 5 to 10 years depending on the level of growth within the authority. The last large scale rebalance in 2012 meant significant changes to the day residents had their recycling and wastes collected. Change is not required currently, but it is anticipated that a further large scale rebalance will be required within the length of this strategy (but this will be subject to the cities growth, as per the LDP).

3. Alternative working patterns for Collection services

Finding an appropriate shift-pattern, which matches the specific needs of the organisation and our customers, is critical. At present, waste management operates a "Double Shift" pattern. Introduced in October of 2009, the double shift pattern offset the cost of introducing weekly food waste collections. Moving to a double shift pattern enabled the new food waste collection service to be delivered to our customers, whilst reducing our overall fleet vehicle requirements and subsequent costs. Effectively this provided a cost neutral increase in services.

At the time other options were explored including "6 day working", 4 on and 4 off" and 7 day working. However, the "Double shift" pattern provided the best financial and operational benefit.

As the city progresses, all options are worth keeping under consideration. The Council will also consider the impacts of alternative working patterns. Some initial research identified that:

- **London Borough of Sutton:** moved to a double shift arrangement, incorporating Saturday into the working week. This contributed £500K to the £1 million saving imposed on service area
- **London Borough of Barnet:** £1.3 million savings delivered through the revision of its mixed organics collection over 6 days rather than 5, Monday-Saturday thus reducing fleet and operatives
- **London Borough of Merton:** Service review resulted in 6 day collections (Monday-Saturday) with operatives working 36 hours over 4 day shift pattern. The reduction in vehicles contributed to the £540K p/annum savings rather than the reduction in staff.

So bearing these case studies in mind and the demands of a capital city environment which include busy streets and congestion; high volumes of on street parking; high seagull population and pest attacks on bags; a 24/7 city economy a high level analysis will be completed.

A re-evaluation of potential options include ;

1. Current - (Double shift over 5 days) 6am to 10pm, Monday to Friday
2. Night Shift - (Single Shift over 5 or 6 days), 7am to 3pm, Monday to Saturday
3. 4 in 6 shift pattern - (Single Shift over 6 days), 7am to 3pm, Monday to Saturday

Further detailed modelling and consultation is required to test whether the current collection arrangements are the best value for the customer and the Council.

Appendix A6- Recycling performance

1. How Cardiff compares with other Welsh local authorities (2016/17) & core Cities

Area	%
Ceredigion	70.1
Wrexham	68.7
Monmouthshire	68.7
Flintshire	68.2
Carmarthenshire	66.2
Isle of Anglesey	65.8
Caerphilly	65.5
Vale of Glamorgan	65.3
Pembrokeshire	65.3
Merthyr Tydfil	65.2
Powys	65.2
Denbighshire	64.7
Rhondda Cynon Taf	64.4
Wales	63.8
Swansea	63.7
Torfaen	63.6
Neath Port Talbot	62.8
Conwy	62.6
Newport	61.4
Gwynedd	61.1
Cardiff	58.1
Bridgend	57.9
Blaenau Gwent	56.8

It should be noted that Cardiff have a high proportion of commercial waste within the waste stream. The majority of the Welsh Authorities do not have the same commercial opportunities as Cardiff or choose to price themselves out of the Commercial market. If Cardiff were to remove the profitable commercial element, the City's overall recycling performance could potentially increase by 4%.

However, as a capital city, Cardiff faces many challenges that other Welsh Authorities do not encounter. To gauge the performance as a capital city a core cities comparison provides an insight on just how well Cardiff performs as a Capital City. The table below outlines performance of the Core cities in Cardiff's comparison group.

Area	Recycling	Residual	Garden	Food	No. of HWRCs	Population* census 2011	No. of houses* census 2011	Surface area	Population Density	Recycling performance 2016/17 (%)
Cardiff	Weekly co-mingled	Fortnightly 140L bins or 3 bags	Green bin fortnightly Monthly in winter	Weekly	3 moving to 2	346,100	142,802	140.3km ²	2,500/km ²	58.1
Edinburgh	Fortnightly kerbside sort Green Bin: textiles, tins cans paper cardboard envelopes plastic bottles, pots, tubs and trays Blue box: glass, batteries, small electrical goods.	Residual 140L Fortnightly	Garden Waste Every 3 weeks	Food waste weekly	3	476,626	230,058	264km ²	1,828/km ²	42.3
Bristol	Kerbside sort Green box; cartons, cardboard, plastic bottles/packaging, cans, foils, aerosols, lids + small WEEE next to box Black box; directories, paper, glass, batteries	Residual 180ltr or up to 3 bags Fortnightly	Chargeable Garden 240ltr bin – fortnightly, buy bags/phone for	Food Weekly	2	428,234	182,747	110km ²	3,892/km ²	43.4

	(put in a small bag), textiles (in an untied bag), shoes, spectacles, engine oil, car batteries (to side of box)		collection (same day as recycling)							
Manchester	<p>Kerbside sort</p> <p>Brown bin glass jars/bottles, plastic bottles, tins & cans, foil and takeaway trays</p> <p>Blue bin/bag; paper, card, food & drink cartons</p> <p>alternate weeks</p>	Residual 120ltr fortnightly	Garden bin	Food if they have room to have a garden bin then food is combined	3	503,127	224,540	115.6km	4,680/km ²	36
Glasgow	<p>Twin stream 140L purple bin; glass. Every 4 weeks</p> <p>Blue bin; paper, tins, cans, plastic bottles, cardboard. Every 2 weeks</p>	Fortnightly-green bin 7 day collection schedule	Brown bin- every 2 weeks (March-November)	Food in garden bin	4	593,245	285,693	149.9km ²	4,023/km ²	26
Newcastle	Fortnightly (alternate to residual) Twin Stream	Residual every 2	Brown bin £20	Food every	3	280,177	128,030	360km ²	2,613/km ²	42

	All Cardiff items, textiles (in separate bag). Black caddy within blue bin for glass bottles & batteries (in separate plastic bag)	weeks	year for collection	2 weeks						
Sheffield	Kerbside sort Fortnightly Blue bin; plastic bottles, glass bottles & jars, cans Blue box; paper & card	Fortnightly alternate week to recycling provided by veolia Student scheme-red sacks provided to students for additional waste, collected between 10 June and 5 July.	Garden £55.87 – full 15 collections £47.99 x 9 and final 5 £37.99	Food into residual	5	539,064	229,928	267.8k m2	1,563/km2	29.6
Liverpool	Fortnightly: Co-mingled blue bin Same contents as Cardiff	Residual some areas weekly, most every 2 weeks	Garden every 2 weeks	Food no collections	2	466,415	206,515	111.8k m2	4,332/km2	28.1

Leeds	Depending on the area some fortnightly, 3 weekly and 4 weekly	Weekly	Only collections March – November	Same	8	751,485	320,596	551.7k m ²	1,416/km ²	37.9
Nottingham	Fortnightly (alternate to residual) Brown bin with grey lid-same materials as Cardiff Orange “survival bags” for properties not suitable for bins	Fortnightly Weekly for residents on orange bags	April - October	Fortnightly	1	305,680	126,131	74.61k m ²	4,359/km ²	29.8
Birmingham	Twin stream being rolled out. Blue box; paper, cardboard. Green box; glass, cans, plastic bottles, pots, tubs, food trays and aluminum foil. OR; 240L recycling wheeled bin, inner caddy for paper/cardboard	Weekly-180L bin	£40, £38 on-line or early bird £35 March - Dec	Into residual waste	5	1,073,045	410,736	267.8k m ²	4,199/km ²	24.4

2. Recycling Data comparison

The overall recycling rate is based on all MSW tonnages, but it is important to see how each of the elements of MSW build up to form the overall recycling performance.

Kerbside Collections ~ 65% recycling rate

The effects of the move to smaller residual waste containers has seen an increase in the performance of the kerbside collections services. Cardiff out performs many recycling collection services.

HWRC ~70% recycling rate

Investment in new recycling markets e.g. carpets/mattresses, the new Lamby Way recycling centre and additional time and training for site attendants to have a more focussed 'meet and greet' role. Increasing recycling through the education stations at the HWRCs will be one of the main focuses of the new waste strategy 2018 onwards with an aim to reach 80% as set out in Welsh Government's collections blueprint.

Commercial Services ~ 29% recycling rate

The overall recycling performance of the commercial waste department has only slightly increased in recent years. The additional recycling collected can be attributed to more focused recycling efforts, as part of successful tender bids for companies such as Wales Millennium Centre, Principality Stadium and Cardiff and Vale NHS. However, this has also increased the overall amount of waste collected. Significant change is needed here supported by the Environment Act (Wales) Regulations, that are not yet available from Welsh Government.

Street Cleansing ~70% recycling rate

Although the smallest fraction of the MSW stream, the sweepings recycling contributes significantly to the performance of this area. It should be noted that very little recycling is yielded from on-street litter bins (where they are currently located), and flytipping, at a level of 5% recycling. Although, arrangements are in place to increasingly sort more flytipping waste.

All of the above tonnages combine to calculate the council overall expected recycling performance in 2017/18 to be 58.1% .

3. Quality of Green Bags Recycling

The analysis of green bags identified that the vast majority of the composition was material that we accept within the kerbside recycling collections.

Although, it is clear that there is confusion from the public and the attempts to recycling; 6.1% of the material could be recycled at a HWRC, and a further 4% in other kerbside collections e.g. food waste, hygiene collection, garden waste.

Target Material in green bags

Summer	Autumn	Average
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Recyclable paper	27.5%	28.2%	27.9%
Glass bottles and jars	21.9%	22.3%	22.1%
Thin card	8.3%	8.5%	8.4%
Plastic bottles	6.9%	6.4%	6.7%
Corrugated card	6.8%	6.3%	6.6%
PTTs (All types excl. black plastic trays)	4.1%	3.4%	3.8%
Ferrous cans and tins	3.7%	3.6%	3.7%
Non Ferrous cans	1.3%	1.1%	1.2%
Ferrous aerosols	0.4%	0.3%	0.4%
Non Ferrous aerosols	0.3%	0.2%	0.3%
Total	81.2%	80.3%	80.8%

Target (HWRC) material in green bags

	Summer	Autumn	Average
Other dense plastic	2.4%	2.4%	2.4%
Drink cartons (Tetra packs)	0.8%	0.7%	0.8%
Glass non-packaging	0.5%	0.7%	0.6%
Other ferrous items	0.4%	0.4%	0.4%
Other electrical items	0.0%	0.7%	0.4%
Clothing	0.2%	0.4%	0.3%
Shoes, bags, belts	0.2%	0.4%	0.3%
Other small electronic items	0.1%	0.4%	0.3%
Other non-combustible	0.2%	0.3%	0.3%
Non clothing textiles	0.1%	0.2%	0.2%
Wood and cork	0.3%	0.0%	0.2%
Other Hazardous Waste	0.0%	0.1%	0.1%
White goods	0.1%	0.0%	0.0%
Batteries	0.1%	0.0%	0.0%
Other large electronic items	0.0%	0.0%	0.0%
Other non-ferrous	0.0%	0.0%	0.0%
Computers and televisions	0.0%	0.0%	0.0%
Mobile phones	0.0%	0.0%	0.0%
Water based paint cans	0.0%	0.0%	0.0%

Other paint cans	0.0%	0.0%	0.0%
Total	5.5%	6.7%	6.1%

Target (other household collections) material

	Summer	Autumn	Average
Absorbent Hygiene Products (for example nappies)	1.2	0.6	1.8
Avoidable food waste (unpackaged)	1.2	0.3	1.5
Unavoidable food waste	0.4	0.1	0.5
Garden waste	0.1	0	0.1
Possibly avoidable food waste	0.1	0	0.1
Total	3	1	4

4. Recycling Found in the General Waste

Only 38.2% of the material contained within the general waste was material that cannot be recycled. 61.8% of the material could be recycled either in the kerbside recycling collection, hygiene/food collection or at the HWRC.

It is clear that there still needs to be increased emphasis on behavioural change, to divert this material from the general waste collection. A sustained approach to increased education, awareness raising campaigns and enforcement for non-compliance will be key.

Target Recyclable (kerbside collections) Material in Residual Waste Sample

	Summer	Autumn	Average
AHPs (hygiene separate collection)	8.7%	16.1%	12.4%
Avoidable food waste (unpackaged)	5.3%	5.6%	5.5%
Recyclable paper	4.6%	3.4%	4.0%
Garden waste	4.1%	1.1%	2.6%
Unavoidable food waste	2.7%	1.9%	2.3%
PTTs (All types excl. black plastic trays)	2.5%	1.8%	2.2%
Thin card	2.5%	1.8%	2.1%
Possibly avoidable food waste	1.2%	2.7%	2.0%
Glass bottles and jars	2.1%	1.2%	1.6%
Plastic bottles	1.4%	0.9%	1.2%
Ferrous cans and tins	0.8%	0.5%	0.7%

Corrugated card	0.6%	0.5%	0.5%
Non Ferrous cans	0.2%	0.1%	0.1%
Ferrous aerosols	0.1%	0.1%	0.1%
Non Ferrous aerosols	0.1%	0.1%	0.1%
Total	36.9%	37.8%	37.3%

Target Recyclable (HWRC) Material in Residual Waste Sample

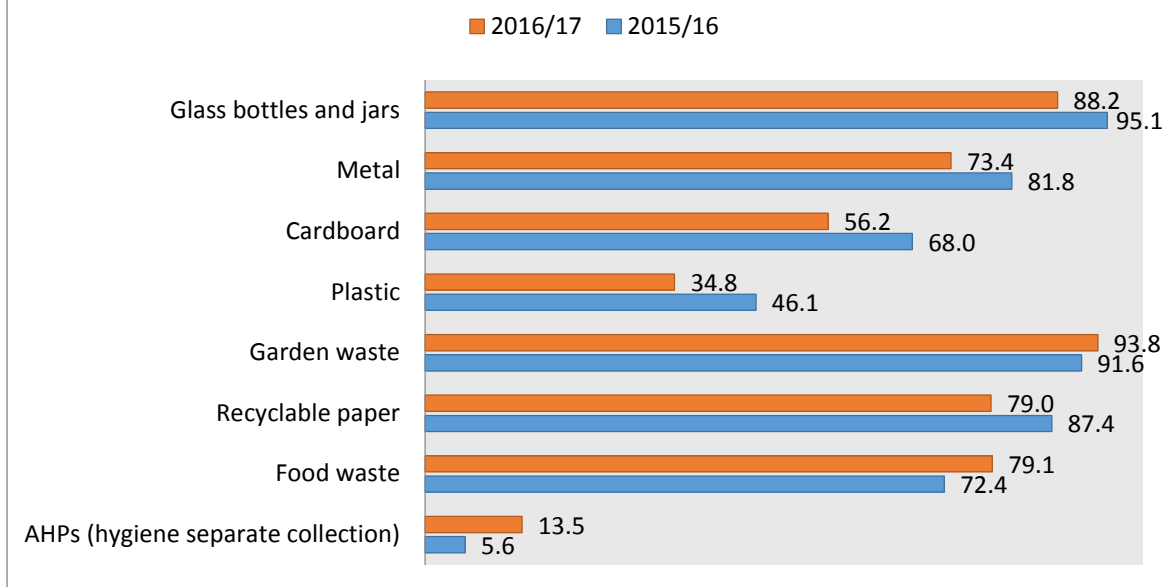
	Summer	Autumn	Average
Other non-combustible (incl.rubble)	6.3%	8.4%	7.4%
Other dense plastic	4.7%	4.5%	4.6%
Clothing	2.4%	2.0%	2.2%
Wood and cork	3.4%	0.6%	2.0%
Shoes, bags, belts	0.9%	2.0%	1.5%
Non clothing textiles	1.9%	0.9%	1.4%
Other electrical items	1.0%	1.2%	1.1%
Other ferrous items	1.0%	0.9%	1.0%
Other Hazardous Waste	0.2%	0.8%	0.5%
Glass non-packaging	0.5%	0.4%	0.5%
Computers and televisions	0.3%	0.4%	0.4%
Other large electronic items	0.5%	0.2%	0.4%
Other small electronic items	0.2%	0.3%	0.3%
Other non-ferrous	0.30%	0.1%	0.2%
Other paint cans	0.4%	0.0%	0.2%
Drink cartons (Tetra packs)	0.1%	0.1%	0.1%
Batteries	0.1%	0.1%	0.1%
White goods	0.0%	0.0%	0.0%
Mobile phones	0.0%	0.0%	0.0%
Water based paint cans	0.0%	0.0%	0.0%
Total	24.2%	22.9%	23.6%

5. Capture rates

The data provided by the compositional analysis research, enabled the Council to identify which material is not being captured to its full potential.

A comparison of the material capture rates (2015/16-2016/17) is below:

Material capture rate comparisons- kerbside collections



The above identifies that members of the public are still placing large amounts of nappies, plastic and cardboard into their general waste collection despite the fact that there are alternative services for these.

However as anticipated, the restriction campaign in 2015 has more than doubled the capture rate of nappies/incontinence waste into the hygiene collection rather than the general waste.

It is also positive to note an increase in the capture of food waste in 2016/17.

It is recognised nationally that plastic is a material that residents are most confused about recycling, due to the differing grades of plastic and conflicting advice on packaging.

It has been estimated that to achieve the 70% recycling target, 90% of residents need to be recycling to their full potential 90% of the time. The compositional analysis, and capture rates data identifies there is lots still to do. There still needs to be increased emphasis on behavioural change, to divert this material from the general waste collection. A sustained approach to increased education, awareness raising campaigns and enforcement for non-compliance will be key.

6. Potential new material to collect from the kerbside

To examine the potential of improving recycling rates in Cardiff, we have examined the recyclable materials that are most prevalent in the kerbside residual waste stream and also potential MRF rejects via composition analysis data – in order to ascertain which materials have the greatest potential effect on recycling rates, if they were to be diverted into the recycling stream.

When combining the observed waste arising of residual composition analysis and recycling composition analysis in 2015, the materials that were most prevalent were textiles (clothing, shoes, bags and non-clothing textiles), WEEE (electrical items and small electronics) and Cartons (tetra-pak style). The table below shows an estimated potential tonnage of how much of each material could have existed in 2016/17 residual tonnage, based on composition analysis proportions.

Potential Kerbside Tonnage yields for textiles, WEEE and Cartons in recycling 2016-17

	Total
Textiles	1602.34
WEEE	482.72
Cartons (tetra packs)	66.08
Grand total all material	2151.13

This concludes that the greatest potential for tonnages is in collection of textiles.

The tonnage shown could also significantly increase as a result of a promoting campaign for the collection of a new material. However it is also important to consider that the other outlets for this type of material in Cardiff are well established, such as charity shop donations or “Cash for Clothes” businesses. Therefore WEEE should not be discounted as electronics could have high potential for capture as the electronic economy becomes increasingly disposable.

7. Overall Recycling Potential

Based on the current tonnages achieved and the composition analysis of what is available the following short summary outlines how 70% can be achieved;

Domestic if uplift on performance from 64% to 70% is achieved a further approximate 6000+tonnes could be recovered. Almost 1000 tonnes could yield from hygiene waste recycling and as identified areas like additional kerbside collections of textiles could yield positive results. The rest of the changes will come from education and influencing habits of residents to recycle correctly and as much as possible.

Commercial has the challenge of increasing recycling whilst improving income. Based on the compositional analysis there is a large proportion of recycling available in the commercial waste streams. If the current level of recycling is increase to 58% a further approximate 6000 + tonnes could be recycled.

The next large area of recycling potential is the household waste recycling centres, in achieving the desired target of 80% approximately 5000+ tonnes could be added to the recycling performance.

Areas like bulky waste, cleansing and fly tipping contribute a smaller proportion of the whole waste stream, but even small changes could yield an increase in overall performance.

With all step changes in recycling there needs to be consideration of the waste flow changes that will occur if waste is removed from the disposal stream. The energy recovery process used by the Council also contributes to recycling, so less waste through the facility does affect the tonnage balance.

Whilst it is difficult to profile the cities growth and peoples habits on recycling, the review has determined that there is sufficient recyclate still available in the residual streams to achieve 70% or above recycling within the city.

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Appendix B – Waste Management Strategy 2015-18, Gap analysis

Phase 1: Residual waste restriction programme: Summer 2015- to provide an additional 5000T of recycling

Action	Delivered?	Narrative
Weekly food waste collections remain.	Yes	Weekly food waste collections have, and will continue, to remain. All equipment required to participate in the service is provided free of charge.
Recycling will remain weekly via green bags.	Yes	Weekly collections of recycling remain, and all equipment required to take part in the service is provided free of charge. The method of collection remains under review.
Residual waste collections will remain fortnightly, but restricting of residual waste is required.	Yes	Waste restriction was implemented on 27th July 2015; 140L wheeled bins were issued to approx. 10,000 properties without a bin and a restriction of 3 red striped waste bags p/collection to the remaining 16,500 properties in the bag areas. 94,000 properties had their 240L black bins exchanged for a 140L black bin, with full completion in February 2016.

Phase 2: HWRCs, new markets and re-use options; 2015/16, to deliver an additional 5000T of recycling

Action	Delivered?	Narrative
HWRCs		
<p>Considering best practice design and layout when planning the development of the new site</p> <p>Improve signage around sites and on containers, to improve capture rates and reduce contamination levels</p>	Ongoing	<p>Lamby Way supersite opened in July 2017.</p> <p>All signage has been reviewed, using WRAP national iconography and complying with welsh language standards.</p>
<p>Dedicate resources to ensure that site operatives are proactive in diverting waste from landfill, directing materials into the correct skips, as well as providing helpful and useful knowledge to site users</p>	Ongoing	<p>A site operative is now at the entrance of all HWRCs with a dual purpose of checking proof of Cardiff residency, and providing assistance before users enter the site.</p> <p>When resource allows, an operative is also placed next to the general, household waste skip diverting material to recycling.</p>

Re-consider the current vehicle access policy to ensure that only domestic site users from Cardiff are accessing the site	Yes	From 2nd January 2016, residents are now required to bring proof of Cardiff residency to access the HWRCs.
Consider the introduction of a 'permit scheme' to ensure only Cardiff residents benefit from the HWRC	Yes	Proof of residency check has been implemented.
Invest in comprehensive training and up skilling programme for the site operatives	Ongoing	NVQ development is underway
Progress a re-use shop run entirely by a third party organisation, with conditions to ensure that any items deemed unsuitable for re-use are recycled	Ongoing	We have formalised a partnership arrangement with British Heart Foundation (BHF); there is a donation zone at Lamby Way and Bessemer Close for items to be removed for re-use/recycling by the BHF. This trial will be evaluated, and developed over the years into a re-use shop format
Adapting to recycling markets, and providing recycling facilities for a range of bulky items and materials not currently recycled e.g. mattresses and carpets	Yes	New recycling markets for carpets, mattresses, tyres and UPVC at the HWRCs
Educate residents on the facilities available to them and how best to present and prepare recycling and waste before coming to site	Ongoing	Website pages have been re-designed to include WRAP iconography for materials, to improve national recognition The HWRC user guide is in the process of being redesigned
Considering a 'no bag' policy at the HWRC to encourage users to segregate material before entering the site.	Ongoing	Full detail to be developed in line with 2018-2021 waste strategy review paper.
Action	Delivered?	Narrative
Bring Sites		

Review existing bring site provision to ensure its suitable for user needs.	Yes	There are 3 remaining bring sites for mixed recycling, along with 5 for glass only.
Evaluate current usage, satisfaction and contamination levels of existing bring sites, and adapt as appropriate.	Yes	As above- Bring sites with high levels of mixed recycling contamination have now been removed.
Upgrade or adapt existing bring site provision to compliment any future change to kerbside recycling collections	Ongoing	Glass only bring sites remain across the City to replicate the separate collections of glass proposals.
Work with partners to consider opportunities to place recycling banks in alternative locations, accessed by a large footfall e.g. schools, community halls.	Ongoing	New facilities always considered.
Action	Delivered?	Narrative
Bulky Waste Collection/Fly-tipping Clearance		
Utilising available facilities at HWRC's, to either recycle or re-use items collected	Yes	This was delivered in November 2016. Any bulky items are collected free of charge if they are recyclable. Items are separated for recycling at Bessemer close HWRC.
Investigating the benefits, or otherwise, of introducing a credit scheme, inviting organisations that currently accept items for re-use an incentive, in return for obtaining their re-use data.	Yes	This was considered within the re-use options appraisal. The British Heart Foundation partnership was implemented as an alternative
Initiating a project team, to investigate current bulky waste, and fly-tipping collection arrangements, and identify any improvements necessary.	Yes	New fly-capture/waste data flow process developed and agreed. Fly-capture analysis completed monthly, to determine any trends in demand. Benchmarking work to continue
Increasing understanding of the composition of fly-tipped, and bulky collected waste, to identify common materials and the need to implement new recycling streams.	Yes	Raw data for analysed for bulky waste collections- a recycling bulky waste collection scheme has now been introduced

Considering all potential options to improve the bulky waste collection service, taking into account best practice examples of an in house run service, a partly outsourced service, and a service ran entirely by third sector organisations.	Ongoing	Addressed in 2018-2020 Municipal Waste Strategy
Working with Welsh Government to implement a re-use network, consisting of third sector organisations that have the ability and relevant processes in place, to re-use and recycle collected bulky waste.	Ongoing	The waste strategy manager delivered a presentation at the Welsh Government instigated "re-use forum". We will continue to support Welsh Government to develop a network, which will have multiple benefits within Wales

Phase 3: Recycling collections change requirements, detailed plans will be presented in 15/16 to ensure Cardiff remains legally compliant and delivers cost effective and high quality recycling

Action	Delivered?	Narrative
Prepare a 'TEEP' business case. Undertake detailed modelling with support of WRAP, using Routesmart or similar	Ongoing	This work will continue
Best practice research and benchmarking from other local authorities undertaking a kerbside sort scheme.	Ongoing	This is still ongoing, as part of the wider recycling waste collections review. There have been operational research meetings to other local authorities with a kerbside sort collection method.
Analysis of the current composition of waste in Cardiff is required, to determine the likely material demand in each area.	Yes	This was completed as part of the WRAP all Wales analysis.
City wide participation monitoring, to establish more detailed weights per <i>participating</i> household in each area.	Ongoing	Various cycles of participation monitoring has taken place, and continues as part of the team's annual work plan.

Review of bin stores/housing type within current communal bin properties, to determine whether appropriate for a change in recycling collection method.	Ongoing	An audit is currently under way to ensure our records are up to date. Site assessments are being completed as and when new developments commence collections.
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Phase 4: Recycling infrastructure, further feasibility study to be presented 15/16. This is to secure recycling infrastructure and obtain high quality recycling and optimum market income

Action	Delivered?	Narrative
Through partnership with Welsh Government and support from Local Partnerships, Cardiff will explore the feasibility of a regional recycling facility.	Ongoing	Referenced in waste strategy 2018-2021
We will work with other local authorities to develop regional solutions to expand the range of materials that can be recycled from the kerbside e.g. nappies	Ongoing	There are regional recycling contracts in place: <ul style="list-style-type: none"> • WEEE • Street Sweepings • Textiles

Phase 5: Additional recycling performance from households, commercial and cleansing. This will be tabled for 2016 and beyond to secure the further 12,000T of recycling needed

Action	Delivered?	Narrative
Commercial		
Investigate the benefits, or otherwise, of procuring on board weighing equipment.	Yes	Commercial waste vehicles now have this function. It is currently utilised on 6 of the larger commercial waste collection rounds.
In depth waste audits to be arranged for all new potential customers to ensure that waste contracts allow for maximum levels of recycling.	On going	Waste audits are offered as part of a service contract discussion. However, this service can be expanded to be a requirement of signing up a business for a general waste contract. Mixed skips are now being post sorted to further understand composition

Understanding customer needs including consultation/feedback.	Ongoing	Customer satisfaction survey completed September 2017
Analysis of commercial waste collected, to determine composition with a view to introducing collections of additional material (if required).	Ongoing	
Introducing case studies of successful recycling schemes within existing customer contracts, focusing on both environmental and financial benefits.	Ongoing	Wales Millennium Centre case study completed
Investigating the potential of a commercial waste re-use centre.	Ongoing	
Divert potential customers that do not produce a large amount of waste to the Bessemer Close commercial recycling centre.	Yes	This happens on daily basis. Further promote the service as the Ask Cardiff survey of 2015/16 showed that 79% of respondents were not aware of the commercial centre
Continuing education and enforcement activity across the commercial sector to improve presentation of waste, to improve overall Local Environmental Quality.	Ongoing	A City Centre strategy has been developed. Weekend and evening enforcement officers now within the City. A section 47 database has been created, so that anyone working in the City centre can reference it. In 2017, will be working to ensure that businesses with private waste contracts label their bins to improve LEQ further
Consider the use of a formal enforcement notice prescribing and enforcing the manner in which recycling and food waste must be separated from residual waste receptacles.	Ongoing	As above- officers are continuing to use the Section 47 Notice to enforce this issue. However, this is mainly focused on businesses presenting bags for collection. Need to review the approach with bins, compositional analysis support may be required for this.
STREET CLEANSING- to recycle or compost 60% of their waste arisings by 2020		
Procure a suitable contract with the ability to recycle and/or compost street sweepings and leaf fall.	Yes	This is a regional contract with Caerphilly and Newport, currently with Neal soil
Consider an improved design litter bin with specific material receptacles, in	Ongoing	In process of redesigning some of the city centre litter bins, with a view to incorporating a recycling section within them.

order to reduce contamination and improve recycling potential.		
Updating and further developing the Local Environmental Quality strategy, with key recycling messages throughout.	Ongoing	There is a Neighbourhood Services enforcement strategy, along with sub action plans for each of the below areas: <ul style="list-style-type: none"> - City Centre - Frontages - Cathays - Litter - Fly-tipping
Considering the potential for split collection vehicles, in order to be able to efficiently collect and segregate recyclable items during cleansing operations.	Ongoing	A new fleet of vehicles were procured in 2016. This can be considered in 3 years as part of the new vehicle fleet procurement contract
Investigating how litter segregated for recycling at events and within the City Centre is currently collected, processed and recorded for recycling.	Ongoing	Material specific bins were purchased in 2014 as part of the 'Recycling on the Go' funding.

The City of Cardiff Council's compliance with Welsh Government Blueprint

The purpose of [Welsh Government's Collections Blueprint](#) is to ensure affordable and sustainable local authority collection services for recyclable, compostable and residual waste.

It provides Welsh Government's recommended service profile for the collection of recycling and waste from households. It recognises that a degree of flexibility will be required in approach and allows Cardiff to tailor services for specific circumstances and in accordance with local needs.

The Collections Blueprint is one of the key documents driving further options modelling, to determine whether a full kerbside recycling separation would be 'Technically, Economically and Environmentally Practicable' (TEEP) in Cardiff.

The positive news is that Cardiff is already meeting 72% of the requirements of the blueprint. This has increased from 61%, because of the changes made from the 2015-2018 waste strategy.

A list of the blueprint requirements, and how we are meeting these in Cardiff, is below.

Table 1- Cardiff's compliance with Welsh Government's blue print requirements

No.	Requirement	Do we do this in Cardiff?	Comments
1	Reduced residual waste container capacity – for example the use of 140 litre instead of 240 litre wheeled bins, or restriction on the number of bags that can be put out	Yes	This was implemented in 2015 and led to a 5% increase in recycling performance
2	Reduced residual waste collection frequency– once a fortnight is sufficient (when weekly food waste collection is provided).	Yes	This was implemented in 2011
3	No "side waste" collected for residual waste.	Yes	There is a strong 'no side waste' policy, with advice from recycling advisors, and enforcement action taken where necessary
4	Promotion of, and support for, home composting/ treatment for garden waste.	Yes	Compost bins are sold at a subsidised price of £7.
5	Apply charging for green waste collection (as allowed under the Controlled Waste Regulations 1994), and collecting it only once a fortnight.	No	Cardiff collects garden waste fortnightly during the summer, and monthly during the winter. Future option reviews for garden waste approaches, along with other potential efficiencies such as 'opt in' can be considered. The recycling tonnage risk prevents the stopping of green wastes collections

6	Separate weekly food waste collection (not co-mingled with green waste).	Yes	Yes this was implemented in 2011
7	Run the bulky waste collection service as a bulky reuse and recycling collection service.	Yes	The Council has recently launched a partnership with the British Heart Foundation, and are advertising their bulky waste re-use collection. All item/s collected by Cardiff Council are recycled where markets are available, and collected free of charge where these markets exist.
8	Provision of at least one local centre (e.g. civic amenity site / household waste recycling centre that can receive and safely store bulky items for reuse.	Yes	Yes- two of our Household Waste Recycling Centres have a re-use storage facility.
9	Weekly collection of dry recyclables mixed together in a box, with two or more boxes provided per household. Recyclables separated at the kerbside. Termed a "kerbside sort" system.	Yes to weekly collections of dry recycling No to kerbside sort of two or more streams	Cardiff currently uses a co-mingled (mixed) recycling scheme. We will continue to model the benefits and risks of a kerbside sort system throughout the period of the 2018-2021 waste strategy. Separate glass recycling pilot if fully implemented would move closer to this model
10	Food waste collected separately once a week, preferably through the use of kitchen caddies (with provision of free compostable liners), and separate lockable kerbside collection containers. Allow inclusion of paper kitchen towels and tissues.	Yes	Cardiff was the first core city to introduce separate, weekly food waste collections. We provide all equipment to participate free of charge.
11	Use of modern lightweight, multi-compartment vehicles (8 tonnes plus 4 tonne payload) for a single pass collection of dry recyclables and food waste. Ideally using renewable fuel.	No	Cardiff has trialled multiple vehicles and is currently undertaking a procurement exercise to progress modern Euro 6 rear steer vehicles (see more information in the Cabinet Paper dated 18 th January 2018). This also includes specialist food waste vehicles with payloads exceeding 5 tonnes. The same procurement exercise is exploring the use of alternative fuels. Cardiff has engaged with vehicle manufactures to understand current developments and meeting with

			local authorities who have progressed alternative fuel use for fleet vehicles.
12	The following recyclable materials to be collected as a minimum in the kerbside sort system (or perhaps via a dense bring site system): By 2012-13: Paper; cardboard; plastic bottles, pots, tubs and trays; metal cans and small scrap (e.g. kitchen utensils), foil; glass jars and bottles.	No	Cardiff currently uses a co-mingled (mixed) recycling scheme. We will continue to model the benefits and risks of a kerbside sort system throughout the period of the 2018-2021 waste strategy
13	Full recording and reporting to the public of the end destination and use of recyclate.	Yes	Currently available upon request. We have identified an opportunity to promote this information on our 'Keep Cardiff Tidy' website. This will be further explored
14	Achieve a level of at least 80% recycling at all civic amenity / household waste recycling centres.	No	We recognise the need for improvements at our HWRC, and have provided our plans in the 2018-2021 draft strategy document.
15	At least one CA/HWRC site to have facilities to receive and store a variety of materials	Yes	We have facilities for almost 30 materials and re-use at our HWRCs
16	CA site density to reflect the needs of local residents and be consistent with the Collections, Infrastructure and Markets Sector Plan.	Yes	The plan referred to references a WG study to determine whether further provision is needed across Wales, on a local level. We have recognised the need for a future additional HWRC in the North of the City as the city grows, to accommodate the planned new residential developments. We also accept commercial recycling at one of our CA sites, which was a further recommendation contained within the plan
17	Bring site density to reflect the needs of local residents and be consistent with the Collections, Infrastructure and Markets Sector Plan	Yes	3 bring sites to recycle mixed recycling, 5 to recycle glass only (in preparation for glass trial)
18	Recycling collection service offered to businesses, for at least paper, plastic, metal, glass and food waste.	Yes	Our commercial waste team offer the separate collections of food, glass and cardboard alongside a co-mingled option

19	Publication annually of service cost information.	Yes	This is identified as a Key Performance Indicator within the service area business plan.
20	Green waste sent to PAS100 and Quality Protocol compliant composting plants.	Yes	Both food waste and green waste processing are subcontracted to Kelda Organic Energy. The end product conforms to the PAS quality standards, and the Council will work closely with Kelda to ensure the quality standard is maintained through training of collection staff and education to Cardiff residents.
21	Food waste sent to PAS110 and Quality Protocol compliant anaerobic digestion plants.	Yes	
22	<30% of all Local Authority Collected Municipal Waste to be residual waste sent to a high-energy efficiency energy from waste (EfW) plant.	N/A	This requirement is not expected to be met until 2025
23	Processed EfW bottom ash recycled to produce a product that meets a relevant Quality Protocol or End of Waste Criteria.	Yes	All ash recycling is included in the contract arrangements managed by Cardiff for the Prosiect Gwyrdd residual Waste Treatment facility at Trident Park. The additional recycling provided of the fly ash materials, as well as bottom ash, into fully recycled products, exceeds this requirement.

Equality Impact Assessment
Corporate Assessment Template

Policy/Strategy/Project/Procedure/Service/Function Title: Separate Glass Recycling Collection (trial only)
New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Jane Cherrington	Job Title: Waste Strategy & Enforcement Operational Manager
Service Team: Waste Strategy	Service Area: Economic Development, Commercial and Collaborative Services
Assessment Date: Deecmeber 2017	

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

In line with the Recycling and waste management strategy, it was identified that there were a number of key benefits in collecting glass separately from the co-mingled system we currently operate. The benefits include:

- It would enable us to move closer to the preferred kerbside sort model that Welsh Government identified as best practise in their Towards Zero Waste Paper and Waste Collections Blueprint.
- It would result in better quality glass as it would not be contaminated with other waste streams such as paper.
- Better quality glass would result in recycling re-processors purchasing the glass from us, as opposed to us paying them to take it away. During Qtr 1 of 2017 treatment is a cost , separate glass collections could see an income.
- Savings would be achieved on the cost of maintenance for machinery worn down by glass in our recycling plant.
- All glass collected through the trial would be dropped off in a single bay for bulking up, with no need to be processed through the plant. Therefore reducing operating costs.

The trial would initially only result in changes to collection method for ~20,000 households, but should it be successful, would look to roll out to all households within the city.

The proposal would see us collect glass in a separate kerbside caddy on a fortnightly basis.

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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.]

~17,000 households would be put onto the trial; the trial areas will be selected using demographic data that captures a wide range of demographics, recycling habits and housing types. We have also had to take into consideration collection days and spread the trial over Monday – Friday to get maximum efficiencies from our crews and collection vehicles.

As this is a trial, a significant amount of research would be conducted before the trial started (with pre-survey questionnaires), during the trial (in terms of tonnages & participation) and after the trial had concluded (post-survey questionnaires). This research would inform our decision-making processes.

We have made some enquiries with other Local Authorities and learnt from their experience in collecting glass separately, and some of this research has informed our decision making process. For example:

- Advice on Personal Protective Equipment for staff (gloves, ear defenders and glasses) as recommended by Barnsley
- Size of containers and specification recommended by Bridgend – they have recently moved from a box to a kerbside caddy due to manual handling issues

The Council offers an assisted lift service for the collection of household waste. This service (represented by an orange diamond placed on wheeled bins and kerbside caddies) indicates to waste collection crews that they must enter the property to empty bins/caddies then return them to the property once emptied. This service is offered to all householders free of charge.

The size of the container will likely result in significant amount of glass on the kerbside in one place. Whilst this may be no different to mixed collection a mixed collection does offer some form of cushioning/protection by other materials and reduced opportunity for hazard and ASB potential. We will now be promoting the placing what could be a hazard through the potentially significant amount of glass (inc broken) on the kerb side in one place. This may present further issues to the public as well as staff (already accounted for in respect of PPE):-

- H&S consideration of an amount of glass on the kerb side – potentially affecting to a higher degree young and older/elderly individuals – vulnerable individuals if smashed or decanted from bins.
- Increased potential of Anti-social Behaviour associated to the glass and its weight, no other authorities have reported this, but special consideration will be given to city centre properties.

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- Glass and weight issues around age/elderly and manual handling – the weight of the container may impact an individual’s ability to move it/both resident and potentially passer-by blocked by the container placed for collection.
- Issues around tipping the container/vandalism.

3 Assess Impact on the Protected Characteristics

3.1 Age

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

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

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

~17,000 households would be entered onto the trial and will include people of all ages.
 U18 – some under 18’s act as carers for elderly relatives may be affected.
 18-65 – this age range would be affected by the change.
 Over 65 - this age range would be affected by the change.

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

U18 – may require additional reminders about the change in service, particularly with the change in frequency. We would encourage them to sign up to the email reminder service and/or download the app.
 18-65– as part of the communications we would write to all properties affected by the trial, to inform them of the reasons for the trial and how they should get involved. We would encourage all residents to sign up to the email reminder service.
 65+ - in promoting the change we would also promote the assisted lift service for those who may experience difficulty in moving a box of glass to the kerbside, but easier to present their lighter green bags

As part of the instructions to residents, awareness information around manual handling of all containers will be provided.

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

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3.2 Disability

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

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

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

All residents will be impacted by the trial regardless of ability.

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

Hearing Impairment – the task of emptying the glass from a caddy into a slave bin then into the collection vehicle will be quite noisy. As a result, the collection crews will wear ear protection. In consideration for residents, we will be looking to alter the collection window from 6am-10pm (as it currently stands for all waste streams) where there will be less noise disruption to residents, although it will not be eliminated entirely.

Physical Impairment – the new kerbside glass caddies will be the same as the food caddies, should residents experience difficulties moving them to the kerbside for collection the Assisted Lift service will be offered. In taking the glass out of the green bags, green bags may be easier for some people to manage.

Visual Impairment – the new kerbside glass caddies will be presented on the pavement at the same time as the other waste streams. Whilst the collection window may be reduced, there will still be an increased number of items on the pavement. This could be hazardous for those with visual impairments, but no more so than the current kerbside food caddy. The blue caddy may be less visible/contrasting on the street to some with visual impairments. As part of the communications, we should ask customers to be mindful about where they place it on the pavement for collections. As we will with the collection crew once, the caddy has been emptied.

**Equality Impact Assessment
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Learning Disability – the new service will take some getting used to for all residents, however, it may take longer for those with learning disabilities to get used to the changes. We aim to communicate to residents using plain language in an easily understandable format (with logo’s, pictograms etc.). We will work with care workers and provide outreach sessions to further engage with all sectors of the community.

Long-Standing Illness or Health Condition – the new kerbside glass caddies will be the same as the food caddies, should residents experience difficulties moving them to the kerbside for collection the Assisted Lift service will be offered. In taking the glass out of the green bags, they may be easier for some people to manage.

Mental Health - the new service will take some getting used to for all residents, however, it may take longer for those with mental health issues to get used to. We aim to communicate to residents using plain language in an easily understandable format (with logo’s, pictograms etc.). We will work with care workers and provide outreach sessions to further engage with all sectors of the community.

Substance Misuse – the new service may identify those with alcohol related issues. For example, if people produce a lot of glass, they will be provided with additional caddies. We could offer those who would prefer a more discreet collection the Assisted Lift service, where we could collect the caddy/caddies from an agreed location.

Certain disabilities may find it easier to present their lighter green bags

3.3 Gender Reassignment

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

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

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

The new service may have an impact on transgender people who are going through a process or are in recovery, but easier to present their lighter green bags

Equality Impact Assessment
Corporate Assessment Template

What action(s) can you take to address the differential impact?
Those that are going through a process or are in recovery may find moving a kerbside caddy of glass difficult particularly if recovering from surgery, should they request it we could offer the assisted lift service.

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact** 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.
There are no foreseen impacts on those in marriage or civil partnership. Should this position change we will update the information.
What action(s) can you take to address the differential impact?
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.
Those who are pregnant/have recently given birth/recovering from surgery may find it difficult to move the glass caddies to the kerbside, but easier to present their lighter green bags.
What action(s) can you take to address the differential impact?

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The assisted lift can be offered on a temporary basis, until the affected person has recovered from pregnancy/birth.

3.6 Race

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

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

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

There are no foreseen impacts on those from different races. Should this position change we will update the information.

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

We will provide information in English and Welsh as standard, however, where local communities request it, we will provide information in other recognised languages.

3.7 Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact** 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

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**Equality Impact Assessment
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<p>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</p> <p>There are no foreseen impacts on those from different religions, belief or non-belief. Should this position change we will update the information.</p> <p>Friday is to some a religious day but that waste collection is conducted 5 days per week and this collection is no different to others</p>
<p>What action(s) can you take to address the differential impact?</p> <p>We will arrange a series of outreach events to target all sectors of the community, and work with community leaders to spread the messages in the trial areas.</p> <p>Collection noise should also be considered in areas where mosques and similar prayer facilities are located – inc noise associated to collection staff, vehicles (sensors for reversing) and to a degree glass collection noise.</p>

3.8 Sex

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

	Yes	No	N/A
Men			x
Women			x

<p>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</p> <p>There are no foreseen impacts on sex. Should this position change we will update the information.</p>
<p>What action(s) can you take to address the differential impact?</p> <p>Should people have difficulties moving the bins because of physical strength, they can be provided with a second glass caddy free of charge so that they can put less in & reduce the weight.</p>

3.9 Sexual Orientation

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

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

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

There are no foreseen impacts on sexual orientation. Should this position change we will update the information.

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

N/A

3.10 Welsh Language

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

	Yes	No	N/A
Welsh Language	x		

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

There will be a positive impact on the welsh language.

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

All communications that go out to the public will be bi-lingual. We have front line staff that are welsh speakers; these will be able to interact with Welsh speaking customers should they request it.

4. Consultation and Engagement

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

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Equality Impact Assessment
Corporate Assessment Template

This EIA was drafted with support from the Equalities Officer within City Operations. We will take guidance from access organisations for example, Age Cymru, RNIB etc.

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

Groups	Actions
Age	Be mindful of additional requests for Assisted lift service.
Disability	Be mindful of additional requests for Assisted lift service. Offer additional caddies for those with Alcohol misuse problems.
Gender Reassignment	Be mindful of additional requests for Assisted lift service.
Marriage & Civil Partnership	
Pregnancy & Maternity	Be mindful of additional requests for Assisted lift service.
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Welsh Language	Produce all information bi-lingual.
Generic Over-Arching [applicable to all the above groups]	

6. Further Action

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

7. Authorisation

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

Completed By : Jennifer Sadler	Date: 05/12/17
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Equality Impact Assessment
Corporate Assessment Template

Designation: Waste Strategy Manager	
Approved By:	J Cherrington
Designation:	OM Strategy & Enforcement
Service Area:	Recycling Services

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

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

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Equality Impact Assessment
Corporate Assessment Template

Policy/Strategy/Project/Procedure/Service/Function Title: Recycling and Waste Management Strategy 2018-2022
New/Existing/Updating/Amending: updating

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Jane Cherrington	Job Title: Waste Strategy & Enforcement Operational Manager
Service Team: Waste Strategy	Service Area: Economic Development, Commercial and Collaborative Services
Assessment Date: December 2017	

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

The updated Recycling and waste management strategy (2018-22), sets out several changes to services and approaches that will increase recycling performance over the coming years. It covers kerbside recycling collections, services offered, customer engagement and future infrastructure requirements.

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.]

As part of the terms and conditions of the Environment and Sustainable Development Grant, the Council is required to document how it will work towards meeting the statutory recycling targets set out in towards Zero Waste (Welsh Government). The council has developed and delivered a number of strategies since 2001 and as a result have taken the Council from 52% recycling to 60%. This updated strategy aims to build on that and improve performance further to enable the Council to meet targets of 64% by 2019/20 and 70% by 2025.

The strategy covers a wide range of topics. Each element of change will have its own EIA to cover the details in more focus.

A number of EIAs have been completed in relation to projects referenced within this report, these include:

- Reuse at HWRCs (November 2017)
- Glass recycling trial (February 2018)

Equality Impact Assessment
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- Closure of Wedal Road (July 2017)
- Wheeled bin expansion (February 2018)
- Recorded collection review (July 2017)
- Black bag/mixed waste bag challenge policy at HWRCs (February 2018)

Pending EIAs include:

- New HWRC towards North Cardiff
- New MRF/recycling treatment plant
- Changes to operational hours for domestic waste collections

These EIAs will be developed in partnership with Equalities Officers working within City Operations and the proposals will be subject to further public consultation and independent peer review.

Throughout the development of the strategy, best practise research has been completed and comparisons with other Local Authorities and Core Cities have been made.

3 Assess Impact on the Protected Characteristics

3.1 Age

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

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

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

Proposed changes will have an impact on all residents regardless of age.

U18 – some under 18's act as carers for elderly relatives so may be affected.

18-65 – this age range would be affected by the change.

Over 65 - this age range would be affected by the change.

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

A variety of communication methods will be used to target different audiences.

Reasonable adjustments will be considered where the EIA recognises that residents with the disabilities outlined above may have difficulties adapting to the changes.

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Improved environmental performance for Cardiff will have a positive impact on future generations of residents, which is in line with Well-being of Future Generations (Wales) Act 2015.

3.2 Disability

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

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

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

All residents will be impacted by the services delivered, changes and trial regardless of ability.

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

Reasonable adjustments will be considered where the EIA recognises that residents with the disabilities outlined above may have difficulties adapting to the changes. For further information see the associated EIA.

3.3 Gender Reassignment

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

	Yes	No	N/A
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex	x		

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**Equality Impact Assessment
Corporate Assessment Template**

by changing physiological or other attributes of sex)			
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Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The existing and new services may have an impact on transgender people who are going through a process or are in recovery.

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

Reasonable adjustments will be considered where the EIA recognises that residents going through a process may have difficulties adapting to the changes.

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact** 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.

There are no foreseen impacts on those in marriage or civil partnership. Should this position change we will update the information.

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

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.

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All residents will be affected by the changes proposed within the strategy including those that are pregnant/recently given birth.

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

Reasonable adjustments will be considered where the EIA recognises that residents who are pregnant/recently given birth may have difficulties adapting to the changes.

3.6 Race

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

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

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

There are no foreseen impacts on those from different races. Should this position change we will update the information.

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

We will provide information in English and Welsh as standard, however, where local communities request it, we will provide information in other recognised languages.

Teams will engage with local community groups and faith leaders to better engage with non-English/Welsh speaking residents.

3.7 Religion, Belief or Non-Belief

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

	Yes	No	N/A
Buddhist			x
Christian			x
Hindu			x

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Humanist			X
Jewish			X
Muslim			X
Sikh			X
Other			X

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

There are no foreseen impacts on those from different religions, belief or non-belief. Should this position change we will update the information.

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

Reasonable adjustments will be considered where the EIA recognises that from different faiths may have difficulties adapting to the changes.

3.8 Sex

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact** 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.

There are no foreseen impacts on sex. Should this position change we will update the information.

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

n/a

3.9 Sexual Orientation

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

	Yes	No	N/A

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**Equality Impact Assessment
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Bisexual			X
Gay Men			X
Gay Women/Lesbians			X
Heterosexual/Straight			X

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

There are no foreseen impacts on sexual orientation. Should this position change we will update the information.

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

N/A

3.10 Welsh Language

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

	Yes	No	N/A
Welsh Language	X		

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

There will be a positive impact on the Welsh language.

Changes to services help raise awareness of services available to residents.

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

All communications that go out to the public will be bi-lingual. We have front line staff that are welsh speakers; these will be able to interact with Welsh speaking customers should they request it.

4. Consultation and Engagement

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

This EIA was drafted with support from the Equalities Officer within City Operations.

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Equality Impact Assessment Corporate Assessment Template

We will take guidance from access organisations for example, Age Cymru, RNIB etc. for activities/changes that affect their stakeholders directly.

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

Groups	Actions
Age	Consider different communication methods for different age ranges
Disability	To be considered in greater detail with each proposed change
Gender Reassignment	To be considered in greater detail with each proposed change
Marriage & Civil Partnership	Ongoing monitoring of impact
Pregnancy & Maternity	To be considered in greater detail with each proposed change
Race	To be considered in greater detail with each proposed change
Religion/Belief	To be considered in greater detail with each proposed change
Sex	Ongoing monitoring of impact
Sexual Orientation	Ongoing monitoring of impact
Welsh Language	Produce all information bi-lingual.
Generic Over-Arching [applicable to all the above groups]	Further EIAs need to be developed to take into account key project proposals/changes and their impact on groups with protected characteristics.

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

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

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 : Jennifer Sadler	Date: 07/12/17
Designation: Waste Strategy Manager	
Approved By: Jane Cherrington	
Designation: OM strategy & Enforcement	
Service Area: Recycling Services	

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

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

Equality Impact Assessment
Corporate Assessment Template

Policy/Strategy/Project/Procedure/Service/Function Title: Expansion of wheeled bins
New/Existing/Updating/Amending: existing

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Jane Cherrington	Job Title: Waste Strategy & Enforcement Operational Manager
Service Team: Waste Strategy	Service Area: Economic Development, Commercial and Collaborative Services
Assessment Date: December 2017	

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

The expansion of wheeled bins, to the remaining >3,000 properties identified as being suitable.

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.]

Wheeled bins are used in 85% of the City. They are undisputedly a safer collection method for our operatives; they encourage ownership of correct waste disposal because they are barcoded with a household address and when used correctly, improve Local Environmental Quality by reducing the likelihood of split bags.

The typical life span of a wheeled bin is 5+ years, therefore a far more sustainable option than the disposable red striped bags. In addition, wheeled bin deliveries will impose a one off cost rather than a rolling 6 monthly budget consideration for the delivery of red striped bags (£12K per delivery).

In the previous consultation of 2013 'Waste Strategy Survey- A 2025 vision for Cardiff', over 75% of respondents supported the expansion of wheeled bins.

There will be a further overarching consultation, to cover the topics covered in the Waste Strategy for Cardiff 2018-2021.

An EIA was completed in September 2015, to review the impacts of the waste

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restriction collection change. There was consideration to the expansion of wheeled bins within this EIA.

Replacement of lost/stolen or maliciously damaged bins are charged at £25.

3 Assess Impact on the Protected Characteristics

3.1 Age

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

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

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

>3,000 households would receive a wheeled bin, and households include people of all ages.

U18 – some under 18's act as carers for their households.

18-65 – this age range would be affected by the change.

Over 65 - this age range would be affected by the change.

There can be both positive and negative differential impacts on all age ranges with the implementation of wheeled bins.

Young carers may find a wheeled bin easier to handle. Containerisation is more hygienic to handle, than transporting bags of waste to the kerbside. There is additional support available, for young carers under the age of 16.

Residents of all ages may suffer with disability, which means the movement of a wheeled bin (rather than bags) causes difficulty.

Residents of all ages may be affected by incontinence or other medical conditions, where the capacity of a wheeled bin is not large enough to store waste. Conversely, a wheeled bin may have a positive impact on residents affected by incontinence, by providing a sealed storage solution for this waste.

The £25 for a replacement wheeled bin may have an impact regardless of age.

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What action(s) can you take to address the differential impact?
The recorded collection service is available for all age ranges, following an assessment of circumstances.
The service is available where the young carer is under the age of 16.
Requests for larger wheeled bins can be made, following an assessment of circumstances.
Have resource available to manage the increased demand for assistance with wheeled bins, in a timely manner.
Consider the possibility of providing a part payment service for replacement wheeled bins.

3.2 Disability

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

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

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
The implementation of wheeled bins can have both positive, and negative differential impacts on all disabilities.
We are unaware of the condition of residents within the >3000 properties.
What action(s) can you take to address the differential impact?
Support will be provided to all residents that require it, the communications plan will outline which stakeholder groups to provide information to, however we will seek to engage with bodies such as RNIB.
The assisted lift service is available to those experiencing disability issues, as is the

Equality Impact Assessment
Corporate Assessment Template

larger bin assessments.

Hearing impairment- all information is available in writing. Ensure that the deaf council are included within stakeholder distribution. Consider officers attending a sign language course, to more effectively communicate changes to residents.

Physical impairment – The physical movement of a wheeled bin to the kerbside may present more difficulty for residents than bags. The assisted lift service will help for those residents with physical impairments, this service will be promoted within the literature provided to residents prior to the changes being implemented.

Visual impairment – the physical movement of a wheeled bin to the kerbside may present more difficulty for residents than bags. Bins remaining on the highway outside of collection times may present issues for residents with visual impairments. There may be a positive differential impact for residents with visual impairment, with the ability to differentiate clearly between a wheeled bin for general waste, and bags for recyclable waste. Information about the new service will, as standard, be available in written form and larger print on request.

Learning disability – residents with a learning disability may incorrectly use their wheeled bins. They may not understand the correct time to place bins out for collection. They may not understand the instructions provided to them in leaflets/letters as a result assessments for larger bins would take place where the issue comes to the attention of the Council.

Long-Standing Illness or Health Condition – each illness or condition will be dealt with on a one to one basis. Support will be provided to those suffering and to their carers.

Mental Health - residents with mental health issues may incorrectly use their wheeled bins. They may not understand the correct time to place bins out for collection. They may not understand the instructions provided to them in leaflets/letters, additional capacity assessments will take place with residents where this issue comes to our attention.

Substance misuse - the new service may identify those with alcohol related issues. We could offer those who would prefer a more discreet collection the Assisted Lift service, where we could collect the bins from an agreed location.

3.3 Gender Reassignment

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

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

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

The new service may have an impact on transgender people who are going through a process or are in recovery.

Waste can be stored very privately in a general wheeled bin, bags provide less privacy on possible medical waste.

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

Those that are going through a process or are in recovery may find moving a wheeled bin difficult, particularly if recovering from surgery. Recorded collection service is available on a temporary basis, following an assessment of circumstances.

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact** 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.

There are no foreseen impacts on those in marriage or civil partnership. Should this position change we will update the information.

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

N/A

3.5 Pregnancy and Maternity

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Corporate Assessment Template**

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.

The new service may have an impact on women who are pregnant, or on maternity leave (particularly following surgery), who may struggle moving a wheeled bin.

The changes will raise awareness of the additional support that can be provided, such as the hygiene service.

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

The recorded collection service can be offered on a temporary basis, until the affected person has recovered from pregnancy/birth.

3.6 Race

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

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

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

There are no foreseen impacts on those from different races. Should this position change we will update the information.

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

We will provide information in English and Welsh as standard, however, where local communities request it, we will provide information in other recognised languages.

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**Equality Impact Assessment
Corporate Assessment Template**

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3.7 Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact** 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.

There are no foreseen impacts on those from different religions, belief or non-belief. Should this position change we will update the information.

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

We will arrange a series of outreach events to target all sectors of the community, and work with community leaders to spread the messages in the trial areas.

Collection noise and timings should also be considered in areas where mosques and similar prayer facilities are located – inc noise associated to collection staff, vehicles (sensors for reversing).

3.8 Sex

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact** 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.

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Corporate Assessment Template**

There are no foreseen impacts on sex. Should this position change we will update the information.
What action(s) can you take to address the differential impact?

3.9 Sexual Orientation

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

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

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There are no foreseen impacts on sexual orientation. Should this position change we will update the information.
What action(s) can you take to address the differential impact?
N/A

3.10 Welsh Language

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

	Yes	No	N/A
Welsh Language	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
There will be a positive impact on the welsh language.
What action(s) can you take to address the differential impact?

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Equality Impact Assessment Corporate Assessment Template

All communications that go out to the public will be bi-lingual. The Council has front line staff that are Welsh speakers; these members of staff will be able to interact with Welsh speaking customers should they request it.

4. Consultation and Engagement

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

This EIA was drafted with support from the Equalities Officer within City Operations.

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

Groups	Actions
Age	Be mindful of additional requests for Assisted lift service & offer larger bin assessments.
Disability	Be mindful of additional requests for Assisted lift service & offer larger bin assessments..
Gender Reassignment	Be mindful of additional requests for Assisted lift service on a temporary basis to those going through a change process or are in recovery.
Marriage & Civil Partnership	N/A
Pregnancy & Maternity	Be mindful of additional requests for Assisted lift service.
Race	N/A
Religion/Belief	N/A
Sex	N/A
Sexual Orientation	N/A
Welsh Language	Produce all information bi-lingual.
Generic Over-Archng [applicable to all the above groups]	Additional customer support will be required from education/enforcement officers Consider part payment agreement for wheeled bin payments

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.

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Equality Impact Assessment
Corporate Assessment Template

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 : Danielle Williams	Date: 5/12/17
Designation: Waste Strategy Officer	
Approved By:	J Cherrington
Designation:	OM strategy & Enforcement
Service Area:	Recycling Services

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

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

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

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

- [Equality Act 2010 - Equality Impact Assessment](#)
- [Wellbeing of Future Generations \(Wales\) Act 2015](#)
- [Welsh Government Statutory Guidance - Shared Purpose Shared Delivery](#)
- [United Nations Convention on the Rights of the Child](#)
- [United Nations Principles for Older Persons](#)
- [Welsh Language \(Wales\) Measure 2011](#)
- [Health Impact Assessment](#)
- [Habitats Regulations Assessment](#)
- [Strategic Environmental Assessment](#)

This Statutory Screening Tool allows the Council to meet the requirements of all the above legislation as part of an integrated screening method and should take no longer than 1 hour to complete.

The Statutory 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 Operational Manager – Policy, Partnerships and Community Engagement on (029) 2078 8561 or e-mail: Gareth.Newell@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 Council's Intranet.**

Statutory Screening Tool

Name of Strategy / Policy / Activity: Waste Strategy 2018-2022	Date of Screening: 07/12/17
Service Area/Section: Waste Strategy, Commercial and Collaborative Services	Lead Officer: Jane Cherrington
Attendees:	
Jennifer Sadler, Danielle Williams, Jane Cherrington	

What are the objectives of the Policy/Strategy/Project/Procedure/Service/Function	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.]
<p>The updated Recycling and waste management strategy (2018-21), sets out several changes to services and approaches that will increase recycling performance over the coming years. It covers kerbside recycling collections, services offered, customer engagement and future infrastructure requirements.</p>	<p>As part of the terms and conditions of the Environment and Sustainable Development Grant, the Council is required to document how it will work towards meeting the statutory recycling targets set out in towards Zero Waste (Welsh Government). The council has developed and delivered a number of strategies since 2001 and as a result have taken the Council from 25% recycling to 59%. This updated strategy aims to build on that and improve performance further to enable the Council to meet targets of 64% by 2019/20 and 70% by 2025.</p> <p>The strategy outlines a number of key service changes which are due to be implemented over the course of the period and include (in summary):</p> <ul style="list-style-type: none"> • A separate kerbside glass recycling trial involving ~17,000 households across the City. • Wheeled bin expansion. • Scoping of a new HWRC to the North of the City to account for the population growth outlined within the adopted Local Development Plan.

	<ul style="list-style-type: none"> • Scoping of a new Recycling Treatment plant. • Education Stations at the HWRCs. • Changes to operational hours for domestic waste collections. <p>An Equality Impact Assessment (EqIA) has been completed covering the overarching strategy; however, there are a number of pending EqIAs to be completed on the specific elements outlined above.</p> <p>Throughout the development of the strategy, best practise research has been completed and comparisons with other Local Authorities and Core Cities have been made.</p>
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Part 1: Impact on outcomes and due regard to Sustainable Development

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

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
Page 276	1.1 People in Cardiff are healthy; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc, vulnerable citizens and areas of multiple deprivation Addressing instances of inequality in health 	x				<p>A clean environment is essential for human health and well-being.</p> <p>Improved recycling will have a positive impact on the environment through less reliance on natural resources and less air pollution because of less waste going to energy recovery.</p>
	People in Cardiff have a clean, attractive and sustainable environment; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> the causes and consequences of Climate Change and creating a carbon lite city encouraging walking, cycling, and use of public transport and improving access to countryside and open space reducing environmental pollution (land, air, noise and water) reducing consumption and encouraging waste reduction, reuse, recycling and recovery encouraging biodiversity 	x				<p>The strategy promotes increased recycling and in particular:</p> <ul style="list-style-type: none"> closed loop recycling through the glass trial new recycling opportunities at a new, larger, purpose built HWRC in the North of the City New recycling infrastructure to deal with recycling locally <p>Better waste management will be encouraged with residents through the introduction of wheeled bins to areas that use bags for the collection of domestic household waste. Wheeled bins reduce chances of littering and lead to increased ownership of waste amongst residents, particularly in high-density inner city areas.</p>

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	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	
1.3	<p>People in Cardiff are safe and feel safe; <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> reducing crime, fear of crime and increasing safety of individuals addressing anti-social behaviour protecting vulnerable adults and children in Cardiff from harm or abuse 			x		<p>Improving the street scene through the introduction of wheeled bins reduces the chances of the 'broken window syndrome', i.e. a tidy local area will prevent the escalation of disorder, anti-social behaviour and crime.</p> <p>The glass-recycling trail will result in glass being separated from the co-mingled green bag and presented for collection in a separate receptacle. Any crime or anti-social behaviour associated with the separate glass needs to be closely monitored. Other Local Authorities are already collecting glass using this method and do not report any safety concerns.</p>
1.4	<p>Cardiff has a thriving and prosperous economy; <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity) Assisting those Not in Education, Employment or Training attracting and retaining workers (new employment and training opportunities, increase the value of employment,) promoting local procurement opportunities or enhancing the capacity of local companies to compete 	x				<p>The following projects within the strategy will enable the Council to retain staff:</p> <ul style="list-style-type: none"> education stations at the HWRCs. Changes to operational hours for domestic waste collections. <p>The following projects within the strategy will result in new employment on a short term basis (either through agency or as a result of procurement exercises)</p> <ul style="list-style-type: none"> A separate kerbside glass recycling trial involving ~17,000 households across the City – procurement, manufacture, delivery of receptacles of residents. Wheeled bin expansion - procurement, manufacture, delivery of receptacles of residents. Scoping of a new HWRC to the North of the City to account for the population growth outlined within the adopted Local Development Plan. Scoping of a new Recycling Treatment plant.

	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	
1.5	<p>People in Cardiff achieve their full potential; <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>Promoting and improving access to life-long learning in Cardiff</i> <i>Raising levels of skills and qualifications</i> <i>Giving children the best start</i> <i>Improving the understanding of sustainability</i> <i>Addressing child poverty (financial poverty, access poverty, participation poverty)</i> <i>The United Nations Convention on the Rights of a Child and Principles for Older persons</i> 	x				<p>As part of any changes, the public will be supported by a communications campaign that will improve the awareness and understanding of recycling and the environment.</p> <p>The campaigns will target different audiences and use different platforms to engage with a variety of ages.</p>
1.6	<p>Cardiff is a Great Place to Live, Work and Play <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>Promoting the cultural diversity of Cardiff</i> <i>Encouraging participation and access for all to physical activity, leisure & culture</i> <i>play opportunities for Children and Young People</i> <i>Protecting and enhancing the landscape and historic heritage of Cardiff</i> <i>promoting the City's international links</i> 	x				<p>All changes referenced within the strategy will involve public consultation/communication with residents. This will be provided fully bi-lingual in line with the Welsh Language Standards. This will support the Welsh culture as prescribed within the Well Being of Future Generations Act.</p>
1.7	<p>Cardiff is a fair, just and inclusive society. <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>the elimination of discrimination, harassment or victimisation for equality groups</i> <i>Has the community or stakeholders been engaged in developing the strategy/policy/activity?</i> <i>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)?</i> 					<p>Where there is an identifiable need, information will be provided in additional languages, such as Czech, Arabic etc.</p> <p>A public consultation exercise is due to be completed as well as an independent peer review. Cardiff Research Centre will be commissioned to conduct this review and will use outlets such as the Citizens panel to increase awareness.</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><i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>Strengthening partnerships with business & voluntary sectors</i> <i>The collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings</i> 					<p>services from local businesses.</p> <p>A number of procurement frameworks will be used for the procurement of goods and services to ensure that best value for money is achieved throughout.</p> <p>Cross boundary, working will be explored particularly when scoping the new recycling treatment plant. This cross boundary working has proved to be successful in other areas of waste, for example with Project Gwyrdd and the Organic Waste Treatment.</p>

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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):

In summary the new Waste Strategy 2018-21 will be a positive step forward for Cardiff. It outlines how the city will become more sustainable by working towards the increasing recycling targets set by Welsh Government.

A number of changes will result in employment opportunities, the procurement of goods and services and the opportunity to engage with local residents, businesses and community groups.

A full Equality Impact Assessment for each project will be completed to fully understand the impacts that the change will have on stakeholders and outline what reasonable adjustments will be necessary.

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

None

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Part 2: Strategic Environmental Assessment (SEA)

		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	

Is a Full Strategic Environmental Assessment Screening Needed?	Yes	No
<ul style="list-style-type: none"> ▪ If Yes has been ticked to both questions 2.1 and 2.2 above then the answer is Yes ▪ If a full SEA screening is required then please contact the Sustainable Development Unit to arrange (details below) 	x	

If you have any doubt about your answers to the above questions, then please consult the Sustainable Development Unit for advice on (029) 2087 3228 or email: sustainabledevelopment@cardiff.gov.uk

Part 3: Habitat Regulation Assessment (HRA)

		Yes	No	Unsure
3.1	Will the plan, project or programme result 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 (029) 2087 3215 or email: biodiversity@cardiff.gov.uk

Part 4: Welsh Language (Wales) Measure 2011

		Yes	No	Unsure
4.1	Have you considered how the policy could be formulated so that the policy decision would have positive effects, or increased positive effects on opportunities for persons to use the Welsh language?	x		
4.2	Does the policy ensure that the Welsh language is treated no less favourably than the English language?	x		

If you have any doubt about your answers to the above questions, then please consult the Bilingual Cardiff team for advice on (029) 2087 2527 or email: Bilingualcardiff@cardiff.gov.uk

Appendix 1 – Statutory Requirements

It is possible that the Statutory 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.*
- **Wellbeing of Future Generations (Wales) Act:** *The Act requires sustainable development to be a central organising principle for the organisation. This means that there is a duty to consider sustainable development in strategic decision making processes.*
- **Welsh Government Statutory Guidance - 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. The City of 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.*
- **Welsh Language (Wales) 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.*
- **Habitats Regulations Assessment:** *The Conservation (Natural Habitats, &c.) (Amendment) Regulations 2007 provides a requirement to undertake Habitats Regulations Assessment (HRA) of land use plans.*
- **Strategic Environmental Assessment:** *A Strategic Environmental Assessment (SEA) is an European Directive for plans, programmes and policies with land use implications and significant environmental effects.*

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**BUILDING RESILIENT COMMUNITIES THROUGH THE FURTHER
DEVELOPMENT OF COMMUNITY HUBS**

HOUSING & COMMUNITIES (COUNCILLOR LYNDA THORNE)

AGENDA ITEM: 5

Reason for this Report

1. To agree a new approach to building resilient communities through the further development of Community Hubs.

Background

2. The Hub project has been very well received, extending and joining up council and partner services, to provide comprehensive local provision based on the needs of the area.
3. 12 hubs have been delivered, 11 community hubs and a city centre hub in Central Library. In line with the Community Hub Strategy the project focused on those areas of the city where deprivation is greater and people are in the most need of services.
4. The hubs contribute to the achievement of a number of key corporate objectives within the theme of tackling inequalities by delivering a very wide range of locally available integrated services. The project also contributes to meeting the objectives of the Transport and Clean Air green paper by enabling better access to services within walking and cycling distance.
5. With the increasing older population, and problem of isolation there is a need to bring together services in other areas of the city with a focus on wellbeing, community engagement and independent living. This report sets out proposals for the next steps in the Hub development programme focused on the West and North of the city and also the further development of Central Library Hub.
6. In November 2017 Cabinet agreed a city wide approach to community involvement and engagement, anchored in the hubs and delivered by council employed staff funded through the Welsh Government Legacy Grant. This was in response to the closure of Communities First from 31st March 2018 and the need to build on the learning from Neighbourhood

partnerships while delivering significant efficiencies. This report sets out more detail on the way forward for community involvement and engagement.

Issues

Development of Community Wellbeing Hubs

7. It is proposed to develop Community Wellbeing Hubs in the north and west of the city. The Hub principles and learning together with examples of best practice from the Library Service will be used to inform the development of services. These Community Wellbeing Hubs would offer a wide range of independent living advice; engage the community, particularly older people, in events and activities and involve partner organisations, local community groups and volunteers to enhance service provision and community engagement. They would also provide a venue for health and wellbeing activities and opportunities for social prescribing by GPs.
8. To facilitate this change it is proposed to bring the community branch libraries within the Hub structure. Core council staffing would be retained, however the roles of the staff would be developed to offer a wider range of services based on local need. Some management savings would be achieved through this change.
9. To facilitate this change a review of each area would be carried out to establish local needs. This review would include:
 - An understanding of the demographics of the area and a review of the findings of the wellbeing assessment.
 - Mapping of local services and buildings - to see if more join up can be achieved and to avoid duplication
 - Consultation with local residents about their priorities and requirements
 - Consultation with partners and stakeholders
10. Ward Members and local community groups would be fully involved in this review. Services would be developed based on the outcome of the review and focused on the needs of the area.
11. While investment in Hubs has been significant, and some community libraries have had grant funded improvement, other library buildings are in poor condition. Innovative proposals will be investigated to address building condition. Applications for grant funding will be made where appropriate, however other ways to maximise the potential of the buildings will also be considered which could include combining community use with the provision of housing.
12. Any proposal for significant change to current buildings will be subject to an equality impact assessment and will be brought forward in a separate cabinet report.

13. In addition to the specific focus on wellbeing hubs outlined in this report the learning from the hub programme more generally will be applied in the roll out of the master planning requirements for the new communities of Cardiff. A specification will be developed to assist in the provision of appropriate integrated public sector service facilities to meet the needs of our future citizens.

A New Approach to Community Engagement Anchored in the Hubs

14. In order to consider the best way forward following the closure of Communities First a public consultation exercise was carried out during September 2017. 1,596 responses were received to the survey and analysis of these responses showed potential gaps in community engagement and involvement which were summarised as follows:

- Support for community groups
- Building and maintaining local knowledge and networks
- Formal/structured volunteering/time credits
- Community events to encourage engagement
- Signposting/promotion of other organisations and services

15. In November 2017 Cabinet considered the results of this consultation and agreed to the development of a new approach to community engagement and involvement. This new approach would build on learning from Neighbourhood Partnerships and Communities First to create a new framework for participation across the city.

16. It was agreed that the service would be anchored in the Council's Hubs / Libraries/Well-being Centres and that core engagement and involvement services would be delivered by council employed staff, funded through the Welsh Government Legacy Grant. The new service would be focused on identifying local priorities and initiatives.

17. To take this work forward it is proposed that a Community Inclusion Service is developed within the Hubs to provide "hands on support" for local groups. This new service would deliver 4 key functions:

Co-ordination of engagement opportunities

- Assist with the organisation of consultation events.
- To develop a clear understanding of local priorities
- Identify gaps in services and activities in the area and work with other organisations and the third sector to fill these gaps.
- Reach out to schools and other community venues to link activities to Hubs

Building local knowledge and networks

- Develop knowledge of local services, community groups and any social opportunities
- Signpost individuals and organisations to appropriate services and activities.

- Feed local information into a city wide database to increase visibility of the activity that is taking place.

Helping to Develop “Active Citizen” opportunities

- Encourage individuals to get involved, take ownership and set up groups or activities that benefit the community and encourage social interaction – e.g. knit & natter, choirs, gardening clubs, lunch clubs
- Encourage use of the Volunteer Portal to promote volunteering opportunities
- Support community groups to become established, access funding, promote activities and access rooms in venues to meet or deliver projects
- Find services / activities that fill gaps in service provision at low cost or no cost to the citizen – e.g. art / dance classes
- Networking at a local level to share best practice and link up activities or groups with common aims

Linking with other community based services to create a virtual team

- The Community Inclusion Service would link with other community based services to create a virtual team that works together in each locality; this could include services such as Friends of Parks, Love Where You Live, Independent Living Day Opportunities Team, Tenant Participation Team, various Health and Wellbeing Projects, Homework clubs and third sector groups.
18. Each of the 4 Hub districts would have a Community Inclusion Officer to take forward this work. There would also be a central resource to co-ordinate activity and to provide more specialist assistance where needed.
 19. This new approach will provide a more hands on approach to community engagement and represents a move away from the current Neighbourhood Management model, with less focus on co-ordinating statutory partner activities, fewer formal meetings and greater involvement in developing community groups and activities. There will be a streamlined approach which will allow for the significantly reduced funding available from 2018/19.
 20. To complement the work of the Inclusion Officers it is proposed to pilot a City wide Health and Well Being Service offering accessible community based activities in partnership with the Third Sector. The service would be funded by the Welsh Government Legacy Fund for an initial pilot of 9 months with an option to extend by 1 year subject to continued Welsh Government funding.
 21. The services will include innovative approaches to engagement and service delivery and will offer a variety of health and wellbeing focussed activities. The service will have a number of agreed outputs and will consist of five key delivery strands as set out below:

1. Direct delivery of sessions including Low level Mental Health Support and Confidence Building, some of which will be evidence based interventions such as Stress Control and Mindfulness.
 2. Set up and maintain an agreed number of new befriending, self-help and peer support groups across the city linked to improving health and wellbeing
 3. Provide direct delivery and source suitable delivery partners for low level therapeutic activities such as arts or crafts, music, drama, cookery sessions, gardening, photography, sewing or knit and natter groups
 4. Provide direct delivery and source suitable delivery partners for a range of intergenerational learning and social activities that especially target older people to help avoid social isolation and loneliness
 5. Delivery of weekly homework clubs in the East and South East arc of the City, offering structured learning experiences for children and young people and volunteering opportunities for adults.
22. The provider will be expected to involve volunteers in the delivery of the programme and knowledge and awareness of other services in order to provide basic information, advice and signposting functions will also be a requirement.
23. Services provided will be planned, accessible and well publicised, with clear referrals routes and there will be opportunities for social prescribing by health professionals.
24. Two grants will be offered on competitive basis. One for a city wide health and wellbeing service and the second smaller grant for homework clubs, the aim will be to commence delivery by July 2018.

Further Development of Central Library Hub

25. Central Library Hub offers a very wide range of services and attracts a very high customer footfall. There is an opportunity, however, to further develop and integrate the Hub provision. Currently the Hub operates in two sections, with the Hub Advice Services and the Library provision being under separate management. This has prevented the efficiencies and join up that has been achieved in the other hubs.
26. To improve and better join up services it is proposed to bring Central Library Hub within the Advice Services management structure and to continue the development of the building as a fully integrated Hub. Staff roles will change to deliver a wider range of services for customers although library services will remain a core provision.
27. An improved “meet and greet service” will be put in place on the ground floor to ensure that customers can find the right service for them. Staff will be multi skilled ensuring a better customer experience and increasing resources in some key areas such as digital inclusion. Specialist staff will be on hand for more complex enquires.

28. It is anticipated that this increased join up will deliver staffing efficiencies while also improving services for customers.

A new approach to library services, building on best practice to deliver quality library services and events across the city

29. With the focus on Hubs and integrated service provision, there is need to ensure that the city continues to have a strong core library provision and that the good performance against the Library Standards is maintained. There is much good practice in the Library Service and it is proposed to build on this to provide services across the city, not only within Hubs but also directly into schools and other community buildings.
30. To achieve this it is proposed to create a new Library Strategy and Development Team. This team will use their expertise to develop and enhance the “Library Offer”. The team will work out of Dominions Way book repository and Cathays Heritage Library to develop high quality library services, events and activities.
31. The new service will be underpinned by a strong Library Strategy and action plan which will focus on 5 key themes:
- Books provision and management
 - Heritage, culture and information
 - Children’s literacy and curriculum support
 - Digital creativity
 - Community engagement and well being
32. The training of all staff delivering library services will be enhanced and the opportunity to obtain a specialist library NVQ qualification will be offered to staff across the service.

Local Member consultation

33. Local member consultation will take place during the area review stage of the Community Wellbeing Hub project.

Scrutiny Consideration

34. The Economy & Culture Scrutiny Committee considered this report on 20 May 2018. The letter from the Chair is attached at Appendix 2.

Reason for Recommendations

35. To take forward a new approach to building resilient communities through further development of the Hubs.
36. To deliver required financial savings ahead of 2019/20 and to mitigate the impact of the end of Communities First by greater join up of services.

Financial Implications

37. The recommendations within this report are anticipated to result in efficiencies within the service through the streamlining of staffing and management structures, whilst maintaining a core library service and improved customer experience.
38. Revenue savings achieved as part of the finalised proposals will contribute towards future years' budget savings targets.
39. Where proposals involve use of future grant funding streams, this must be in line with grant terms and conditions.
40. The capital programme approved in 2018/19 allows for expansion of hub facilities in Butetown, but no other capital funding is available or deemed required by the Directorate to deliver the strategy set out in this report. In delivering the strategy and any resultant need to address maintenance to properties, alternative options such as more effective use of sites and external grant funding will be considered to make improvements.

Legal Implications

41. As indicated in the text of the Report, there will be a requirement for consultation as proposals are developed and Equality Impact Assessments will be required for specific areas of risk that are identified.

HR Implications

42. Initial consultations have taken place both with Trade Unions and with affected employees regarding the proposals outlined in this report.
43. Any alterations to structures, roles and/or responsibilities will be consulted on in detail with the Trade Unions and affected employees as these changes arise. Any changes will be carried out using the corporately agreed processes.

RECOMMENDATIONS

Cabinet is recommended to:

1. Approve the approach to developing Community Wellbeing Hubs in the north and west of the city and delegate authority to the Director People and Communities to take this forward in consultation with the Cabinet Member for Housing and Communities. Any proposals that require significant change to current buildings will be the subject of a separate cabinet report.
2. Agree the proposals for the new approach to community engagement through the introduction of Community Inclusion Officers anchored in the Hubs.

3. Agree a grant programme for Health and Wellbeing and Homework Clubs as set out in the report.
4. Agree proposals to improve services and increase joined up working in Central Library Hub
5. Approve the further development of library services, building on best practice to deliver quality library services and events across the city.

SENIOR RESPONSIBLE OFFICER	SARAH McGill Corporate Director, People and Communities
	11 May 2018

The following appendices are attached:

- Appendix 1 – Map of current and potential Hubs
- Appendix 2 – Letter from Chair of Economy & Culture Scrutiny Committee

The following background papers have been taken into account

- Cabinet Report - Development of a City Wide Employability Provision & a New Approach to Building Resilient Communities (November 17)
- Cardiff's Transport & Clean Air Green Paper - Changing how we move around a growing city

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My Ref: T: Scrutiny/Correspondence/Cllr NH

Date: 11 May 2018

Councillor Lynda Thorne
Cabinet Member, Housing and Communities
Cardiff Council,
County Hall
Cardiff
CF10 4UW



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Dear Councillor Thorne,

Economy & Culture Scrutiny Committee: 10 May 2018

On behalf of the Members of the Economy & Culture Scrutiny Committee, thank you for attending Committee for pre-decision scrutiny of the report to Cabinet '*Building Resilient Communities through the further development of Community Hubs*'. This letter captures our observations and comments.

Members note the report to Cabinet and, at this stage, have no major issues with it. We will be interested in carrying out further scrutiny as proposals develop and, in particular, it becomes clearer where capital funding will be sourced. Members are concerned that the current report to Cabinet is a little vague in this regard but accept that further reports will be brought to Cabinet as and when specific proposals require significant change to current buildings.

Members share your view that the proposals outlined provide an exciting opportunity to protect and enhance library services and the library offer to citizens of Cardiff. Members value our library services and the role they play in improving people's lives, as was aptly demonstrated at our scrutiny of library services earlier this year.

Members note that no formal assessment has been undertaken on the likely impact of proposed changes on Cardiff Council's ability to meet the Welsh Library Standards. However, Members were pleased to hear assurances from Nicola Pitman, Central Library Services Manager, that the changes should have a positive impact on our performance vs. these standards, in particular with regard to

WPLSQ13 - the number of library staff per capita. I am sure that this is something a future Committee will wish to keep an eye on.

Members also note that the proposed changes will realise savings in the region of £200,000, from employee costs, due to management savings and savings from other staff. We note that consultation with staff and trades unions is on-going and that any savings will form part of the Directorate's savings proposals for 2019/20. Further, we note that no decision has been made yet on the size of the proposed Library Strategy & Development team.

With regard to the proposed Library Strategy & Development team, Members are pleased to hear that part of their role will be to take library services out into communities across Cardiff, building on the excellent work to date in this area, and expanding the number of events held to raise awareness of, and access to, library services.

Members note that the next stage will be to undertake area reviews, with these then shaping the future provision of services in the area. As discussed at the meeting, Members recommend that these area reviews take into account public transport linkages, such as branch train lines and bus routes, to ensure that the area boundaries are appropriate. The example cited at Committee was that the bus routes for Creigiau & Pentyrch feed into Whitchurch, rather than Radyr, and therefore their needs would need to be included in the area review covering Whitchurch.

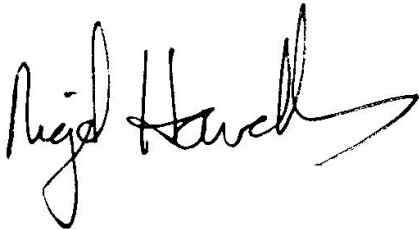
With regard to area reviews, Members discussed the need to work with local communities to ensure that they are clear that library services are not under threat, are being protected from cuts and will be enhanced. Members also discussed the need to ensure a flexible approach is taken to community-based groups that already exist that may not wish to be included in the new approach.

Finally, Members would like to receive a map illustrating the areas covered by each of the 4 Inclusion Officers.

To recap:

- Members wish to carry out further scrutiny as proposals develop, in particular re capital funding and significant changes to current buildings
- Members will recommend that a future Committee scrutinise performance against Welsh Library Standards
- Members recommend that area reviews take into account public transport linkages and that the review boundaries are drawn appropriately to take these into account
- Members would like to receive a map of the areas covered by the 4 inclusion officers.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a stylized flourish at the end.

COUNCILLOR NIGEL HOWELLS
CHAIR, ECONOMY & CULTURE SCRUTINY COMMITTEE

cc Members of the Economy & Culture Scrutiny Committee
Sarah McGill
Jane Thomas
Nicola Pitman
Elizabeth Patterson
Cabinet Support Office

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DISPOSAL OF LAND AT WEDAL ROAD**REPORT OF THE CABINET MEMBER INVESTMENT &
DEVELOPMENT****AGENDA ITEM: 6**

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

Reason for this Report

1. To request that Cabinet consider the decision of the Policy Review & Performance (PRAP) Scrutiny Committee's to refer back the called-in Officer Decision relating to the off-market disposal of a 0.55 acre site at Wedal Road, Cardiff (shown edged in red on the plan attached at Appendix 1) to Cardiff & Vale University Health Board (the UHB) at a market valuation agreed in accordance with the Welsh Government, National Asset Working Group, Land Transfer Protocol (the Protocol).
2. In view of the obvious political sensitivity of the decision evidenced by the associated press and social media coverage, to seek Cabinet's approval of a recommendation to dispose of the site to the UHB on the basis referred to in the original officer decision.

Background

3. The site is located in the Cathays Electoral Division and, until its closure on 2 March 2018, was the location of a Council operated Household Waste Recycling Centre (HWRC). The decision to close the HWRC and declare the site surplus to the service area's requirement was taken by the then Cabinet at a meeting held on 16 July 2015. The decision was the subject of a member call-in, which the then Environmental Scrutiny Committee considered at a meeting held on 26 August 2015, when it was decided to refer the decision back to Cabinet. The Cabinet subsequently confirmed its original decision to close the site at its meeting held on 1 October 2015 and the 2016/17 Corporate Asset Management Plan, approved in January 2016, earmarked the site for disposal during 2017/18.
4. I set out the arrangements for the disposal of the site by way of a response to an oral question on my Council Statement at the Council meeting held on 30 November 2017. The arrangements were confirmed in the Cabinet

Report “*Review of Household Waste Provision*”, considered by Cabinet at its meeting on 15 February 2018. The report explained that it was intended to dispose of the site at public auction on 6 March 2018 with a view to completing the sale on or before 31 March 2018. However, having consulted with me, the Director of Economic Development subsequently decided to dispose of the site to the UHB and a related Officer Decision was published on 20 March 2018 to give effect to that decision.

5. The Officer decision was called-in, by a member representing the adjacent Heath Electoral Division. The call-in was considered by the PRAP Scrutiny Committee at a special meeting held on 18 April 2018. The Committee confirmed by way of a letter dated 19 April 2018 (attached at Appendix 2) that it had decided to refer back the decision to the Director. The key concerns leading to the decision to refer back the decision are set out in the letter can be summarised as follows:
 - a) the land should have been sold at auction and not off-market to the UHB
 - b) the agreed land valuation was understated;
 - c) the existing procedure governing the disposal of land and property is in the need of review.

Council Procedure for the disposal of land & property

6. Decisions relating to the acquisition and disposal of a Council interest in land and property are overseen by the Corporate Asset Management Board (CAMB), which is chaired by the Chief Executive. In relation to the disposal of land and property declared surplus to a service area’s requirement, the Council adopts the following procedure:
 - a) First, the CAMB considers whether there is an alternative council use for the property including the provision of social/affordable housing;
 - b) Secondly, if no alternative Council or housing use is identified, the property is offered to other public sector partners via the Partnership Asset Management Board, which is again chaired by the Chief Executive. In the event that a public sector partner expresses an interest in the property, both parties adopt the process set out in the Protocol referred to in paragraph 1 above. The Protocol, issued by Welsh Government in June 2014, is described as ‘A Best Practice Guide’ for the disposal, transfer, shared use and co-occupation of land and property assets between publicly funded bodies in Wales. The Protocol recommends that assets should be valued at market value in accordance with Royal Institution of Chartered Surveyors (RICS) Standards, and that reference should be made to the current RICS - Valuation – Professional Standards (Red Book). I am advised that this involves the appointment of an independent valuer to establish the market value for the site.

- c) If no public sector partner expresses an interest in the property then it would be offered for sale on the open market with the method of disposal being determined by the Council's Surveyor based on a range of factors including maximising value; conditionality; ease of sale; and, in some circumstances, future use.

Process adopted for the disposal of the Wedal Road site

7. As explained in paragraph 3 above, the site was first declared surplus to the service area's requirement in July 2015 and was earmarked for disposal in 2017/18 in the 2016/17 Corporate Asset Management Plan and brought to the attention of the Partnership Asset Management Board later in 2016. The UHB expressed an interest in acquiring the site but explained that, at that time, it was unable to identify the necessary funding to enable the acquisition to proceed. There were no other public sector expressions of interest.
8. As set out in paragraph 4 above, the site was taken to market in February 2018 following confirmation that the site would close on 2 March 2018. The Council was eager to complete the sale and generate the associated capital receipt prior to the end of the financial year in order to support the 2017/18 capital programme. It was for that reason that it was decided to dispose of the site by way of public auction.
9. In advance of the auction date, the UHB approached the Council expressing a renewed interest in acquiring the site and confirmed that the necessary funding was available to complete an unconditional purchase of the property within the Council's timeframe. The UHB indicated that it would also cover the Council's abortive costs associated with marketing the site for disposal via auction. On that basis, it was agreed to proceed to dispose of the property to the UHB at an agreed market value.
10. In accordance with usual custom and practice, the sale was conducted on the basis of the provisions of the Welsh Government Protocol and the parties agreed to appoint an independent external Chartered Surveyor to establish the market value of the site. The surveyors report is attached at Appendix 2. A copy of the heads of terms is attached at appendix 3.
11. The Council's Procedure Rules relating to the acquisition and disposal of land and property requires Cabinet approval for any transaction in excess of £1 million. Given that the site valuation did not exceed that threshold, authority to dispose of the site was progressed via an Officer Decision Report, published on 20 March 2018 and attached as Appendix 4.

Response to the Scrutiny Committee's Concerns

12. **a) the land should have been sold at auction and not off-market to the UHB**
 - i) The Scrutiny Committee noted the process followed by the CAMB when disposing of land and property; acknowledged the Council's responsibility to consider the wider social benefits; the need to

operate within Welsh Government guidelines; and understood the importance of public sector partnership relations. However, the Committee suggests that the land at Wedal Road should not have been removed from public auction given the pressing need to deliver £40 million from asset disposals in 2018/19 and that, instead the Council should take the property to public auction with a higher reserve.

- ii) The Committee does not explain why, in this particular instance, the Council should depart from its stated policy or from the usual custom and practice nor does it indicate the level of the higher reserve which it believes should have been set at a public auction or the basis on which that reserve should be calculated. Furthermore, the Committee is mistaken in its belief that the Council needs to generate £40 million of capital receipts in 2018/19. The requirement is to generate £40 million over the medium term.
- iii) In certain circumstances it is entirely appropriate for the Council to agree to an off-market disposal of land and property, including:
 - sales to adjacent landowners to enable a more sustainable development or
 - where the Council is seeking to facilitate a strategic project that delivers significant economic, social or environmental benefit or
 - where it is in the public interest to enable other public sector partners to deliver public services.
- iv) The current Administration has made clear that it participates in the activities of the Local Services Partnership Board and the Partnership Asset Management Board as a willing partner and active partner in public service collaboration. On that basis, where the Council can help meet the needs of a partner organisation or facilitate the aspirations of a partner organisation, the presumption is that the Council will respond positively to such a request. In the case of property disposals, the Council seeks to ensure that it acts in a way that maximises the overall public benefit rather than simply seeking to maximise the amount of a capital receipt. The Council adopts the Protocol agreed by Welsh Government, which is fair and designed to protect the interest of council taxpayers by requiring property disposals to be completed at market valuation.
- v) The position of the Administration is clear that the decision to dispose of the Wedal Road site to the UHB was legitimate, justified and best serves the public interest generally.

B) the agreed land valuation was understated

- i) The Scrutiny Committee appears to suggest that the agreed land valuation is understated and, that an open market sale would have

generated a larger capital receipt. A sale at auction might have generated a higher capital receipt had a buyer with a special interest been present. Equally, on the day, it might have failed to sell at all. However, this completely ignores the fact that there are established arrangements in place to agree a market valuation when disposals occur between public sector organisations, which the Council adopted in this case.

- ii) I am concerned that some members might have misunderstood the principles for agreeing the market valuation or what some of the figures included in the valuer's report represented. At the call-in meeting, a member suggested that the valuation report indicated that the Council could expect to realise some £2.5 million if the site was sold for residential development. Unfortunately, this was reported in the press and other publications as well as on social media, which risks inflicting reputational damage on the Council. The contention is entirely without substance.
- iii) For the avoidance of doubt, the agreed market valuation represents the residual value of the site for a residential use. The £2.5 million figure, to which the member referred, is the valuer's estimate of the Gross Development Value of the site on completion of the development, i.e. the amount that the completed development would be expected to realise after it is built and if each unit was sold at a price representative of the local market. The residual value, which represents the agreed market valuation, is arrived after deducting:
 - site remediation costs, including the cost of dealing with any site "abnormals";
 - the cost of providing necessary site infrastructure;
 - costs incurred to meet any planning obligations;
 - the cost of constructing the development including the developer's profit and associated fees.
- iv) Cabinet should note that the development of the Wedal Road site is constrained by certain "abnormals" including a mains sewer, which crosses the northern extent of the site (illustrated on the site plan attached) which will restrict the number of residential units that the site can accommodate. Furthermore, there is a significant amount of material, which will require removal prior to development.
- v) At the meeting, a member suggested that these costs should be borne by the buyer and not the seller. Again, this is a suggestion that does not bear scrutiny, as anybody that has sold a property will understand. The market value of any property will always reflect its condition.
- vi) At the meeting, I was asked whether I would be prepared accept a higher offer if one was received. This is important, as Cabinet will be aware that recent press reports claim that a developer would be prepared to do so. In response, I made clear that the Council would

not be prepared to act in such an unprincipled way. Notwithstanding the fact that the Council had agreed to sell the site to the UHB for the reasons previously rehearsed in this report, I indicated that even in circumstances where a property was sold on the open market the Council would not entertain a further offer once a sale had been agreed. I emphasised that the Council conducts business in an ethical manner and that failure to do so would risk serious reputational damage and risk the Council being subject to similar treatment when seeking to acquire a property.

- vii) For the reasons set out in the report, the Administration does not accept the suggestion that the agreed market value is understated and believes that the agreed market valuation included in the valuation report is both fair and proper.

c) the existing procedure governing the disposal of land and property is in the need of review.

- i) The Scrutiny Committee unanimously agreed that Council Officers have followed the appropriate protocol in taking the decision to dispose of the site to the UHB. However, the Committee suggested that there may be potential to reconsider the disposals protocol and, as such, the Committee would encourage the Director of Economic Development to undertake a review as a matter of urgency.
- ii) In its letter, the Committee acknowledges the Director of Economic Development's explanation provided at the meeting that he "is legally restricted to one valuation". The Committee states that it believes that "procedures should be for guidance" and that it considered the fact that there had been no active seeking of additional valuations to be "disconcerting". Cabinet will note that the Committee is exploring with the Director of Legal and Governance, independently of this call-in, whether this restriction needs to be reconsidered, to ensure the Council is supported in its need to maximise income from disposals.
- iii) For possibly good reason, the Committee may have misunderstood the Director's explanation regarding the potential of obtaining alternative valuations. In stating that he "is not allowed to obtain a second valuation", the Director was not intending to suggest that there is a strict legal impediment to doing so but that the Council's legal team would not advise him to do so in circumstances where the disposal is proceeding in accordance with the provisions of the Welsh Government Protocol.
- iv) Notwithstanding the above, Cabinet will note that the Council does have the benefit of two valuations undertaken by qualified Chartered Surveyors – one external and one internal – including in this case. Following proper negotiation, the Council's own surveyor concurred with the valuation provided by the independent external valuer. Furthermore, even if the Council engaged a second independent valuer, at significant additional cost, it is highly unlikely

that a qualified Chartered Surveyor adopting the Red Book valuation methodology would arrive at a significantly different valuation. For those reasons, the Director has indicated that he is not persuaded to recommend that the Council undertake the review suggested by the Scrutiny Committee.

- v) The Director of Legal & Governance has also responded to the Committee and her correspondence is attached at Appendix 6.

Local Member consultation

- 13. Local Members were notified of the decision to declare the property surplus in February 2016 and raised no objections to the disposal of the property. In February 2018, immediately prior to disposal, local members were again consulted and, again, no objections were received.

Reason for Recommendations

- 14. To agree a suitable response to the PRAP Scrutiny Committee following its decision to refer back the original Officer Decision and to approve the disposal of surplus Council owned land to secure an early capital receipt.

Financial Implications (provided by Section 151 Officer)

- 15. Disposal of the site will generate a capital receipt towards targets set in the capital programme. A prompt disposal should take place to minimise the costs of maintaining the property whilst vacant.

Legal Implications (provided by Monitoring Officer)

- 16. The Council is required to obtain the best consideration reasonably obtainable from its property disposals pursuant to section 123 of the Local Government Act 1972.

RECOMMENDATIONS

Cabinet is recommended to:

- 1. Approve the content of this report as the basis of its response to the decision of the PRAP Scrutiny Committee to refer back the Officer Decision to the Director of Economic Development.
- 2. Authorise the disposal of Council owned land at Wedal Road edged red on the site plan at Appendix 1 via an off-market transaction to the Cardiff & Vale University Health Board on the terms set out in confidential Appendix 3 and based on the market value established by the independent valuer's report attached at confidential Appendix 2.

**COUNTY COUNCILLOR RUSSELL GOODWAY
CABINET MEMBER INVESTMENT & DEVELOPMENT**

SENIOR RESPONSIBLE OFFICER	Neil Hanratty Director of Economic Development
	11 May 2018

The following appendices are attached:

Appendix 1 – Site Plan

Confidential Appendix 2 – Independent Valuation

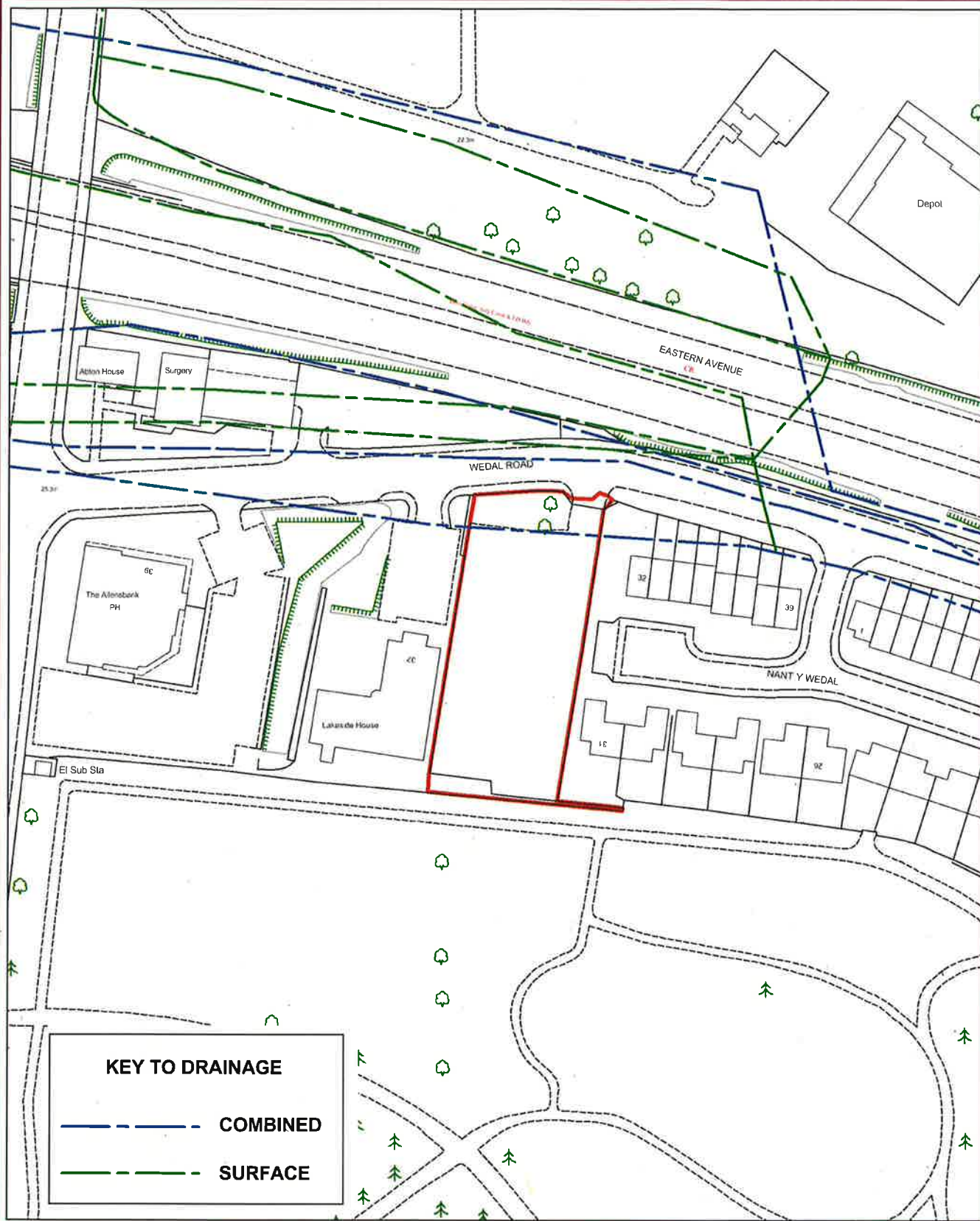
Confidential Appendix 3 – Heads of Terms

Appendix 4 – Officer Decision Reports

Appendix 5 - PRAP Scrutiny Committee call-in letter

Appendix 6 – PRAP letter to Director of Legal & Governance

Wedal Road HWRC - Drainage



CYNGOR CAERDYDD

www.eiddocynjurcaerdydd.com



www.cardiffcouncilproperty.com

CARDIFF COUNCIL

Si lawfrasil y Corcwr Cefwr pob hawl. Y data ar y map yw'n wybodweth orau sydd ar gael ar hysbysu o'r gwybodaeth yn unig. Tra gwerth pob ymfrich i sicrhau ei gywirdeb, ni ellir gwarantu hyn. Nid ydych chi'n cyflwyno dim cyfrifoldeb am unrhyw wallau ar y map a ddiwydwyd cywiru eu cyngor amodol au hollan ar unrhyw wybodaeth a ddarogost ynddyr. 100023376 (2017)

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Llunlwyd gan / Drawn By : LHC Dyddiad / Date : 12/12/17

Graddfa / Scale : 1 : 1250 Cyf Adolygiad / Revision Ref. :

Cyfarwyddwr / Director : Neil Hanratty



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OFFICER DECISION: REPORT

ADDRESSED TO: Neil Hanratty, Director of Economic Development

PREPARED BY OR ON BEHALF OF: Paul Ryan on behalf of Helen Thomas,
Strategic Estates Operational Manager

The delegations to be exercised are numbered DE1 in the Council Scheme of Delegation

TITLE OF REPORT: Disposal of Wedal Road HWRC, Cathays, Cardiff

Appendices 1 & 2 of the report are not for publication as they contain exempt information of the description in paragraph 14 of Part 4 and paragraph 21 of part 5 of Schedule 12A of the Local Government Act 1972.

PROPOSAL:

The recommended decision is:

1. To dispose of the property by way of an off market sale to Cardiff & Vale University Local Health Board at a price defined by the independent valuation as outlined in the attached Report (Appendix 2).

The reasons for recommended decision

The reasons for approving the request to declare the property surplus to the Council requirements are:

1. To secure a disposal of the site and achieve a capital receipt for the Council.

PURPOSE

This report is to ensure that a proper and reasonable decision can be taken on the above proposal and

- (a) contains and/or appends all the information necessary to make a proper decision;
- (b) contains or appends all the advice given in relation to the proposal; and
- (c) has been prepared in accordance with the Council Scheme of Delegations

BACKGROUND

1. Wedal Road HWRC in Cathays is a Council owned property historically utilised as a Household Waste Recycling Centre and is currently used by Environment for this purpose. (Shown edged red on plan - Appendix 3)

2. The Council is committed through the Corporate Property Strategy 2015-2020 to pursue and identify opportunities to modernise the estate, reduce running costs, reduce the maintenance backlog, use space more efficiently and generate capital receipts through the disposal of surplus assets.
3. The property was originally identified for closure as part of the Cabinet Report of 16th July 2015 'New Household Waste Recycling Centre and ReUse Facility'. The closure was confirmed by Cabinet following call-in on 1st October 2015. The property is now able to be vacated and released for disposal.
4. The property has been scheduled for disposal in the 2017/2018 programme and has been reviewed at Asset Management Board and Asset Management Working Group throughout 2017/18 and no alternative operational uses have been determined.
5. The site will be sold to Cardiff & Vale University Local Health Board at the price within the Heads of Terms as set out in the confidential Appendix 1.
6. It has been agreed that The Council and the proposed purchaser will jointly commission an independent valuation under the NAWG Land Transfer Protocol to validate the sale/purchase price.

ISSUES

7. The Cardiff & Vale University Local Health Board is in the process of progressing plans for the development of services at UHW in line with their strategy, Shaping Our Future Wellbeing. The land would be used to support this work, with likely uses including doctor and visitor accommodation.
8. The site is located in a prosperous residential area of Cardiff, within close proximity to Heath Hospital. The purchasers are keen to secure this site due to its location and are willing to proceed on an unconditional basis.
9. It is, therefore, recommended that a sale to Cardiff & Vale University Local Health Board on the terms as set out in Appendix 1.

RESOURCE REQUIREMENTS

10. There are no resource requirements for the disposal of the afore-mentioned property. All costs will be met from the sale price of the property. All HR matters relating to the facility closure is a separate matter.

CONSULTATION REQUIREMENT

11. The disposal of the site to Cardiff & Vale University Local Health Board as a sole bidder accords with Welsh Government's guidance entitled Estate Co-ordination and Land Transfer Protocol.
12. The original rationalisation plan was dealt within a separate report. The proposal does not require the carrying out of consultation under statute or at law or by reason of some promise or undertaking previously given by or on behalf of the Authority.

CONSULTATION EXERCISE AND OUTCOME

13. Local Ward Members were notified of the decision to declare the property surplus in February 2016 and raised no objections to the disposal of the property.

ADVICE

14. The following advice has been sought on the proposal

Nature of advice: Finance

Disposal of the site will generate a capital receipt towards targets set in the capital programme. A prompt disposal should take place to minimise the costs of maintaining the property whilst vacant.

Responding officer: Anil Hirani

Date given: 6th February 2018

Nature of advice: Legal

The Council is required to obtain the best consideration reasonably obtainable from its property disposals pursuant to section 123 of the Local Government Act 1972.

Responding officer: Geoff Shimell

Date given: 25th January 2018

BACKGROUND PAPERS

15. The following are the background papers:

Appendix 1 – Heads of Terms- Not for publication

Appendix 2 – Disposal Proforma & Valuation – Not for publication

Appendix 3 – Site Plan

Signature: 

Designation: OPERATIONAL MANAGER
STRATEGIC ESTATES

Report date: 7th February 2018 Report Reference SED /PR/29303_00

OFFICER DECISION

DECISION UNDER THE COUNCIL

The delegations to be exercised are numbered DE1 in the Council Scheme of Delegation

TITLE OF REPORT: Disposal of Wedal Road HWRC, Cathays, Cardiff

Appendices 1 & 2 of the report are not for publication as they contain exempt information of the description in paragraph 14 of Part 4 and paragraph 21 of part 5 of Schedule 12A of the Local Government Act 1972.

DECISION:

1. To dispose of the property by way of an off market sale to Cardiff & Vale University Local Health Board at a price defined by the independent valuation as outlined in the attached Report (Appendix 2).

REASON FOR DECISION:

1. To secure a disposal of the site and achieve a capital receipt for the Council.

- (a) The answer is "Yes" to each and every question in the current Report Verification Rules.
- (b) I have read and taken into account the attached report bearing reference SED /PR/29303_00 dated 7th February 2018 the documents appended to it and all other material considerations; and
- (c) I have made the decision set out above for the reason(s) stated in exercise of powers delegated made to me under and in accordance with the Council Scheme of Delegations

Signed:

N. Hanrahan

Designation:

DIRECTOR OF ECONOMIC DEVELOPMENT

Date:

20th MARCH 2018

A copy of this decision must be sent as follows:

- (a) in the case of an Executive decision by the Chief Executive or a Corporate Director to the Head of Executive Business
- (b) in the case of a Council decision by the Chief Executive or a Corporate Director to the Clerk to the Council
- (c) in the case of a decision by any other officer to the person designated in accordance with the procedure of the relevant service area
- (d) where there are budgetary implications to the Chief Financial Services Officer

For Executive Business Office use:

Received on..... (date).

Decision allocated reference:

My Ref: T: Scrutiny/PRAP/Com Papers/ Correspondence

Date: 19 April 2018

Neil Hanratty
Director of Economic Development
County Hall
Cardiff
CF10 4UW



Dear Neil,

**Policy Review & Performance Scrutiny Committee:
Call in of Officer Decision SED/PR/29303**

Thank you for attending Committee on 18 April 2018, along with Councillor Russell Goodway, Cabinet Member Investment and Development and Helen Thomas, Strategic Estates Manager, to facilitate the Council's call in procedure in relation to decision SED/PR/29303 – Disposal of Wedal Road HWRC, Cathays, Cardiff.

As Chair, the Members of the Policy Review & Performance Scrutiny Committee have asked me to advise you that, following its scrutiny of the above decision, the Committee is referring the decision back to the decision-maker for further consideration.

Having considered the decision, all Members of the Committee have had an opportunity to express their views, and in referring the decision back the Committee wishes to raise the following concerns. We would ask that before adopting a final decision you reflect on our concerns.

- Members were unanimous that officers have followed the appropriate protocol in taking this decision. However, several Members highlighted that there may be potential to reconsider the disposals protocol, and as such, we would encourage you to undertake a review as a matter of urgency.
- We acknowledge your explanation that Council procedures require that you are legally restricted to one valuation. However, procedures should be for guidance and we consider it disconcerting there has been no active

Contact Details: Cardiff Council, Atlantic Wharf, Cardiff Bay. CF10 4UW Email: dwalker@cardiff.gov.uk

seeking of additional valuations. We will be exploring with the Director of Legal and Governance, independently of this call-in, whether this restriction needs to be re-considered, to ensure the Council is supported in its need to maximise income from disposals.

- Members noted the clear process the Council's Asset Management Board follows in disposing of land and property (Council use; HRA; public sector partners; open market); we also acknowledge the Council's responsibility to consider social benefits, the need to operate within Welsh Government guidelines, and to work with partners on asset disposal matters. We understand the importance of public sector partnership relations, and that overall the Council benefits from good relations in equal measure. However, we consider that in this specific case wider marketing to potentially interested parties such as housing associations would still be appropriate.
- A number of members considered that the land at Wedal Road should not have been removed from public auction given the pressing need for the Council to deliver £40million from disposals in 2018/19. A further option to maximise income to the Council would be to take the property to public auction with a higher reserve.

We look forward to being advised of the outcome of further consideration in light of our comments. Once again thank you for your co-operation in facilitating a frank and open discussion on the matter.

Yours sincerely



COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE

cc Councillor Russell Goodway, Cabinet Member Investment and Development
Councillor Lyn Hudson, Ward Member, Heath
Councillor Joel Williams, Ward Member Pontprennau and Old St Mellons
Councillor Fenella Bowden, Ward Member Heath
Councillor Adrian Robson, Ward Members Rhiwbina
Helen Thomas, Strategic Estates Manager
Members of the Policy Review & Performance Scrutiny Committee
Joanne Watkins, Cabinet Office Manager

Contact Details: Cardiff Council, Atlantic Wharf, Cardiff Bay. CF10 4UW Email: dwalker@cardiff.gov.uk

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 24 April 2018

Davina Fiore,
Director Governance & Legal,
Cardiff Council,
County Hall,
Cardiff
CF10 4UW



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Dear Davina,

You will have been informed that last week's call in to the Policy Review and Performance Scrutiny Committee of officer decision SED/PR/29303 – Disposal of Wedal Road HWRC, led to the decision being referred back to the decision maker.

During the scrutiny Neil Hanratty, Director of Economic Development, confirmed that Council procedures confine him to one independent valuation when disposing of council land and property. He expressed some frustration about this protocol, and the Committee decided that I should write to you separately to express our concern about this restriction, which could lead to the council undervaluing its assets when disposing of them.

The Committee's view was that the Director should have the authority to seek more than one independent valuation, particularly when the asset is substantial or where there has been political challenge and community concern. Our view is that this restriction needs to be re-considered, to ensure the Council is supported in its need to maximise income from disposals.

I, and the Committee, look forward to hearing your view on how this matter might be considered and the protocol potentially amended. I look forward to your response.

Yours sincerely,

COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Paul Orders, Chief Executive
Neil Hanratty, Director of Economic Development



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Councillor David Walker
Chair Policy Review and
Performance Scrutiny Committee

My Ref/Cyf DF/km 004
Your Ref/Eich Cyf T:Scrutiny/PRAP/Comm
Papers/Correspondence
Direct Line/ **02920 873905**
Lein Uniongyrchol

Date/Dyddiad 3rd May 2018

Dear Cllr Walker;

Thank you for your letter of 24th April.

I have discussed the Committee's concerns with Neil Hanratty, the Director of Economic Development and Geoff Shimell, the Council's legal advisor on commercial property matters.

The Council's Procedure Rules for the Acquisition and Disposal of Land which are in the Council's constitution, provide that a property should be marketed unless a decision maker concludes that there is a special reason for proceeding with a single bid. There is no statutory requirement for a market sale provided that the Council obtains the best price that can be reasonably obtained. The Rules also provide for a decision maker to consider professional valuation advice at every stage of a disposal.

The Council also follows the Welsh Government's Estate Co-ordination and Land Transfer Protocol, which incorporates a best practice guide for the disposal, transfer and sharing of land and property assets between public sector bodies in Wales. This is a protocol and therefore is not binding on the Council in all circumstances.

In the case of a direct off-market transaction, it is widely adopted practice across the public sector to obtain an external valuation from a commercial surveyor appointed by a procurement process, rather than to produce an internal valuation report. External valuations are procured at a commercial fee and the valuation information is supported by the surveyor's professional indemnity insurance. It would usually be inappropriate to expend more than one fee and potentially incur difficulties with any claim against the surveyor's insurance. Existing delegated powers would allow a second valuation to be requested, however it is not usually appropriate or advisable to do so.

The appointment of an external valuer is normally made by a professionally qualified internal surveyor who also has the opportunity to review the valuation report before presenting it to a decision maker. In the event that the internal valuer is not satisfied with the valuation report a dialogue would take place with the external valuer to discuss issues of concern.

I understand that the Director of Economic Development told the Committee there are times he finds the outcome of valuations frustrating. However, he has subsequently confirmed that he believes the process is fit for purpose and does not need to be changed, as demonstrated by its adoption right across the public sector. The Council retains the opportunity to challenge the external valuer and ultimately has the comfort of knowing that the valuation is backed-up by Professional Indemnity Insurance (PI). The Director has also confirmed that he is satisfied that the valuation report provided for the Wedal Road site disposal is robust, but given the political interest in the disposal, he intends to refer the decision to Cabinet.

I hope this clarifies the position, but I am of course happy to deal with any further inquiries the Committee may have.

Yours sincerely

Davina

Davina Fiore

Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol /
Director Governance and Legal Services

**CARDIFF COUNCIL
CYNGOR CAERDYDD****CABINET MEETING: 17 MAY 2018****EXTENSION OF CONTRACTS IN RELATION TO THE
SUPPORTED LIVING SERVICE FOR ADULTS WITH A
LEARNING DISABILITY****SOCIAL CARE, HEALTH & WELL-BEING
(COUNCILLOR SUSAN ELSMORE)****AGENDA ITEM: 7**

Appendix 2 is exempt from publication pursuant to Paragraph 16 of Part 4 of Schedule 12A to the Local Government Act 1972

Reason for this Report

1. To ensure that formal and appropriate contract arrangements for the provision of Supported Living Services for Adults with a Learning Disability are in place by implementing the current contract clause that allows for the extension of contract arrangements.
2. To approve the extension of the Personal Domiciliary Care and the Housing Related Support contractual arrangements for the provision of Supported Living Services for Adults with a Learning Disability as set out in the proposed recommendation.

Background

3. The Social Service Directorate reported on this matter to Cabinet on 9 October 2014. Cabinet approved the revised model for the provision of Supported Living for citizens with a learning disability; the proposed procurement process; the overarching evaluation criteria to be used to award the contracts; and delegated authority to the Director Health & Social Care in consultation with the Cabinet Member (Health & Social Care), the Council's Section 151 Officer, the County Solicitor and the Council's Monitoring Officer, to deal with all ancillary matters pertaining to the procurement including the award of the contracts.
4. In respect of the Personal Domiciliary Care element, tenderers were required to clearly set out the annual price for the provision of the service over each of the five years of the contract. To ensure tenderers were able to submit an informed price, the tender documentation provided details about the level of personal domiciliary care support required for all the service users living in each locality at the time.

5. In respect of the Housing Related Support element, the pricing schedule indicated the level of Supporting People Programme Grant funding for the tenderers to deliver housing related support. It was explained that the price for housing related support was set for the first year, but with a caveat that it may reduce over the period of the contract, dependent on the future level of the Council's Supporting People Programme Grant allocations. Tenderers were required to confirm that they accepted these costs for the Housing Related Support Services
6. On 2 April 2015 Cabinet authorised the award of the Personal Domiciliary Care Supported Living Services contracts and the Housing Related Support Supported Living Services contracts to the successful tenderers with contracts to commence on 1 August 2015.
7. The contracts were awarded for a fixed term of three years with the option to extend for a further period or periods equating to no more than two years provided that the contracts did not extend beyond 31 July 2020.
8. The Directorate has procured a sustainable supported living service model where the providers deliver services which meet the outcomes of individuals as set out in their support plans, offering individuals more choice, control and independence in their lives.
9. There has been full review of the service delivery and service user consultation and engagement to ensure they are satisfied with how their care and support needs are being met and a high quality provision is being delivered. The Supported living model of support is tailored to the needs, wishes and interests of service users and in line with the requirements of the Social Services and Well Being (Wales) Act 2014.
10. The Contract has delivered a high quality service and meets the care and support needs of the service users. The proposed extension of the contract represents best value for the Council. During the contract, the Directorate has awarded price increases to respond to the NLW. It is anticipated that a re-tendering process to secure the services post extension will result in higher prices as the market place is aware of pension and NLW increases.

Issues

11. In July 2015, the Chancellor of the Exchequer announced that from 1 April 2016, the UK Government would introduce a requirement for all employers to pay a mandatory NLW for workers aged 25 and above. The initial hourly rate was set at £7.20; this being a rise of 50p on the National Minimum Wage (NMW) rate of £6.70, which was implemented in October 2015. In April 2017, the NLW rose to £7.50.
12. In order to mitigate this issue, in 2017 the Council had an additional allocation of £2.1million from Welsh Government to ensure that providers (across the care sector) use the funds to secure high quality services, which included:

- ❖ Delivering their legal obligations to their staff for care time
- ❖ Improve terms and conditions of its workforce e.g. ensuring that a variety of contracts are available to staff, as opposed to zero hour contracts
- ❖ Other aspects that impacts upon the payment of the NLW.

In relation to learning disability supported living services, the Directorate has approved a fee uplift in relation to the NLW to the three organisations delivering the Personal Domiciliary Care element of the Supported Living Service for adults with a learning disability. Over two years these uplifts equated to c£770,000. No uplift was due in respect of the Housing Related Support element. The contracts will remain within the affordable cost envelope.

13. There has also been a number of employment tribunal cases relating to sleep-in arrangements. Legal judgements confirmed that where a carer's presence at a premises is part of his/her work, the hours spent at the premises are classed as working time for the purposes of the NMW legislation, irrespective of the level of activity.
14. The traditional practice for a sleep-in was to pay a flat sum plus an hourly rate if the care worker was disturbed and delivered support through the sleep in period. In 2016, official guidance to HMRC required that the NLW hourly rate was to cover care workers whether they are awake or asleep.
15. Following two employment tribunal cases the government issued new guidance saying that time spent asleep did in fact qualify for the NLW payments. This was followed by HMRC enforcement action demanding that care workers be paid six years back pay where payment had not reflected this. At the time of the original procurement of these contracts the tender documentation did highlight to bidders the recent sleep-in judgments and for bidders to take account of the same when considering their bids. Therefore no subsequent adjustment to contract prices was required.
16. As indicated in paragraph 4, in respect of the Personal Domiciliary Care element, tenderers were required to clearly set out the annual price for the provision of the service over each of the potential five years of the contract. The overall contract sums initially submitted for the extension period, years 4 and 5, show increases equivalent to 1.6% and 0.18% respectively, over the previous year. At current contract values, this implies cost increases of £261,000 in year 4 and £31,000 in year 5. If a contract extension is approved, these costs would however be largely offset in 2018/19 and 2019/20 by identified savings generated from a rationalisation of schemes in 2017/18, arising from an ongoing review of care provision within the contract.

17. The contracts for supported living services for adults with a learning disability represent a significant proportion of Social Services expenditure. The current annual cost of this service is £15.977m for Personal Domiciliary Care and £1.874m for Housing Related Support.
18. The estimated value of a contract extension for 15 months would be £20,899,000, for the domiciliary element, taking account of the original contract prices submitted, subsequent uplifts and anticipated increases in 2018/19 and 2019/20. The value of the SP contract for 15 months would be £2.34m.
19. On 18 January 2018 Cabinet approved the Supporting People Local Delivery and Spend Plan 2018/19, which took account of the funding required for the Housing Related Support element of the Supported Living Services for adults with a Learning Disability.
20. The contracts for supported living services for adults with a learning disability have an expiry date of 31 July 2018, although they do contain an option to extend as mentioned earlier in this report.
21. The matter has been presented to Community & Adult Services Scrutiny Committee on 18 April 2018 and 16 May 2018.
22. The proposed extension of the contracts will allow the Directorate time to carry out a new tender in time for new contracts to commence November 2019.

Consultation

23. Delivery against the communication plan will ensure that all partners are informed of decisions and progress to manage anxiety and distress for people, their families and stakeholders.

Reason for Recommendations

24. To ensure that formal and appropriate contract arrangements for the provision of the Supported Living Service are in place for August 2018 to October 2019 by implementing the current contract clause that allows for the extension of contract arrangements.

Financial Implications

25. The report seeks approval for the 15-month extension of the Personal Domiciliary Care and the Housing Related Support contractual arrangements for the provision of Supported Living Services for Adults with a Learning Disability.
26. The contract value for the domiciliary care element of the contract currently amounts to £15.977m per annum. Annual costs relating to the Housing Related Support element of the contract amount to £1.874m.

27. Since the original tenders were submitted, contract prices have been uplifted to reflect pressures such as the NLW, with use made of additional WG grant funding awarded for this purpose.
28. As indicated in the report, tenderers were required to provide a separate annual price for each of the potential five years of the contract. For the domiciliary care contract, the overall contract sums initially submitted for the period of the proposed extension, (year 4 and part year 5), showed increases equivalent to 1.6% and 0.18% respectively. At current contract values, this implies cost increases of £261,000 in year 4 and £8000 in year 5 (three months), and these would be additional commitments under an extended contract. These costs would, however, largely be offset by savings resulting from a rationalisation of schemes in 2017/18 and could, therefore, be contained within the budget for the service. Any further fee uplifts considered for 2018/19 and 2019/20 would have to be contained within the sums allocated to Social Services for fee increases as part of the 2018/19 and 2019/20 (if applicable) budgets.
29. Taking account of the original contract prices submitted, subsequent uplifts and anticipated increases in 2018/19 and 2019/20, the estimated value of a contract extension for 15 months would be £20,899,000 for the domiciliary care element of the contract, and £2.34m for the supporting people element. These costs could be contained within existing budgets (subject to any fee uplift in 2019/20 being contained within the budgeted allocation).
30. The housing related support element of the contract is 100% funded via supporting people grant. The level of grant funding has been confirmed at the same level for 2018/19. The contract permits the Council to review its position in relation to housing related support, should the level of grant funding reduce or cease. The position should, therefore, be reviewed when funding levels for 2019/20 are known.
31. The report indicates that the proposed extension of the contract represents best value for the Council, given that it is anticipated that a re-tendering process would potentially result in higher costs, as bidders reflect recent pressures in their prices. If the extension is approved, existing provision should continue to be reviewed, with any further efficiencies identified reflected in the level of service commissioned when the contract is re-tendered

Legal Implications

32. The legal implications to this report are exempt from publication pursuant to Paragraph 16 of Part 4 of Schedule 12A to the Local Government Act 1972 and can be found in confidential appendix 2

HR Implications

33. There are no HR implications relating to this report.

RECOMMENDATIONS

Cabinet is recommended to approve the variation of the existing contracts for the provision of Supported Living Services for adults with a learning disability by way of (i) a definitive extension of the contract by 8 months from 1 August 2018 and (ii) subject to confirmation of funding, a conditional extension of a further 7 months to 31 October 2019.

SENIOR RESPONSIBLE OFFICER	Sarah McGill Corporate Director People & Communities
	11 May 2018

The following appendices are attached:

Appendix 1 – Equality Impact Assessment

Appendix 2 –Legal Implications (exempt from publication)

Appendix 1

EQUALITY IMPACT ASSESSMENT



Policy/Strategy/Project/Procedure/Service/Function Title: supported living services for Adults with Learning Disabilities
New/Existing/Updating/Amending: Existing

Who is responsible for developing and implementing the Policy / Strategy / Project / Procedure / Service / Function?	
Name: Sarah McGill	Job Title: Corporate Director
Service Team: Central Business Unit	Service Area: Social Services
Assessment Date: 18/4/2018	

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

The Supported Living Services (SLS) service will:

- This service is provided by independent sector to 322 adults with a learning disability. The service includes both domiciliary care and Housing Related Support services.
- The supported living contracts started on 1st August 2015.
- Continue to deliver a supported living model which is flexible enabling service users to have choice and control over their own lives.
- Continue to have a supported living service which secures best value for money for the Council whilst providing a high quality of service for the service users.
- The service is in line with Social Service & Wellbeing Act (Wales) 2014 and the principles of Housing Related Support/ Supporting People.

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.]

Background

The aim of supported living is to achieve choice, control and community inclusion for adults with a Learning Disability to ensure their individual needs are met. The main principles of supported living are that people with learning disabilities own or rent their home and have control over the support they get, who they live with and how they live their lives through the support from domiciliary care and housing related support services.

Supported living assumes that all people with learning disabilities, regardless of the level or type of disability, are able to make choices about how to live their lives even if the person does not make choices in conventional ways. Supporting people to have their own home choice and control and a decent income are enabling factors offering people with a learning disability citizenship and social inclusion.

Supported living models in Cardiff include:

- living in a rented or owned property and getting an individual support package
- sharing with others in a rented property (Council Housing or Registered Social Landlord) and each person receiving an individual care and support package

A further consideration for the service area is the number of people presenting with needs such as autism, challenging behaviour and complex needs as the development of supported living will need to take into account these specialist requirements within the provision of the supported living service.

The development of a supported living model will have the following outcomes for people:

- A community based supported living model which supports a preventive and reablement agenda and the wellbeing initiatives as identified within Welsh Government policies and the Social Services and Wellbeing Act 9wales)2014
- People will be able to access a range of facilities which are based in and around their localities/neighbourhood communities
- There will be the opportunity for people to access facilities which reflect their particular interests and aspirations
- The model facilitates a strategically planned approach to the work on a city wide basis

3 Assess Impact on the Protected Characteristics

3.1 Age

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

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

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

The service will have a positive impact because it takes into account the following:
 Adults with a learning disability are living longer and we are seeing a greater demand for suitable supported living provision from people over 65 years of age. With an increased life expectancy there is an increase in the number of adults with LD developing dementia. Suitability of specialist supported living provision for the ageing LD population will need to be considered.

Younger people coming into the service area are indicating that they require a range of supported living options and are looking for greater choice and flexibility from the service.

Family carers are increasingly drawn from a higher age band and they may need their own support through supported living availability. Older carers tend to want their children to be accommodated in the same community in order to build on existing relationships and facilitate visits from older carers who may have their own challenges with travel.

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

Work with Housing Strategy to identify options to commission/de-commission supported living schemes based on the age needs of the service users e.g. location and ground floor bedrooms – use long term population forecasts to make sure the appropriate accommodation is available for the current and future population.

Individualised service – secure a supported living service that enables flexibility and choice for service users to access a range of opportunities that they believe would best meet their outcomes. People’s need specific to age would be identified in support plans.

--

3.2 Disability

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

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

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

The nature of the service will have a positive impact as evidenced below:

Moving into supported living will enable service users with a disability the opportunity to achieve what is most important to them. It will provide the opportunity to progress and learn/develop skills through an outcomes-based approach. Levels of support are matched to the needs of the tenants in a scheme and are flexible to meet changing needs.

There are a range of housing options available, however the population demographics indicate that consideration will need to be given to provide future schemes which are suitable for needs such as LD dementia, autism, challenging behaviours, complex needs and LD and physical disability.

Supported living schemes are adaptable and can give an opportunity for adults with complex needs to live more independently. Well designed supported living services can reduce the incidences of challenging behaviour of service users.

Person-centred planning and outcomes-based assessments will focus on what matters to the individual. They will have a significant say how they want to achieve outcomes. This results in a move towards a more positive emphasis when planning, and move away from talking about the things that a person cannot achieve.

Living in supported living will enable people with a learning disability achieve their own tenancy and all the rights associated with a secure tenancy including access to welfare benefits. The Housing Related Support contract will support the service users to deal with matters relating to maintaining a tenancy so that the risk of losing a tenancy is reduced.

Supported living can reduce social isolation that can be experienced by adults with a learning disability and open up the opportunity to social networks within the supported living scheme and wider into the local community.

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

Use the LD Review and Monitoring process to undertake project reviews. This is to ensure that

providers are fulfilling the terms of the contract through providing an individualised service and that outcomes for adults with a learning disability are being met.

Work with Housing Strategy to identify options to commission/de-commission supported living schemes based on needs of service users e.g. specialist supported living accommodation for adults with autism – use long term population forecasts to make sure the appropriate accommodation is available for the current and future population.

Expectations set out in the competitive procurement tender process from provider organisations include training on the protected characteristics for their staff to ensure that support plans and delivery of support plans are able to meet the needs of each service user in relation to all forms of disability.

People’s needs specific to their disability would be identified in support plans.

3.3 Gender Reassignment

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

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

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

The service will have a positive impact on transgender people because the service model is one which is flexible, enabling service users to have choice and control over their own lives.

Transgendered users will not be affected differently from other groups by virtue of the gender nature.

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

Organisations commissioned to deliver this service will be required provider organisations to include training on the protected characteristics for their staff to ensure that support plans and delivery of support plans are able to meet the needs of each service user in relation to gender reassignment.

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		✓	
Civil Partnership		✓	

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

The service will have a positive impact on married people and people in a civil partnership because the service model is one which is flexible, enabling service users to have choice and control over their own lives.

Users, whether married or in civil partnership, will not be affected any differently from other

groups.
What action(s) can you take to address the differential impact?
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		✓	
Maternity		✓	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
N/A
What action(s) can you take to address the differential impact?
N/A

3.6 Race

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

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

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
<p>The service will have a positive impact on people from different ethnic groups because the service model is one which is flexible, enabling service users to have choice and control over their own lives.</p> <p>Direct Payments is an option to citizens. The scheme will provide people with greater choice and control over their supported living services and who provides them. This will allow service users to choose culturally sensitive services and ensure that their cultural needs are met. If employing a personal assistant, they will have the opportunity to explore attitudes at interview and have greater control over who supports them.</p> <p>Those who speak a language other than English will need additional assistance e.g. interpreter to ensure that they are able to communicate the outcomes they want to achieve from supported living.</p> <p>Faith/cultural needs must be appropriately handled where people from different backgrounds live together, for example, if people have different dietary requirements or where people need gender specific services.</p>
What action(s) can you take to address the differential impact?
Service users will be individually assessed and any issues arising relating to this protected characteristic will be discussed with the service user. A clear and transparent communication plan for work with service users and their families will be put in place to support this work.

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		✓	
Christian		✓	
Hindu		✓	
Humanist		✓	
Jewish		✓	
Muslim		✓	
Sikh		✓	
Other		✓	

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

The service will have a positive impact on this group as it focuses on a person-centred plan through individualised support plans. This individualised approach takes into account the religion, belief or non-belief of each person.
Users will not be affected any differently from other groups by virtue of their religion, beliefs and non beliefs.

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

N/A

3.8 Sex

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

	Yes	No	N/A
Men		✓	
Women		✓	

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

The service will have a positive impact on gender as the move-on process for supported living placements looks at each individual and the scheme that would be best suited to their individual needs and takes into account the gender mix.

Users will not be affected any differently from other groups by virtue of their gender

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

N/A

3.9 Sexual Orientation

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

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

Please give details/consequences of the differential impact, and provide supporting

evidence, if any.
The service will have a positive impact on this group because the move-on process for Supported Living placements looks at each individual and the scheme that would be best suited to their individual needs. It takes into account the mix of a scheme in terms of sexual orientation. Consideration to compatibility with other tenants and their lifestyles would need to be evaluated. Users will not be affected any differently from other groups by virtue of their sexual orientation.
What action(s) can you take to address the differential impact?
N/A

3.10 Welsh Language

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

	Yes	No	N/A
Welsh Language		✓	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
Welsh speakers will not be affected any differently from other groups by virtue of their language.
What action(s) can you take to address the differential impact?
N/A

4. Consultation and Engagement

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

<p>The Supported Living Services model for the service from 1st August 2015 has evolved to meet the needs of citizens receiving the service:</p> <ul style="list-style-type: none"> • Learning Disabilities service users via the Advocacy Services and Cardiff People First through feedback at the Learning Disabilities Planning Group. • Carers/families liaise with Cardiff & Vale the Parents Federation. The Federation represented on the Learning Disabilities Planning Group. • Voluntary and Health organisations represented through the Learning Disability Forum representative on the Learning Disability Planning Group • Consultation events with the Learning Disability Community Support Team and Regional Partnerships. • Engagement with the social care market through a procurement process to secure the service, an independent LD service user panel with support from an advocacy provider that ensured service users had training, support and accessible information to provider feedback and the proposals for the Supported Living plans and had the opportunity for meaningful involvement in the competitive procurement tender process. • Social Services have met with citizens and staff to discuss budget proposals and have entered into dialogue on the proposed change in the delivery and remodelling of services. • Social Services have fully participated in the consultation events ‘Change for Cardiff – Have Your Say’ to obtain a whole picture of the impact and endorsement of change across the sector. <p>Social Services will continue to address citizens, constituents and stakeholders regarding the</p>

supported living service.

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

Groups	Actions
Age	<p>Work with Housing Strategy to identify options to commission/de-commission supported living schemes based on the age needs of the service users e.g. location and ground floor bedrooms – use long term population forecasts to make sure the appropriate accommodation is available for the current and future population.</p> <p>Individualised service – commission a supported living service that enables flexibility and choice for service users to access a range of opportunities that they believe would best meet their outcomes. People’s need specific to age would be identified in support plans.</p>
Disability	<p>Work with Housing Strategy to identify options to commission/de-commission supported living schemes based on needs of service users e.g. specialist supported living accommodation for adults with autism – use long-term population forecasts to make sure the appropriate accommodation is available for the current and future population.</p>
Gender Reassignment	
Marriage & Civil Partnership	<p>May need to consider developing a specific scheme around civil partnership, if suitable supported living is not available currently.</p>
Pregnancy & Maternity	
Race	<p>Use the LD Review and Monitoring process to undertake project reviews to ensure that schemes are fulfilling the terms of the contract and providing an individualised service for each tenant so that outcomes for adults with a learning disability in terms of ethnicity are being met.</p>
Religion/Belief	
Sex	
Sexual Orientation	
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	<p>New service developments will continue to involve consultation with all service users and families, ensuring that opportunities to be involved are available in different formats and with accessible communication - interpreters/translators/advocates/SALT to be available</p> <p>The contract monitoring, review and move-on procedures will continue to take into account the protected characteristics as part of the process.</p> <p>Expectations set out in a competitive procurement tender process from provider organisations include training on the protected characteristics for their staff to ensure that support plans and delivery of support plans are able to meet the needs of each service user particularly in relation to age, disability, gender</p>

	<p>reassignment, race, religion/belief or non-belief, sex, sexual orientation or Welsh Language.</p> <p>People's needs specific to the above characteristics would be identified in their support plans.</p>
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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 : Denise Moriarty	18 th April 2018
Designation: Strategic Lead Planning Officer	
Approved By: Sarah McGill	
Designation: Corporate Director	
Service Area: Social Services	

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

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

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By virtue of paragraph(s) 16 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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