



DINAS A SIR CAERDYDD  
CITY AND COUNTY OF CARDIFF

**COUNCIL SUMMONS**

THURSDAY, 25 OCTOBER 2018

**GWYS Y CYNGOR**

DYDD IAU, 25 HYDREF 2018,

You are summoned to attend a meeting of the **COUNTY COUNCIL OF THE CITY AND COUNTY OF CARDIFF** which will be held at Council Chamber - City Hall, Cathays Park, Gorsedd Gardens Road, Cardiff, CF10 3ND on Thursday, 25 October 2018 at 4.30 pm to transact the business set out in the agenda attached.

**Davina Fiore**  
**Director of Governance & Legal Services**

County Hall  
Cardiff  
CF10 4UW

Friday, 19 October 2018

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<i>Item</i>		<i>Approx Time</i>	<i>Max Time Allotted</i>
<b>1</b>	<b>Apologies for Absence</b> <i>To receive apologies for absence.</i>		
<b>2</b>	<b>Declarations of Interest</b> <i>To receive declarations of interest (such declarations to be made in accordance with the Members Code of Conduct)</i>	4.30 pm	5 mins
<b>3</b>	<b>Minutes (Pages 7 - 32)</b> <i>To approve as a correct record the minutes of the meeting 27 September 2018.</i>		
<b>4</b>	<b>Public Questions (Pages 33 - 38)</b> <i>To receive previously notified questions from Members of the Public.</i>	4.35 pm	15 mins
<b>5</b>	<b>Petitions</b> <i>To receive petitions from Elected Members to Council.</i>	4.50 pm	5 mins
<b>6</b>	<b>Lord Mayor's Announcements</b> <i>To receive the Lord Mayor's announcements including Recognitions and Awards.</i>	4.55 pm	5 mins
<b>7</b>	<b>Audit Committee Annual Report 2017-18 (Pages 39 - 60)</b> <i>To receive the Annual Report presented by Mr Ian Arundale, Chair of the Audit Committee</i>	5.00 pm	20 mins
<b>8</b>	<b>Annual Statutory Wellbeing Report 2017-18 (Pages 61 - 146)</b> <i>To receive an approved the Cabinet Proposals</i>	5.20 pm	40 mins
<b>9</b>	<b>Leader and Cabinet Member Statements (Pages 147 - 174)</b> <i>To receive statements from the Leader and Cabinet Members</i>	6.00 pm	45 mins

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## Comfort Break

### Notice of Motion

<b>10</b>	<b>Motion 1</b>  Proposed by: Councillor Philippa Hill-John  Seconded by: Councillor Joel Williams  Considering the major impact the LDP process will have on the city over the next 10 years, we call on this Council to consider and approve the following proposal: <ul style="list-style-type: none"><li>• The Annual LDP Monitoring report should come before full Council for consideration and review. It should detail progress against targets set, houses sold and whether trigger points for key infrastructure measures are being met; and</li><li>• an overarching communication strategy should be adopted and implemented as a means to keep residents informed of the key stages of the LDP, including a central information point to maintain transparency and clarity; and</li><li>• a named officer should be assigned to coordinate and oversee the entire LDP process for the city and be available to liaise with elected members and representative bodies; and</li><li>• an immediate review should be conducted to ensure that a proportion of the new homes built meet the needs of the growing elderly population and policies are in place to ensure that affordable homes are made available to buy as well as to rent; and</li><li>• the renewal of the green wedge in the North and North West of Cardiff, which will expire with the LDP in 2026; or the provision for a new full green belt for this area to be included in any new regional planning system to ensure the preservation of this important backdrop to the Welsh Capital for generations to come.</li></ul>	7.05 pm	30 mins
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<b>11</b>	<b>Motion 2</b>  Proposed by: Councillor Saeed Ebrahim  Seconded by: Councillor Lee Bridgeman  This Council calls on the Cabinet to explore how best it can support those individuals and their families that settled in Cardiff during the 1950's and 1960's who became known as the Windrush Generation, in having the same opportunities as other Cardiff citizens in accessing services and advice provided by the Council.	7.35 pm	30 mins
<b>12</b>	<b>Oral Questions</b>  <i>To receive oral questions to the Leader, Cabinet Members; Chairs of Committee and/or nominated Members of the Fire Authority.</i>	8.05 pm	60 mins
<b>13</b>	<b>Urgent Business</b>	9.05 pm	5 mins
<b>Unopposed Council Business</b>			
<b>14</b>	<b>Committee Appointments</b> ( <i>Pages 175 - 176</i> )  <i>Report of the Director of Governance and Legal Services</i>	9.10 pm	5 mins
<b>15</b>	<b>Written Questions</b>  <i>In accordance with the Council Procedure Rules, Rule 17(f) Written Questions received for consideration and response will be included as a record in the minutes of the meeting.</i>		

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City Council of the City & County of Cardiff  
27 September 2018

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## THE COUNTY COUNCIL OF THE CITY & COUNTY OF CARDIFF

The County Council of the City & County of Cardiff met at County Hall, Cardiff on 27 September 2018 to transact the business set out in the Council summons dated Friday, 21 September 2018.

Present: County Councillor Dianne Rees (Lord Mayor)

County Councillors Ahmed, Asghar Ali, Dilwar Ali, Bale, Berman, Bowden, Bowen-Thomson, Boyle, Bradbury, Bridgeman, Carter, Congreve, Cowan, Cunnah, Davies, De'Ath, Derbyshire, Driscoll, Ebrahim, Elsmore, Ford, Goodway, Gordon, Henshaw, Gavin Hill-John, Philippa Hill-John, Hinchey, Howells, Hudson, Jacobsen, Jenkins, Jones-Pritchard, Keith Jones, Owen Jones, Joyce, Kelloway, Lay, Lent, Lister, Mackie, McEvoy, McGarry, McKerlich, Merry, Michael, Molik, Morgan, Murphy, Naughton, Owen, Parkhill, Keith Parry, Patel, Robson, Sandrey, Simmons, Singh, Stubbs, Taylor, Graham Thomas, Huw Thomas, Lynda Thorne, Walker, Weaver, Wild, Williams, Wong and Wood

### 63 : APOLOGIES FOR ABSENCE

Apologies were received from Councillors Burke Davies, Goddard, Lancaster and Jackie Parry.

### 64 : DECLARATIONS OF INTEREST

The following declaration of interest was received in accordance with the Members Code of Conduct: -

<b>Councillor</b>	<b>Item</b>	<b>Interest</b>
Councillor Bowden	Item 8 – Cabinet Member, Social Care, Health & Well-being	Personal Interest, user of Telecare
Councillor Elsmore	Item 10 – Oral Questions.	Personal Interest, Independent Member, Cardiff & Vale University Health Board
Councillor Hudson	Item 8 - Cabinet Member, Social Care. Health & Well-being – Statement.	Personal Interest as a family member is in receipt of Social Care Services

### 65 : MINUTES

The minutes of the meeting of the Council held on 19 July 2018 were approved as a correct record and signed by the Chairperson subject to the inclusion in Minute No 56, Page 55 - Motion 1 of the following words

*“The Lord Mayor invited Councillor Berman to propose the motion as follows:”*

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66 : PUBLIC QUESTIONS

A Public Question was received from Mr Gary Humphries to the Cabinet Member, Strategic Planning and Transport.

Question – Mr Gary Humphries

Cardiff Council recently published a "Transport and Clean Air Green Paper".

Cllr. Caro Wild explained in this paper that the council's job is "*...to improve people's lives, giving people the opportunity to choose transport options that are healthier, that help [us] save money, that make it safe to enjoy cycling and walking on a daily basis...*"

He also went on to explain that the council wants "*...to have a conversation with the people of Cardiff about the issues, and how changes could impact their lives because, ultimately, we will all need to shape our future together.*"

Finally, he stated that "*...improving the air we breathe has become a matter of life or death...*"

This is further endorsed by the "Capital Ambition" plan where it talks about one of the Administration's "top priorities" to "*... [tackle] congestion [which] will reduce carbon emissions and improve the quality of the air we breathe, improve people's health and support the city's economy*".

If these publications are to be believed, could the Council explain why it recently granted consent for the use of two residential roads in Thornhill, Cardiff as a bus thoroughfare, permitting the installation of three bus stops along these streets and a terminus outside the rear gardens of several residents?

Given the volume of 21,500, 15 tonne buses operating every year along these residential roads at 15 minute intervals every day, it is clear that the air that residents will be breathing will be far from cleaner, the roads will be far from safer and the cost of maintaining these roads will also rise, clearly adding costs to the taxpayer and the Council. All in direct contrast to the commitments being made.

Reply- Councillor Caro Wild

I have visited the roads in question myself and I do understand your concerns over the change of route of this bus service.

However, it is important for me to confirm that the Council does not – and cannot – give consent for use of the highway by public transport services. We have no powers to prevent operators of commercial bus services who have registered a bus route with the Traffic Commissioner from using any unrestricted adopted highway.

The Traffic Commissioner for Wales can restrict operators from using certain roads in a limited number of circumstances, but can only consider doing this if requested to by

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the Local Transport Authority, which is Cardiff Council in this instance. In coming to any decision, the Traffic Commissioner must take into account the interests of the operator(s) of the service(s) in question, the users of the service(s), and elderly and disabled people.

In this instance, the Council does not intend to request the Traffic Commissioner to consider using his powers as improving access to sustainable travel is a key factor in increasing the use of sustainable modes and helping to meet the Council's target of 50% of all trips. In addition, the use of public transport, walking and cycling is cheaper than owning and using a private car, which is the money saving aspect to which I referred in the Green Paper.

Supplementary Question – Mr Gary Humphries

Councillor Wild you have not addressed the concern over the air pollution and that it is your top priority to improve the quality of the air that we breathe.

You previously stated in a response to a petition, reference CM 39867 dated 28 August 2018, that most of the buses used on the X8 service comply with the latest Euro VI emission standards and produce little in the way of pollutant emissions.

Unfortunately according to data provided by HPI, the industry standard vehicle checking service, the buses used on the X8 route and indeed across the NAT fleet, meet only the Euro V standard at the very best. Further independent research by Sheffield University and the Alliance of British Drivers has also proven that the emissions of a Euro V diesel bus produces 23 times more damaging Nitrogen Oxide than an equivalent Euro V petrol car, and over 7 times more than the cleanest Euro VI diesel car.

This means that with 400 buses a week serving our quiet residential streets, carrying almost no passengers, we have the equivalent of 9000 petrol cars.

My question is will Councillor Wild address answer the part of my question on air pollution?

Reply – Councillor Wild

I am sorry Mr Humphries that you think I did not respond in full.

I have been advised that the Euro VI model are the buses used on this route and that their emissions standards meet a low pollutant level which should not impact on the air quality of this quiet residential area and is not likely to cause health problems. The Euro VI are clean engines.

I will however check with the bus operator that this is the model vehicle being used on this route.

67 : PETITIONS

The following Petitions were received by Full Council:

<b>Councillor</b>	<b>No of signatures</b>	<b>Topic</b>
Councillor Davies	38 of Kenfig Road	Requesting Residential Parking in Kenfig Road Whitchurch, in accordance with in line with Section 106 Agreement from Liberty Court and to reduce long-term parking by staff of UHW and Football supporters.
Councillor Kelloway	14 residents of Dan yr Heol	Calling on the Council to drastically prune back the trees on Dan yr Heol, Cyncoed to ensure that leaf fall particularly in the autumn does not clog up drains and cause localised flooding to the road and properties.
Councillor Williams	545	Calling on the Council to replace the zebra crossing outside Pontprennau Primary School on Heol Pontprennau with a pelican crossing.
Councillor Driscoll	40 Householders of The Crescent	Calling on the Council to undertake measures to reduce the speed of traffic to 20mph around The Crescent and undertake further traffic calming measures to protect residents. In addition undertake a survey of The Crescent and produce options to prevent it being used as a rat run and introduce measures to reduce nuisance obstruction parking.
Councillor Patel	450	Calling on the Council to save the healthy and mature Copper Beech, Oak and Lime trees fronting Suffolk House.

68 : LORD MAYOR'S ANNOUNCEMENTS

The Lord Mayor referred to her duties and events for the last month. The Lord Mayor was delighted to report that fundraising for the Lord Mayor's Charity had reached £39,400 and he thanked all Members who continued to support my fundraising events.

The Lord Mayor thanked Councillor Ed Stubbs for choosing to run for her charity Noah's Ark Tiny Lives Appeal in the Cardiff Half Marathon on Sunday 7 October 2018.

The Lord Mayor also congratulate staff who had received recognition or awards since the last meeting and detailed in her [report](#).

69 : STATEMENT OF ACCOUNTS 2017/18 AND ANNUAL TREASURY  
MANAGEMENT REPORT 2017/18

The Cabinet Member for Finance, Modernisation and Performance, Councillor Weaver proposed the Statement of Accounts and the Annual Treasury Management Report which was a statutory report and retrospective look at last the financial year accounts for 2017/18.

The Cabinet Member thanked the Audit Committee, Wales Audit Office and statutory Auditors for their work in reviewing the reports, and advised that the accounts had been subject to public inspection in accordance with statutory requirements. The Wales Audit Office had confirmed that they would be offering an unqualified report to support the accounts.

The Cabinet Member drew attention to paragraph 13 and 14 of the cover report relating to the contingent liability and the notes in the accounts provide an explanation and that it was important to note at this stage. He also drew attention to paragraph 23 and the comment from the Wales Audit Office that minimal amendments and rewording was needed for an authority of this side.

The Cabinet Member thanked the Corporate Director of Resources and Section 151 Officer and Officers for the work required to produce and finalise the Statement of Accounts.

The report required Council to approve: -

- the audited Statement of Accounts for the year ending 31 March 2018;
- to note the reports of the Wales Audit Office on the Statement of Accounts of Cardiff Council, Cardiff and Vale of Glamorgan Pension Fund and Cardiff Port Health Authority for the year ending 31 March 2018;
- to note the Treasury Management Annual Report for 2017/18; and
- to note that formal documents will be signed at the conclusion of the meeting prior to 30 September 2018.

The Leader formally seconded the report and its recommendations and thanked the Section 151 Officer and referred to the prudential borrowing that were being used to improve schools and Cardiff infrastructure which had been agreed by the auditors. The Statement of Accounts demonstrated a balanced budget, despite the demand pressures and challenges in the delivery of vital quality services during the financial year. Preparations for the 2018/19 budget would be equally challenging and Directorates are currently working within the budget strategy agreed at the Council meeting in July.

The Lord Mayor invited debate on the item during which the following comments and observations were made:

- concerns about the Budget Strategy proposal to exempt the Social Services Directorate from looking at efficiency savings
- the details of the potential liability of under paid Landfill tax at Lamby Way mentioned by the Cabinet Member, and the potential risks
- concerns around the increase in posts remunerated at £60,000 and the value for money perceived by the taxpayers of Cardiff who had seen a 5% Council Tax rise
- the need to support to new Elected Members to increase their understanding of the accounts and associated reports.
- concerns about the number of Internal Audits with an opinion status of insufficient or need major improvement
- the level of Council borrowing and the pressures this places on revenue budgets going forward.
- the administration of the Housing Revenue Account in relation to the Capital Finance requirement and the debt cap and whether the debt cap was negotiable with the Welsh Government.
- Capital finance costs as percentage of controllable budgets

The Cabinet Member responded to the all matters raised. Social Services and Education two of the largest Directorates of the Council were addressing the need for savings and new ways of delivering services to include preventative measures to reduce the ever increasing demand pressures. The Cabinet Member stated that he could not report on the potential landfill liability until the position became clearer. The Cabinet Member did not accept matters raised around senior salaries particularly in light of the overall reduction in employee numbers of the last five years. The Cabinet Member recognised the need to support new Elected Members in developing a better understanding of the Council accounts and finances and responded to the matters raised in relation to the debt cap and the Capital Finance costs.

RESOLVED – That

1. the audited Statement of Accounts 2017/18 for the County Council of the City and County of Cardiff and the Cardiff Harbour Authority were approved;
2. the Statement of Accounts 2017/18 for the Cardiff and Vale of Glamorgan Pension Fund were approved;
3. the Annual Governance Statement 2017/18 was approved;
4. the Audit reports of the Wales Audit Office on the Statement of Accounts of County Council of the City and County of Cardiff, Cardiff and Vale of Glamorgan Pension Fund, Cardiff Harbour Authority and Cardiff Port Health Authority for the year ending 31 March 2018 were noted;
5. the final Letters of Representation for the County Council of the City and County of Cardiff, Cardiff and Vale of Glamorgan Pension Fund and Cardiff Harbour Authority were noted.

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6. to note that the following documents will be formally signed at the conclusion of the meeting: -
- Statement of Accounts for County Council of the City and County of Cardiff – Lord Mayor and Corporate Director Resources
  - Statement of Accounts for Cardiff and Vale of Glamorgan Pension Fund – Lord Mayor and Corporate Director Resources
  - Statement of Accounts for Cardiff Harbour Authority – Corporate Director Resources
  - Annual Return of Cardiff Port Health Authority – Lord Mayor and Corporate Director Resources
  - Annual Governance Statement – Leader of the Council and Chief Executive
  - Audit Certificate for the County Council of the City and County of Cardiff, Cardiff and Vale of Glamorgan Pension Fund and Cardiff Harbour Authority – Appointed Auditor, Wales Audit Office. To be signed at a later date.
  - Letters of Representation for the County Council of the City and County of Cardiff – Corporate Director Resources and Lord Mayor
  - Letter of Representation for Cardiff and Vale of Glamorgan Pension Fund – Corporate Director Resources and Lord Mayor
  - Letters of Representation for Cardiff Harbour Authority – Corporate Director Resources and Lord Mayor
7. the Treasury Management Annual Report for 2017/18 was noted.

## 70 : LEADER & CABINET STATEMENTS

The following statements were received: -

- [The Leader Statement](#)  
The Leader responded to questions raised in relation to the LDP Annual Monitoring report that was considered by Cabinet but not referred to Council; the benefits and evaluation of overseas visits undertaken and the funding of a creative cluster and the lessons that could be learnt around Cardiff's bid to bring Channel 4 to the city.

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- [Cabinet Member, Culture & Leisure Statement](#)  
The Cabinet Member responded to matters raised in relation to the consultation on the proposals for Public Space Protection Order (PSPO) to introduce dog control measures in an effort to tackle anti-social behaviour in the city in relation to dogs and, specifically dog fouling; the provisioning of more litter and dog bins in parks; the partnership arrangement with the Royal Society for the Protection of Birds (RSPB) and the Flat Holm Society, to ensure the long-term sustainability of the island through investment in infrastructure, an increase in volunteer activity and the development of educational and tourist engagement programmes; and issues around the accessibility of events and activities held in the bay.
- [Deputy Leader, Education, Employment & Skills Statement](#)  
The Deputy Leader responded to questions on the Welsh Government consultation on changes to Community Learning Grant and the effect it would have on Adult Community Learning in Cardiff; the School Results for 2017/18; and the benefits of the successful School Holiday Enrichment Programme (SHEP) to families and children.
- [Cabinet Member, Finance Modernisation & Performance Statement](#)  
The Cabinet Member responded to the demographic coverage on the Ask Cardiff annual survey and how the Council was approaching the hard to reach communities of Cardiff; and the news that the Council had made a submission to the Stonewall Workplace Equality Index 2019.
- [Cabinet Member, Housing & Communities Statement](#)  
The Cabinet Member responded to questions on the Council's new Council Housing programme and the partnership and whether it was on track to build the target number of new homes this financial year; the need for a mix of affordable housing for sale and for rent; matters around the support being given to the homeless under its Advocacy programme particularly around eviction rates and abandoned placements; and the welcomed reopening of the St Mellons Hub following a 12 month construction programme.
- [Cabinet Member, Clean Streets, Recycling & Environment Statement](#)  
The Cabinet Member responded to matters raised around fly tipping; the deployment of CCTV on small scale fly-tipping and whether the project was self-financing and there were any plans to expand the initiative; the Glass Recycling Pilot Scheme and whether this include flats and the important on reaching the Welsh Government targets.
- [Cabinet Member, Children & Families Statement](#)  
The Cabinet Member responded to matters raised around child and family social work and retention of staff; residential placements; the increasing demand for services for children and families and the Council's and Elected Members responsibilities as Corporate Parents; the financial costs in the demand for child protection support and the  
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complex challenges for some vulnerable children. The Cabinet Member was asked about the current appointment position with the appointment to the role of Assistant director Children's Services.

- [Cabinet Member, Social Care, Health & Well-being Statement](#)  
The Cabinet Member responded to questions on the Rumourless Cities project and how it will support all communities in Cardiff to support its ambition as a fair, cohesive City with equality at its core. Similar to Children's Services a question was asked around the recruitment and retention of Social Workers and the impact on the service of any changes in status of persons wishing to work in the UK following Brexit and the confidence of the Cabinet Member in the transitional arrangements.
- [Cabinet Member, Strategic Planning & Transport Statement](#)  
The Cabinet Member responded to matters raise on a cost benefit analysis of the Nextbike scheme; any further plan expansion of the scheme and discussions with the operator on abandoned bikes. Questions were also raised on the cycle highway and need to lobby Welsh Government; the cost of the Air Quality specialist consultants commissioned to undertake a city-wide study on air quality and how Elected Members can get involved with the White Paper
- [Cabinet Member, Investment & Development Statement](#)  
The Cabinet Member responded to matters raised around meeting with Her Majesty's Trade Commissioners and trade agreements ; Feedback from the Core Cities meeting and the city region agenda. The Cabinet Member felt that it was important ant all opportunities to sell Cardiff and what is has to offer to ensure economic development; retention and increase in employment and developing the city and its ambitions as a creative, vibrant city.

## 71 : NOTICE OF MOTION

In accordance with Council Procedure Rule 22 (p) (i) the proposer and seconder prior to the commencement of the meeting had withdrawn the Notice of Motion.

## 72 : ORAL QUESTIONS

### Question – Councillor Robson

How much has been paid to date in obtaining external advice in relation to the discussions between the Council and HMRC with a view to resolving a purportedly under-declared landfill tax assessment received by the Council from 1 April 2015, for waste tipped at Lamby Way landfill site?

### Reply – Councillor Huw Thomas

The cost to the Council in respect of sums paid to date for external professional advice in relation to the HMRC landfill tax issue is in the region of £140,000.

Supplementary Question – Councillor Robson

When I was first elected, this Council was coming out of a disagreement (I'll call it that), with the District Auditor, and as a result many regular briefings, for those who were around at the time both Councillors and Officers will recall, were arranged for all Councillors to be kept in the loop as to the latest progress.

As Opposition Leaders we had a very useful briefing from officers and I believe Members of the Audit Committee had the same briefing.

Can I urge that Members of Council are briefed, in confidence if needed, as to the importance and potential severity of this issue as it progresses with negotiations?

Reply – Councillor Huw Thomas

It is a fair observation Councillor Robson, I will certainly reflect on your suggestion and when there is sufficient information and at the appropriate point to divulge that information we will certainly arrange briefings.

Question – Councillor Congreve

How many change of use applications of student accommodation to residential / hotel use have been received or approved by this authority?

Reply – Councillor Keith Jones

I can confirm that the Council has received one application for the permanent change of use of occupied student accommodation to 'apart-hotel' use (Class C1), which – as you will be aware – was considered and approved last week by the Planning Committee.

There have been four applications to seek a temporary change of use from student accommodation to allow the buildings to be in beneficial use prior to the start of the academic year. In all of these cases, the Local Planning Authority has issued the permissions to a fixed end date, being the end of September of that academic year.

Supplementary Question – Councillor Congreve

Members of the Planning Committee will know I have been critical of the high levels of planning applications for student accommodation throughout the City. These have been supported and approved by this administration. Whilst just one may have been approved just recently, I believe this is just the beginning of a continuing process. It's going to give a green light to developers cynically manipulate the planning process for commercial gain. We should not be approving this type of planning application.

What assurances can this administration give that this will not be the case, and Councillor Jones, can you be trusted with the future of our City?

*[NOTE: At this point the Lord Mayor requested that Councillor Congreve retract her final statement?]*

*Councillor Congreve – following advice from her party agreed to retract her statement.]*



Reply – Councillor Keith Jones

Obviously to reiterate I am the Chair of the Planning Committee, the Planning Committee is quasi-judicial, it's a regulatory committee, nonpartisan and obviously I don't speak for the administration. Each application is judged on its own merit which is absolutely right and appropriate to do so.

For wider Members of the Council, there are Supplementary Planning Guidance on Student Accommodation which has been emailed and widely circulated for consultation. The consultation began on the 20 September and runs to the 1 November.

The consultation on the draft guidance is the appropriate place for wider Members of the Council to engage with the planning process, and this will come back to Full Council for approval and will then form part of material planning considerations for each individual planning application.

Question – Councillor Gordon

Reduce, reuse, and recycle. What is our council target for reducing the overall tonnage of waste and recyclables?

Reply – Councillor Michael

The statutory target for reuse and recycling is 58% in 2018/19, but this increases to 64% in 2019/20.

The Council's recycling performance indicator in 2018/19 is 62% and is then 64% in 2019/20 in order to bring us in line with the statutory targets.

Supplementary Question – Councillor Gordon

Do we have a target as a Council for actually reducing how much is actually put out on our pavements, whether it is recycling or general waste, and is there an overall reduction in waste that we are meant to be achieving??

Reply – Councillor Michael

I am more than happy to meet Councillor Gordon to run over these figures with her at a slower pace and to make them clearer if she wishes.

Question – Councillor Cowan

How much taxpayer's money has been spent on foreign trips by Cabinet Members and Officers since you became leader?

Can we have the comparative figure for your predecessor also?

Reply – Councillor Huw Thomas

I will write to you with full figures I understand there is some difficulty in calculating all the officer figures, the figures for Councillors are already available on the Council website.

I will stress that we have heard the phrase globetrotting coming out a few times this evening, when we undertake foreign travel, we do not do so for political gain, we do so for the interest of the City and the Country, indeed the recent visit to Qatar that

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was sanctioned and encouraged by Her Majesty's Government and every trip we do we will be delivering best value for the tax payers of Cardiff.

Question – Councillor Molik

Cardiff is a well celebrated diverse city. We will be celebrating Black History Month in October through a number of events happening in Cardiff. It is a city that welcomes multi-ethnic, multi-religion/non religion, all gender, all ability and all sexuality people. However, Cardiff Council's track record on equality has somewhat taken a big step backward, as was evidence from its drop off from Stonewell's top employers list. With increasing hate crime, racism and Islamophobia, Brexit and poverty divisions; and when we know our workforce is not representative of the population we serve and therefore our services are not engaging with all parts of our society, was it right to slash the equality budget by 40%?

Reply – Councillor Weaver

I do not accept that we have taken a backward step in respect of equality in spite of the impact of austerity on council services.

The Council is committed to equality and will continue to work towards the duties contained in the Equality Act. The administration's Capital Ambition document also identifies tackling poverty and inequality as one of our main priorities.

Equality is everyone's business and the Council's Equality Team and officers within all directorates, as well as our partners and community groups such as the Cardiff Deaf Centre, work hard to ensure that equality is being embedded into the work of every directorate and into everything that we do.

I agree with your characterisation of our city as diverse and proud of it, but I disagree with your characterisation of the Council, I think there are many good examples of these values being put into practice by some staff across the authority and that ought to be acknowledged.

Supplementary Question – Councillor Molik

I am surprised you don't agree and that slashing an equalities budget to that extent is not causing any problems.

I understand equalities should be everyone's business but when you spread it so thinly and make it everyone's business it becomes no one's business and that is the concern that I have.

Just to give you another example as - I have already given you examples of where the failings have occurred when we didn't have sufficient equalities team to see and assess certain publications that were going out from the Council – and I will give you another scenario. Due to HR failure in complying with the Local Government Act 1972 recently an on the spot firing of staff occurred and the person was frog marched off the premises.

What is being done to mitigate against this damage and also can I seek assurance that this doesn't occur again?

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

Reply - Councillor Weaver

I am not going to comment on an individual staff case as I really don't think that's appropriate at all.

There are examples across the organisation of the way that staff actually put equality at the heart of their work. Take for example in Housing and Communities, recently the Council has put in sign video in our community hubs, so the deaf community can go, have a video link up to BSL interpreters who can then speak to members of staff to provide the service that people need. It's absolutely crucial and that came from communities.

The way that we do equalities within the Council is becoming embedded, the fact that we signed up to the Stonewall Index and that our employee equality networks come regularly to Works Council and have commented on their experience with the Authority and the welcoming nature of senior management and the Authority as a whole. What they are finding is the work they are looking into doing with the Employee Equality Networks is already the work that our senior management team are doing because it is in our Corporate Plan and part of the corporate ethos of this Council.

So I am going to leave aside the particular individual case you referred to as I think that should be dealt with outside and obviously every case should be dealt with in that way but I think we agree on the importance of it and I think there's agreement across the chamber and I think we should focus on how we make that better rather than perhaps running down the Authority when there's a lot of good work going on. I'm happy to share more of that with you outside this meeting as well so there is a clear understanding.

Question – Councillor Mackie

Could you update Council with regards to provision north of Central Station for a taxi rank, passenger drop off & pick up space and cycle parking in the Central Square plans?

Reply – Councillor Goodway

The Councillor will be pleased to learn that provision will be made for a taxi drop off point on the north of Central Station in the car park adjacent to One Central Square. In addition, the Council is seeking to provide a number of pick up spaces close to Central Square near to the station. The specific locations for these facilities are still to be identified.

In terms of the development of a cycle hub, a dedicated facility is being proposed on Wood Street as part of the new public square, which will be created in front of the new UK Government offices following the demolition of St David's House. In addition, my colleague, the Cabinet Member for Strategic Planning & Transport, is seeking to provide a number of new cycle parking destinations in the vicinity.

The Councillor will appreciate that the proposals for the modernisation of Central Station includes provision of a brand new consolidated undercover taxi facility on the south side of the station. This will become the primary taxi facility for both the Station

and the proposed metro link in addition to the main cycle hub will also be located on the south side of the station.

Supplementary Question – Councillor Mackie

Thank you that was excellent I'm sure I'll have taxi drivers more than pleased to hear that. Is there any provision for public toilets in Central Square as well?

Reply – Councillor Goodway

There are no definite proposals for public toilets other than within the bus station facility itself but I refer the Councillor to the written answer to Councillor Jones Pritchard contained in the papers circulated today about the Public Health Wales Bill and the strategy on public conveniences that is being taken forward and we will make sure that the facilities that are required in the City Centre are built into that strategy.

Question – Councillor Driscoll

Dog mess on sport pitches is an issue that needs addressing. However, it's only a very small minority of irresponsible dog walkers that spoil it for the rest by not picking up their mess. Is excluding all dog walkers from vast areas of parkland and dishing out fines to people the best way of sorting this issue that seems to penalise and inconvenience all dog walkers?

Reply – Councillor Bradbury

With permission Lord Mayor I'm going to attempt to answer both questions 7 and 9 which are similar questions and I add in to the statement that I made earlier on, I should emphasise that the exercise currently underway is a consultation exercise and, as such, it is an opportunity for all Councillors and, indeed, members of public to express their views.

I don't believe that that the proposals that are out to consultation will result in excluding dog owners from using vast areas of parkland. In fact, I'm determined to avoid that particular scenario. In fact it is estimated that the total area of children's playgrounds and marked pitches for all sports equates to less than 10% of the total area of parks and public open space provision. However, I recognise that the Council's approach needs to be a proportionate one.

I am also very mindful of safety issues within our parks and, with this mind, I do believe that – owing to the risks posed – proposals to exclude dogs from enclosed playgrounds and marked sports pitches have merit and that is why they are being consulted upon at this stage.

Supplementary Question – Councillor Driscoll

A resident explained to me that her 13 year old daughter and a friend often exercise their dog in the playing fields and in the event that they accidentally hadn't noticed the dog had fouled, at what age can a child be prosecuted by the Council under these Orders and do you feel this may be stressful to them. Was the possibility that children could be fined included in the consultation papers sent to all schools. I don't think for one minute that we will be fining Children under this Order but at what age do you draw the line at issuing a fine 12-18 years of age?

Reply – Councillor Bradbury

I am happy to look at that, a degree of common sense in that scenario would have to be used wouldn't it by the authorities who are enforcing it in our parks. This is a scenario that hasn't happened, if it happened we would judge it at the time.

You have played on all our sports pitches, I wonder how supportive Llandaff Rugby Club are of these proposals because over the years they have contacted me on several occasions about the state of municipal sports pitches and dog fouling. A proportionate approach is needed.

Question – Councillor Berman

Since he took ownership of House of Fraser, there have been media reports that Mike Ashley has been attempting to save stores which were previously earmarked for closure and 20 stores are reported to have been successfully saved as a result. In the light of this, what action, if any, has the council been taking towards securing the possibility of the Cardiff branch of House of Fraser being retained?

Reply – Councillor Goodway

Since the announcement that Howells 'is to close' the Council has worked closely with the owners of the building – Naissance Capital - to find a sustainable long term future for the building.

This has considered a wide range of potential uses including the possibility of retaining the House of Fraser Store in all or part of the building.

I understand that following Mike Ashley's acquisition of the business negotiations have been progressed with the owner, and are still on-going, which could result in Cardiff retaining a House of Fraser store.

I am advised that I can anticipate an announcement in the near future. I have personally met with the owners of the building and can confirm that they are fully cognisant of the importance of the building to Cardiff's city centre and are absolutely committed to finding a solution that will support the vibrancy of the city centre and protect and retain as many jobs as possible.

Supplementary Question – Councillor Berman

It is important we draw a distinction between just finding an ongoing use for the building and doing what we can to try and save the Howells Store because I think if it is lost it will mean that there is a gap in the provision within Cardiff city centre.

Can you just assure us that in terms of any action that the Council is taking, that first and foremost you are going to try and retain the existing House of Fraser Store?

Reply – Councillor Goodway

As I said we are expecting an announcement imminently.

Question – Councillor McGarry

Could you please clarify what is proposed regarding banning dogs from some of Cardiff's parks?

Reply – Councillor Bradbury

I would refer you to the answer that I provided earlier to the question from Councillor Driscoll.

Supplementary Question – Councillor McGarry

I would just like to ask whether you would consider extending the deadline for the consultation and maybe changing the consultation because a lot of residents have come and said that they think the consultation is flawed. The questions asked covered issues that responsible dog owners have always been aware of for example: - not taking dogs into playgrounds and school playgrounds. It is irresponsible dog owners that do not comply and enforcement is necessary. Also the consultation has not been widely available as stated in the Cabinet papers, it's not gone to Vets, or places where people walk their dogs, there are no posters in the Parks that say there is a consultation going on so I don't think that dog owners have been informed enough about the consultation and I'm wondering if you will extend it and put it these places.

Reply – Councillor Bradbury

It is difficult to say the consultation hasn't been made widespread enough when over 1000 people have responded to the consultation within the first 3 days.

I'm willing to look at the issues you are raising and I will reiterate again for Councillor McGarry and I know there are local issues in her particular patch which have been raised not just by her but by her ward colleagues and by Councillor Jones. These are issues I believe can be worked through, I'm not looking to punish responsible dog owners and I completely agree with you, we shouldn't have to be in this position when 98% of dog owners are responsible. But sadly we are, there was a case that came to RCT where a rugby player lost a leg as he had fallen on a field with dog mess on, it is a real issue and it does need to be addressed but we will do it in a proportionate way and I appreciate your passion on this subject.

Question – Councillor Philippa Hill-John

When will the Council confirm the specification for the new primary school in the Plasdwr development?

Reply – Councillor Merry

The outline planning permission for the first new primary school in North West Cardiff, on the Llantrisant Road site, identifies that the school will be two forms of entry, and specifies the land allocated for the school and its location.

The establishment of any new school provision requires the Council to bring forward a statutory consultation process. The Council expects to bring forward proposals for new school provision in the North West and North East of Cardiff early in the New Year, and to consult widely on these proposals in the spring.

Supplementary Question – Councillor Philippa Hill-John

In discussion with the developers the understanding that we have in our respective wards is that the commitment was made that the school would be built by December, so how can developers be expected to sell properties on the premise of what might be not what should be.

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

Reply – Councillor Merry

If you've got any concerns if you could email me, as far as I understand it is progressing exactly as the developers should have anticipated. You do have a difficulty in terms of putting new schools in, too early and there is an issue in terms of the financial stability of the new school but also the impact on existing schools. If you have any concerns can you email me separately.

Question – Councillor Sandrey

Does the Council have a view on the proposed closure of St David's medical centre in Pentwyn, particularly in light of the proposed housing developments in the north east of the city?

Reply – Councillor Elsmore

I understand from Health Board colleagues that the proposed consolidation of services at Pontprennau Medical Centre is under consideration for a number of reasons, including the need to cater for the anticipated demand arising from the growth of our city.

In relation to the matter in question, this relates to a decision which rests solely with Cardiff & Vale University Health Board.

However, together with health, the Council are members of a Partnership Board which takes an integrated approach to asset management in relation to major decisions. This is to ensure we work closely to align services, where possible.

Supplementary Question – Councillor Sandrey

I appreciate that health services are not in the remit of this Council but there is real concern in Pentwyn and Pontprennau about the GP provision especially in light of the much needed thousands of houses proposed to be built in the North East of the City.

Can I request that as the Council is responsible for these developments that they could ask questions of the Health Board to ensure there is sufficient provision for primary health care access for both current and future residents?

Reply – Councillor Elsmore

Perhaps I should declare an interest Lord Mayor as an Independent Member representing local authorities on Cardiff and the Vale University Health Board, but just to say I'm absolutely happy both personally and through officers to seek the assurance that you ask for.

Question – Councillor Gordon

Is there a policy for cutting down hedgerows and roadside trees during the nesting season?

Reply – Councillor Bradbury

It is Council policy to undertake the cutting of roadside hedgerows from September onwards on an annual basis. The timing of operations takes into account the main breeding season for nesting birds, which runs from March to September.

Under Section 1 of the Wildlife & Countryside Act of 1981, it is an offence for a landowner to intentionally damage or destroy the nest of any wild bird while it is in use or being built. Similarly, it is policy to undertake the majority of programmed street tree maintenance during the period from September to February.

Where works are undertaken outside of this period, pre-inspections are undertaken by competent staff ensuring that there are no nests or nesting birds present.

The Council also has a Duty of Care in ensuring that its tree stock is safe. In this respect, there are occasions when this duty overrides this legislation.

Supplementary Question – Councillor Gordon

So from what you have said, sometimes it does happen that hedgerows are cut down during the nesting season and this definitely did happen on Llantrisant Road making the way clear for the new developments up in Plasdwr.

Do you think that checks were made and who made those checks as to whether there were nests there or not, because these were very mature thick hedgerows which residents are really very concerned about the loss of.

Reply – Councillor Bradbury

If your question is relating to a planning application that would have gone through, as part of the legislation, the planning process. It wouldn't be something my officers would deal with it would have been dealt with by conservation officers and officers in Planning. I would direct your question there but I am happy to discuss the general issue that your original question related to.

Question – Councillor Williams

A recent report highlighted that the City is close to full capacity for English-medium secondary school places. Pontprennau Primary School is the City's most oversubscribed primary school and currently the catchment high school is Llanishen, an oversubscribed high school. With the Administration's Local Development Plan underway, the development of approximately 4,500 dwellings will be built between Lisvane and Pontprennau.

A developer recently advised me that the Council's Education Directorate has advised them there is no urgent need to develop education provision in key strategic sites, including that between Lisvane and Pontprennau – is this correct and, if so, why? And, if this is incorrect, then what message is the Council providing to developers on education provision in strategic development sites?

Reply – Councillor Merry

I am not sure after tonight whether Councillor Williams thinks that we are building too many schools or too few. We recognise the capacity issues in terms of secondary school places which is why we are embarking on the biggest school building programme in Wales, but returning to the LDP; Education requirements are considered in accordance with LDP policy KP2 and school provision is brought forward with appropriate phasing. This phasing is carefully planned to avoid destabilising existing schools in closest proximity to the sites.

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Outline planning permission has been granted for a 2-form entry primary school on the Churchlands development at LDP Strategic Site F, as well as a 1-form entry primary school, with potential expansion to 2-form entry, on the St Edeyrns site at Strategic Site G.

A formal planning application for the remainder of Strategic Site F has not been submitted to date, but discussions with developers have been clear and in line with current policy.

Supplementary Question – Councillor Williams

I am really disappointed because I feel that we are failing thousands of families in Cardiff North and Cardiff West because we have been told that we are reaching the maximum capacity for English Medium secondary places and in the St Edeyrns development I've got children going to 36 different primary schools.

As a Councillor, my view is quite clear, we must set the strategic direction. So will you commit to ensure that the children and families of Cardiff North and Cardiff West are not left behind?

Reply – Councillor Merry

I would like to point out to the Member that although he refers to the pressure on secondary school places actually all in catchment applicants for Llanishen High School were admitted this year. In terms of Pontprennau Primary School, yes, it was the most oversubscribed community primary school in Cardiff this year – 38 pupils were refused admission, although only 8 were resident within the catchment area of the school and all of them were eventually admitted.

You have an issue when you are planning schools, if you put the schools in too early the existing schools cease to be financially viable and the new school is not financially viable because the funding is based upon pupil numbers. I'm glad that you support our Band B building programme and I hope you will help ensure that the resources that we need to do so are there.

Question – Councillor Boyle

Howardian Primary is already at near full capacity. Marlborough Primary remains over-subscribed. What is the Council doing to ensure sufficient primary school places will be available for local children should the 44 proposed new family homes be built on the site of the Howardian Centre?

Reply – Councillor Merry

The proposed housing development will be served by the new build Howardian Primary School and also by the catchment area community primary schools, Marlborough Primary and Ysgol Y Berllan Deg.

The Council opened Howardian Primary School to ensure there are sufficient places to serve this local community. Currently only 58% of pupils enrolled in Reception to Year 3 are resident within the Marlborough catchment area within which the school sits.

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Howardian is only fully subscribed in one age group, Marlborough is not full in that year group. Albany Primary School and Stacey Primary School, each within a 1.1 mile walk of the site, have spaces in all year groups. We believe there is sufficient capacity within the schools.

Supplementary Question – Councillor Boyle

The slight problem with that is that Howardian doesn't yet have its own catchment area and those figures will therefore change considerably once it is given its own catchment area.

In addition to the proposed housing development on the Howardian site, there is also set to be further development of Colchester Avenue within a quarter of a mile of the new school, as well as an accelerating flat conversion rate on Albany Road.

I just wonder how concerned you are that this represents an over intense residential development in Penylan which will recreate the same problems that lead to the need for Howardian Primary in the first place while exacerbating the pressure on local secondary schools.

Reply – Councillor Merry

I am glad you referred to the catchment area issue because that is another way of addressing over supply in a catchment area that can be looked at when we are drawing up the catchment area for the new Howardian school. I would not say there is over intense development in that area actually but that may be influenced by an area like Cathays which has suffered very intense over development with very little controls due to the lack of action on housing in our area by the previous administration.

Question – Councillor Owen-Jones

Can the Cabinet Member give a statement on the ongoing issue of student accommodation developments in Cardiff?

Reply – Councillor Wild

I think this also possibly talks to Councillor Congreve's previous concerns that she raised with the Chair of Planning and notwithstanding the Chair's comments and the excellent work of the Planning Committee on this issue. It is important, it's been reported in the papers recently so I want to make a few things clear on this.

Students are part of the diverse and brilliant population of Cardiff and along with the University, one of the main drivers of the City's economic and social growth. Well designed, affordable and well located student accommodation is what is needed for these 55,000 people

Well located schemes can provide positive economic benefits, attract investment, support local businesses, reduce travel demand and alleviate pressure for HMOs in residential areas.

In recent years, a number of schemes have been granted planning permission, with many already built, some under construction and others that have not commenced to

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date. There is clearly a demand for these properties. Any developers that would wish to change these properties into other forms of housing would be required to apply for fresh planning consent which would be subject to different design standards and financial contributions. There may be instances where this change would be beneficial to this City so we remain open minded but residents can be assured that there are protections in place to stop this being a way of getting around the system and we will hold them to account on that, it's not happening.

Supplementary Question – Councillor Owen-Jones

Thank you for that reassuring answer obviously as you and Planning well know, Adamsdown has seen a slew of housing developments, student housing developments on one side.

A big concern for local residents and for me personally is by changing this we miss out on social housing contributions. From your previous answer, are you indicating that if these changes come back into use, the Council will now be getting social housing contributions that they have avoided by doing student housing.

Reply – Councillor Wild

You just explained it possibly better than I did, that's exactly the way it works.

Question – Councillor Graham Thomas

What is the expected timeframe until the Park and Ride at Junction 33 is operational?

Reply – Councillor Wild

As part of the LDP programme, Planning permission for the development of 'Land to the North of Junction 33 of the M4' was granted in September last year.

The Section 106 Agreement provides the timeframe for when the Park and Ride facility has to be implemented. It will be delivered in two phases and is subject to reserved matters.

The first phase of the Park and Ride will provide the capacity for 500 car parking spaces and will be completed by the occupation of the 500<sup>th</sup> dwelling, so it's a trigger point on the developers.

The second phase will provide the capacity for an additional 500 car parking spaces and will be completed by the occupation of the 750<sup>th</sup> dwelling. That said I would like to see it coming in earlier as we all would, we know it is an important thing for transport in that area.

Supplementary Question – Councillor Graham Thomas

I asked this question because there has been a recent report over negotiations with the Welsh Assembly over the access at junction 33 that the park and ride negotiations might not conclude until 2020 and that build progress will be slow. This project is the only substantial transport infrastructure improvement in the North West of Cardiff in the LDP and with the Metro line Northwest of Cardiff still just an idea without much momentum, without funding, without timelines and as house building continues at really an incredible pace in the Northwest of Cardiff, 10,000 houses

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potentially coming, what are you doing to address the issue of any potential delay in the availability of the Park and Ride which is integral to all of the strategic sites not just the 1500 at that particular site, being so integral what can we do to address this potential delay.

Reply – Councillor Wild

We are also looking at Junction 34 and we have raised this with the Welsh Government and the Vale of Glamorgan, we would like to see an addition in there. I don't recognise that there aren't other infrastructure projects coming forward, I do recognise that we haven't particularly communicated those well and I have worked with some of your colleagues on the kind of communication they would like to see and a number of people from different parties and we will be bringing that forward shortly. I agree that we want to get that in as soon as possible, but it is a trigger and once those houses are being built, it's when a certain amount are built that they have to have those things in place by and we will be holding them to account on that.

Question – Councillor Jacobsen

The Doctors surgery in my Ward is moving to Pontprennau. Can the Cabinet Member provide information relating to taxi drop off points?

Reply – Councillor Wild

I understand that the Pontprennau Medical Centre is located opposite the primary school on the roundabout at the junction.

Taxi drivers should not pull onto the pavement at the front of the medical centre or stop on the double yellow lines on the roundabout and approaches to the junction. However, they should be able to pull into the medical centre car park to drop off or pick up patients using the centre, but they should not cause an obstruction to other vehicles.

Alternatively, I am advised that information on transport links between Pentwyn and Pontprennau, including bus and community transport services, is available from both the Pontprennau Medical Centre reception and website.

Supplementary Question – Councillor Jacobsen

If you have any meetings with the CHD or any partners of the practice will you please keep us informed as Councillors and keep us up to date so we can be transparent with our residents.

Reply – Councillor Wild.

Happy to.

Question – Councillor Hudson

With all the high-profile events being staged in the city, can we have a workable strategy for the mass exodus of people at the close of events and a way of ensuring that public transport is highly visible and available to effect a smooth exit?

With such events, can we be sure that we can evacuate the city centre and get citizens and visitors home safely and quickly?

Reply – Councillor Wild

We are proud that Cardiff has become a prime location for big events and some fantastic ones that we have seen over the summer. We do have a team Cardiff approach I don't quite buy the idea that we don't have a plan for this, the team Cardiff approach has main partner agencies and stakeholders coming together and working together incredibly successfully, having said that we do have to get 80,000 people, sometimes more, out of the City and they all want to get home pretty quickly don't they. Generally this system works very well, it's very much a workable strategy but we are in discussions with the Metro to make sure that when that comes on, we are looking at extended hours, more platforms that has a kind of event strategy side to it as well and should make it an even easier way of getting home after events.

Supplementary Question – Councillor Hudson

I just wondered if we could have some kind of consultation or working party on this to come up with a joined up strategy as the exodus from events to get home is often very frustrating and very long winded because it may take hours as I have been told by some of my residents. We could ask them to come up suitable solutions or recommendations to form this and it could come from the economy and culture or other portfolios as it touches on several areas.

Reply – Councillor Wild

I just don't buy that somehow this a strategy that isn't working, we operate huge events and people getting home, if you think there is an issue and it could be refined then it might be something you want to raise with one of the scrutiny committees to look into but I don't think it's something we need to put in place, it's a service that we think is operating pretty well.

Question – Councillor Driscoll

There's a feeling amongst residents of Danescourt that the closure some time ago of Waterhall Youth Centre was premature and short sighted. It was said that it was closed due to a lack of funding, so residents would like to know how much was spent on the total refurbishment and kitting out of the building and equipment to form what is there today?

Reply – Councillor Merry

The decision to close the Waterhall Youth Centre on the Ysgol Plasmawr School site was taken as a review of the way we ran our Youth services, a review driven by the UK Governments austerity cuts. You have to accept that if Councils funding is cut then there will be consequences, you may think that is a necessity but that is simply a fact of life.

The Council has worked closely with Ysgol Plasmawr over the past 18 months to rationalise and refurbish the building to enable it to become a Sixth Form learning centre for the school. We have all been talking about pressures on our secondary schools this evening.

To date, the Education & Lifelong Learning Directorate has contributed a sum of £185,000 towards the costs of refurbishment, I'm sure you will welcome this investment in Education for the benefit of young people in your area.

Supplementary Question – Councillor Driscoll

My understanding is the figure is quite substantial and I don't begrudge Plasmawr for the facility I understand it is brilliant. My question is and I'm sure the Councillor for Butetown would tell you, I know we have done some fantastic work with young people in Fairwater and Danescourt and youth clubs reduce crime antisocial behaviour and produces better outcomes for young people. Will you discuss with the school the possibility that some youngsters can share that brilliant facility by opening some additional evenings as a youth club?

Reply – Councillor Merry

As I understand it there is nothing to stop the school from operating an after school facility within its school building if it so wishes.

73 : URGENT BUSINESS

There were no urgent items.

74 : APPOINTMENT OF LOCAL AUTHORITY SCHOOL GOVERNORS

The Council was requested to approve the recommendations of the Local Authority Governor Panel 17 September 2018

RESOLVED – That

1. the following appointments be approved to existing vacancies: -

<b>School</b>	<b>Ward</b>	<b>Start of Vacancy</b>	<b>Appointment Approved</b>
Baden Powell Primary School	Splott	24/04/2018	Stuart Parson
Bryn Celyn Primary School	Pentwyn	04/07/2018	Iain MacDonald
Cantonian High School	Fairwater	24/04/2018	Angela Jones-Evans
Fairwater Primary School	Fairwater	03/07/2018	Jayne Barry
Llysfaen Primary School	Lisvane	08/12/2018	Carla Giudice
Pentrebane Primary School	Fairwater	10/07/2018	Doug Corp
Radyr Primary School	Radyr & Morganstown	27/11/2017	Gerard McNamara
Rhiwbeina Primary School	Rhiwbina	22/11/2017	Kara Conlon
St Alban's RC Primary School	Splott	21/09/2017	Emily Zepeda
Willows High School	Splott	12/03/2017	Karen Dummett
Ysgol Gymraeg Treganna	Canton	25/10/2017	Sion Ap Glyn

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2. the following appointments be approved to future Local Authority vacancies

<b>School</b>	<b>Ward</b>	<b>Start of Vacancy</b>	<b>Appointment Approved</b>
Danescourt Primary School	Llandaff	28/11/2018	Marie John
Ton Yr Ywen Primary School	Heath	24/10/2018	Oliver Owen
Ysgol Gymraeg Treganna	Canton	28/11/2018	Susan Elsmore

**75 : COMMITTEE MEMBERSHIP**

The Council was requested to approve nominations to vacancies in accordance with political group and as reported on the amendment sheet for Council.

RESOLVED – That the following appointments to Committee vacancies be approved in accordance with Party Group wishes:

<b>Committee</b>	<b>Appointment</b>
Employment Conditions Committee	Councillor Bob Derbyshire
Licensing Committee	Councillor Bob Derbyshire
Public Protection Committee	Councillor Bob Derbyshire

**76 : APPOINTMENT OF REPRESENTATIVES TO OUTSIDE BODIES**

No nominations had been received for vacancies on the Cardiff and Vale Community Council and Standing Council for Religious Education in Cardiff.

**77 : WRITTEN QUESTIONS**

In accordance with Council Procedure Rule 17 (f) [Written Questions](#) received for consideration and response had been published.

*The meeting ended at 18.40pm*

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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**



**COUNCIL:**

**25 OCTOBER 2018**

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**QUESTION TO COUNTY COUNCILLOR MICHAEL MICHAEL  
(CABINET MEMBER FOR CLEAN STREETS, RECYCLING &  
ENVIRONMENT)**

**PUBLIC QUESTION FROM MR TIM LONDON**

What additional resources would be applied by the Council (if any) in terms of the enforcement of the dog control PSPO (Public Space Protection Order) and how will these be financed?

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**COUNCIL:**

**25 OCTOBER 2018**

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**QUESTION TO COUNTY COUNCILLOR MICHAEL MICHAEL  
(CABINET MEMBER FOR CLEAN STREETS, RECYCLING &  
ENVIRONMENT)**

**PUBLIC QUESTION FROM MR ALLEN**

In an effort to reduce plastic waste and make Cardiff a more environmentally friendly city, would you consider installing drinking water fountains in the city centre?

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**COUNCIL:**

**25 OCTOBER 2018**

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**QUESTION TO COUNTY COUNCILLOR LYNDA THORNE  
(CABINET MEMBER FOR HOUSING AND COMMUNITIES)**

**PUBLIC QUESTION FROM ADAM JOHANNES**

For years grassroots groups have distributed free food in Cardiff City Centre. Recently several groups report being asked by the council to move from their usual spots away from the centre to areas where the volunteers feel unsafe and vulnerable. One group asked to move has served food once a week in the same spot for almost a decade.

These projects have become increasingly important with the growth of people in extreme poverty including rough sleepers and asylum seekers. The food provided by the volunteers is one of the small comforts these people can look forward to, especially as the weather gets colder a hot meal could literally be life-saving.

On social media many people have expressed concern saying 'the volunteers should not be treated like a nuisance by Cardiff Council and shoved off. They should be supported and applauded for their generosity'.

We would like to know the reason and rationale for these projects being asked to move out of the city centre and the formal justifications for this new change in policy and approach?

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# Audit Committee Annual Report 2017/18



## Cardiff Council







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## **1. Foreword by Ian Arundale, Chairperson of the Committee**

I am pleased to present this report, which provides an overview of the Audit Committee's work in the municipal year 2017/18. Since taking the role of Chairperson in June 2015, I have been well supported by the strong teamwork of the Audit Committee, and I am very grateful to Deputy Chairperson Hugh Thomas for chairing two Audit Committee meetings in 2017/18.

This year saw changes in the Audit Committee membership due to the Council elections in May 2017. We have already felt the benefits of the knowledge, expertise and keen interest of our new members through their contributions to Audit Committee meetings.

I wish to record my thanks to all Elected Members and the Independent Lay Members who have served on the Committee this year. The year began with six Councillors joining the Audit Committee four of which were new to the Audit Committee. All Councillor Members of the Audit Committee received Induction training prior to their first attendance at Audit Committee. Members from across the political groups have come together in an effective way in our five meetings this year. It is also encouraging to report well-attended meetings, given how busy members are in fulfilling other roles and responsibilities.

Throughout the year Audit Committee has continued to receive highly valued professional support from Accountancy, External Audit (Wales Audit Office), Internal Audit, Risk Management and Treasury Management. Additionally, we have invited officers to attend Committee to respond to concerns raised by Members or identified through various Committee reports, such as those from internal and external audit.

We have reviewed our work programme at each Committee meeting, taking account of changing risks and priorities through the reports and information we receive from Members, Officers, external stakeholders and other Committees of the Council. Our Work Programme has been busy this year with a wide range of matters brought before the Committee.

We held a self-assessment workshop for the Audit Committee in March 2018, where we reviewed our performance against the best practice CIPFA framework. The assessment gave the Committee an opportunity to reflect on the first year of working together identifying both our achievements and areas for improvement and attention against a robust framework. Some areas of improvement have been identified which are reported in an action plan appended to this report which looks to engage Audit Committee with stakeholders and partners through the development of a Communication Plan, network engagement with other Audit Committees and building on the knowledge and skills we currently have within the Committee.

We acknowledge our broad and important role and have reflected on the effectiveness of governance, risk management and control in providing an overall assurance opinion and informing the Council's Annual Governance Statement 2017/18.

This year has seen members of the Senior Management Team coming to Committee and providing a full overview of their areas of responsibility in respect to their approaches to governance, risk and internal controls. Whilst, welcomed by Audit Committee we continue to emphasise the need for the Council to ensure that it fulfils its responsibilities and ensures that robust arrangements are in place for effective governance, risk management and control. These components being essential to excellent delivery of Public services.

Looking forward to 2018/19, the financial challenges facing the Council and public services will continue through reduced funding and increasing demand for services and ever improving performance. Within this context, the importance of an effective Audit Committee remains critical.

## 2. The Role of the Audit Committee

The Audit Committee's role is to increase public confidence in the objectivity and fairness of financial and other reporting and provide independent assurance over governance, risk management and control processes.

The Local Government (Wales) Measure 2011 requires a Local Authority to have a Committee to:

- review and scrutinise the authority's financial affairs
- make reports and recommendations in relation to the authority's financial affairs
- review and assess the risk management, internal control and corporate governance arrangements of the authority
- make reports and recommendations to the authority on the adequacy and effectiveness of those arrangements
- oversee the authority's internal and external audit arrangements, and review the financial statements prepared by the authority.

The Measure also requires Councils to have Lay Members in their Audit Committees. The Council has determined that the membership of its Audit Committee would be twelve Members (eight Elected Members and four Independent Lay Members), which meets the requirement of the Measure and the proposals in the draft Local Government (Wales) Bill.

The Terms of Reference of the Committee for 2017/18 was as follows:

### Governance, Risk & Control

- To review the Council's corporate governance arrangements against the good governance framework and consider annual governance reports and assurances.
- To review the Annual Governance Statement prior to approval and consider whether it properly reflects the risk environment and supporting assurances, taking into account the internal audit opinion on the overall adequacy and effectiveness of the Council's framework of governance, risk management and internal control.
- To consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
- To consider the Council's framework of assurance and ensure that it adequately addresses the risk and priorities of the Council.
- To monitor the effective development and operation of risk management in the Council.
- To monitor progress in addressing risk-related issues reported to the Committee.
- To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
- To review the assessment of fraud risks and potential harm to the council from fraud and corruption.
- To monitor the counter-fraud strategy, actions and resources.

## Internal Audit

- To approve the Internal Audit Charter.
- To approve the risk-based internal audit plan, containing internal audit's resource requirements, the approach to using other sources of assurances and any work required to place reliance upon those other sources.
- To approve significant changes to the risk-based internal audit plan, including audit's resource requirements, the approach to using other sources of assurance and any work required to place reliance upon those other sources.
- To approve significant interim changes to the risk based internal audit plan and resource requirements.
- To make appropriate enquiries of both management and the audit manager to determine if there are any inappropriate scope or resource limitations.
- To consider reports from the Audit Manager on Internal Audit's performance during the year. These will include:
  - Updates on the work of internal audit including key findings, issues of concern and action in hand because of internal audit work
  - Regular reports on the results of the Quality Assurance and Improvement Programme
  - Reports on instances where the internal audit function does not conform to the PSIAS and Local Government Application Note considering whether the non- conformance is significant enough that it must be included in the Annual Governance Statement.
- The opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and internal control together with a summary of the work supporting the opinion – these will assist the committee in reviewing the Annual Governance Statement.
- To consider summaries of specific internal audit reports as requested.
- To receive reports outlining the action taken where the Audit Manager has concluded that management has accepted a level of risk that may be unacceptable to the authority or there are concerns about progress with the implementation of agreed actions.
- To contribute to the Quality Assurance and Improvement Programme and in particular the external quality assessment of internal audit that takes place at least once every five years.
- To consider a report on the effectiveness of internal audit to support the Annual Governance Statement, where required to do so by the Accounts and Audit Regulations.
- To support the development of effective communication with the audit manager.

## External Audit

- To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance.
- To consider specific reports as agreed with the external auditors.
- To comment on the scope and depth of external audit work and to ensure it gives value for money.
- To commission work from internal and external audit.
- To advise and recommend on the effectiveness of relationships between external and internal audit and other inspector agencies or relevant bodies.

## Financial Reporting

- To review the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
- To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.
- To seek assurances that the Council has complied with the Treasury Management Strategy and Practices by demonstrating effective control of the associated risks and pursuing optimum performance consistent with those risks.

## Accountability Arrangements

To report to Council on the Committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of the governance, risk management and internal control frameworks, financial reporting arrangements and internal and external audit functions.

- To report to Council on an annual basis on the Committee's performance in relation to the terms of reference and the effectiveness of the committee in meeting its purpose.
- To raise the profile of probity generally within the Council and to report on matters of concern to the individual Cabinet Member, relevant Scrutiny Committee, Cabinet or to Council as necessary and appropriate.
- To work in synergy with the Scrutiny Committees of the Council and liaise with other Council Committees as and when appropriate to avoid duplication in work programmes.

## Training & Development

- To attend relevant training session in accordance with the Member Development Programme including specialist training tailored for Members of the Audit Committee e.g. treasury management.

## **3. Our Work in 2017/18**

The Audit Committee receives regular reports in relation to standard agenda themes and receives reports of interest based on risk, governance or internal control issues. Each aspect is reported on below.

## **4. Standard Items**

### **4.1 Finance**

The Corporate Director Resources (Section 151 Officer) has provided financial updates at every meeting outlining the budget strategy, financial resilience and the Council's overall financial position. This is to provide Committee Members with an overview of the financial standing of the Council. It has provided a regular opportunity to raise questions on the budget and general finance matters during a period of ongoing unprecedented financial pressure.

The Audit Committee has noted the challenges facing the Council in respect to its budget strategy for both the year hence and the medium term.

The Committee has received and had the opportunity to comment on key finance reports in 2017/18, including:

- Draft Statement of Accounts 2016/17 and Audit Report

- Cardiff & Vale of Glamorgan Pension Fund Statement of Accounts 2016/17 and Audit Report
- Treasury Management reports and updates
- Financial Resilience updates and snapshots
- Draft Statement of Accounts/Annual Governance Statement 2017/18.

As reported in 2016/17, the Audit Committee continued to express concern about significant overspends and unrealised savings targets in the Social Services Directorate. The Director of Social Services attended Committee in January 2018 in order to provide an update on the challenges facing the directorate as well as providing a full overview of the assurance control environment.

## 4.2 Governance and Risk Management

The Audit Committee has formed a view on the Council's governance, risk management and internal control arrangements taking into account the information presented by the Corporate Director Resources (Section 151 Officer), the Wales Audit Office (WAO), the Audit Manager, Risk Management Team and other officers of the Council.

The Audit Committee plays a key role in contributing to and challenging the contents to be included in the Annual Governance Statement (AGS). The AGS is an important governance disclosure document and forms part of the Statement of Accounts. The Audit Committee considered and approved the AGS as part of the Statement of Accounts 2016/17 in June 2017 and September 2017.

The Committee has had early involvement in the draft AGS 2017/18, in which the 'Opinion of the Audit Committee' (section 8) will be disclosed.

The Committee has received and had the opportunity to comment on the following governance and risk management disclosures:

- June 2017 – Corporate Risk Register Year-End Position 2016/17
- June 2017 – Senior Management Statement Review Year End 2016/17
- September 2017 – Progress on Implementation of the Statement of Actions
- November 2017 – Corporate Risk Register Mid – Year Position 2017/18
- January 2018 - Senior Management Assurance Statement Mid-Year Responses 2017/18
- January 2018 - Mid-year AGS Action Plan of significant governance issues
- March 2018 – Corporate Risk Register Q3 Update
- March 2018 - Draft AGS 2017/18.

We are pleased that the Chief Executive disclosures have continued in 2017/18 and the Committee will welcome the Chief Executive at our June 2018 meeting.

The Audit Committee welcomed the opportunity to comment on the Draft Code of Corporate Governance in January 2018 prior to its approval at Constitution Committee and Council. This code focuses on how principles of good governance are applied, how governance is assessed and how the assessment is used.

The Committee also had the opportunity to provide early comment on a draft Risk Management Strategy and Policy that will be put forward to Cabinet in summer 2018. The Committee was very keen for Risk Management to be communicated to officers and stakeholders in a way that engaged participation. Subsequently, the Committee was pleased to receive a summary version of the Policy and Strategy that communicated the core principles in simple language.

The Committee has been informed of the approaches being taken in respect to risk and governance.

### **4.3 Treasury Management**

The Treasury Management Strategy approved by the Council, sets out the role Committee Members have to fulfil in this area.

Over the past twelve months, the Committee has received reports on the Treasury Management Annual Report, Mid-Year Report 2016/17, Treasury Management Strategy 2017/18 and the Treasury Performance and Practices Reports.

Through the treasury management reports and updates in each Committee meeting, Members have taken the opportunity to scrutinise and challenge the approach adopted and decisions taken. This is a complex area, and the Committee believes that it has added value by probing and scrutinising strategies, reports and data provided.

### **4.4 External Audit (Wales Audit Office)**

The Committee places reliance on the work of the Wales Audit Office (WAO) as the Council's external auditors. The Committee has received key documents throughout the year:

- Cardiff Regulatory Programme Letter 2017-18;
- Audit of Financial Statements for Cardiff Council 2016/17;
- Audit of Financial Statements Report – Cardiff & Vale of Glamorgan Pension Fund 2016/17.

The Audit Committee has received regular updates from WAO and this was led by Matthew Coe (Audit Manager) and continued by Phil Pugh when Matthew left his role as Audit Manager.

Additionally Audit Committee Members receive a number of other national and regional reports and studies from WAO in each meeting, with the key findings and messages communicated.

### **4.5 Internal Audit**

The Committee continues to place reliance on the work of the Council's in-house Internal Audit Team. The Audit Committee approved the Internal Audit Charter on an annual basis in both March 2017 and March 2018. The Committee also approved the 2017/18 Internal Audit Plan and monitored its progress receiving revisions to the plan throughout the year. The Committee welcomed 80% completion of the Audit Plan by 31 March 2018 and it forms a good baseline for measuring performance in the future. The Committee has also approved the 2018/19 Audit Plan in March 2018. The Committee received the following key documents during the year:

- Internal Audit Quarterly Progress Reports
- Internal Audit Recommendation Tracker
- Internal Audit Annual Report
- Changes to key documents / policies.

The Management arrangements introduced in March 2016, where the Head of Finance has acted as Internal Audit Manager have continued throughout 2017/18. The Head of Finance has provided all necessary updates to Audit Committee, supported by two Group Auditors. The Audit Manager provides a functional reporting role to the Audit Committee and an administrative reporting role to the Corporate Director Resources. The Committee remains assured that safeguards are in place to remove the Head of Finance from involvement in the audits of the finance function.

Contained within the 2017/18 Audit Plan were four themed audits targeted to gain assurance in each directorate across the Council. The themed audits were Commissioning & Procurement, Effective Decision Making, Governance and Payroll. In addition, an Income audit was carried out across a wide sample of schools. The Audit Committee received a summary of recommendations against each directorate.

An overview of all issued audit reports has been provided to the Audit Committee but emphasis has been on recommendations particularly in respect of those rated as Red or Red / Amber. This year has seen the Audit Committee provided with detail of all audit recommendations and the associated management response and an update as to when the actions have been completed or remain due. This detail has been useful in providing assurance to the Committee that recommendations are acted upon and it is right that this Committee is used as an escalation point where actions are not progressed in sufficient time.

Internal Audit is required to be subject to an external review every five years in order to conform to the mandatory Public Sector Internal Audit Standards (PSIAS). The Audit Manager of Rhondda Cynon Taf Council carried out this review during 2017/18. The Audit Committee received a presentation and a report in March 2018, which provided assurance that the Internal Audit function conformed to the standards. The Committee was informed that the Audit Manager for Cardiff Council had undertaken a PSIAS review for Swansea Council during 2017/18.

The Audit Committee also welcomed the opportunity to comment on the Council's revised draft Financial Procedure Rules and Contract Standing Orders & Procurement Rules prior to approval at Constitution Committee.

The Committee will receive a full year overview of audit work completed, and key messages, when the Internal Audit Annual Report is presented to the June 2018 meeting of the Audit Committee. This report will provide the Audit Manager's opinion on the Council's overall position in relation to risk, governance and internal control.

## **5. One-off Items**

The Committee welcomed an initiative this year where each Director presents a summary overview of their areas of responsibility in respect to control, governance and risk

### **5.1 Education & Lifelong Learning**

The Director of Education attended Audit Committee in September 2017 to report on School Governance and Financial Deficits.

It was reported that 13 schools (6 primary, 6 secondary and 1 Special) carried forward deficit balances into the financial year 2017/18, but each school and governing body had a Medium Term Financial Plan (MTFP) to balance the budget and finance officer support. In September 2017, the Director of Education provided assurance that every school in deficit had achieved a balanced in-year budget with no further increases in planned deficits. This matter continues to be monitored through the corporate risk register mechanism. Audit Committee showed a particular interest in that the number of schools holding balances in excess of £100,000, was the same as the number with a deficit. The Committee will continue to monitor the control of surplus balances in order to be satisfied that value for money principles are being upheld.

School governance has also continued to be highlighted as an area for improvement through the results of the internal audits undertaken and a Control Risk Self-Assessment (CRSA) audit process. Audit Committee continues to monitor the results of internal audit reports, together with the effectiveness of interventions where they have been required to improve financial management and governance. Where significant governance issues arise, then the Committee will consider asking that individual school to attend. The Committee continued to monitor progress against recommendations for those reported in the previous year.

### **5.2 City Operations**

The Director of City Operations attended Audit Committee in November 2017 in order to report on the governance, management of risk and internal controls within the directorate. The Committee discussed contract monitoring arrangements in respect to the leisure contract undertaken by Greenwich Leisure Limited (GLL) and will look to ensure that the Council is taking active steps to monitor GLL's performance in discharging its contract going forward. Advice given to the Committee was that mitigations were in place to preserve the transport infrastructure estate.



### **5.3 Social Services**

The Director of Social Services attended the Committee in January 2018 and summarised the directorate's management and mitigation against Directorate and Corporate Risks, an overview of the assurances set out in the Senior Management Assurance statement and details of the monitoring and implementation of recommendations made in reports received from Internal Audit. The Director set out the number of measures to identify risks for management attention. The Committee received assurance that the Directorate has a uniform Risk management structure that enables clear visibility of potential matters at all levels of the directorate.

The Director assured the Committee that the directorate management team take ownership of, and are responsible for, delivering actions against internal audit recommendations. There was great value placed on the Relationship Manager meetings held between the Group Auditor and the Director. The focus of challenge was primarily in respect to the timescales for implementation rather than the audit recommendations.

The Committee also noted that the director was retiring at the end of March 2018 and, whilst thanking him for all his efforts, expressed interest in the transitional arrangements to the new leadership structure. The Committee will be interested in ensuring that the new arrangements look to retain the strong governance arrangements in place and build on them going forward. The Committee expressed its gratitude and appreciation for his service to the Council.

### **5.4 Economic Development (incl. Commercial Services)**

The Director of Economic Development attended the Committee in March 2018, and summarised the approach taken to managing governance and internal control within the directorate.

The Committee was advised that the Directorate has developed a clear structure and process for managing and monitoring its strategic and operational risks that are related to its responsibilities and commitments. Service risk registers have been developed across all teams with a focus on prompt risk identification.

The Directorate Management Team is actively engaged in a review of the Directorate Senior Management Assurance Statement. Overall, there is a strong application of governance and controls across the directorate with an improved position in terms of risk identification and management following the development of service risk registers for all teams across the directorate.

Many of the services within the directorate are income generating and the Committee was provided with an overview on how value for money is delivered with a focus on developing contracts and customer retention.

The Committee reviewed the audits completed in respect to the directorate and gained assurance that recommendations were implemented in a prompt and timely manner. The Committee probed the Director of Economic Development and Assistant Director, Commercial Services to gain assurance that Health & Safety is managed effectively, and sought and gained assurance that there have been no statutory breaches. The Committee fully appreciated the amount of work that has been undertaken over the last year in respect to assets and buildings (including schools) but also noted there was a lot more work to do and will look for an update during 2018/19.

The Committee enquired about the governance structures in place across the community when the city hosts large events. The Committee was informed that a stakeholder group was at the centre of the governance structure with representatives from business and the community, and that meetings were held both before and after each event.

### **5.5 Charging for Service and Generating Income**

In September 2017, the Committee received a report from the Head of Finance outlining Cardiff's position against the All Wales position as outlined in the Wales Audit Office (WAO) study 'Charging for Services and Generating Income by Local Authorities.

The Committee considered Cardiff performance against the All Wales average and looked to understand the reasons for the performance of some of the key indicators. The Committee wanted to understand the cost of

generating income and considered whether some services had reached a level of income that could not be increased. The Committee noted that increasing income is not the only option available with the recent example of the transfer of leisure facilities to Greenwich Leisure Limited. The Committee determined that an annual report is to be presented each September to reflect this important line of enquiry.

## **6. Audit Committee Self-Assessment**

In March 2018, Audit Committee held a self-assessment workshop, where a review of performance is held against a best practice CIPFA framework. A new version of the best practice CIPFA framework was due to be published in the autumn of 2017 but there had been delays, so the decision was taken to hold the self- assessment against the old framework. The new Framework has now been published and any key amendments will be reflected upon and updated by the Committee in June 2018.

The March 2018 assessment involved a review of good practice and effectiveness, as well as a progress review against the Audit Committee 2016/17 assessment. The assessment highlighted progress in defining the role and the terms of reference of the Audit Committee, regular review of the internal audit functions and a wider set of presentations from directors. The 2018 assessment provided Audit Committee with a good level of assurance in the delivery of its core role and function. The assessment results and the action plan of eight improvement actions are appended to this report.

The key areas of attention are looking for ways to engage Audit Committee with stakeholders and partners through the development of a Communication Plan, network engagement with other Audit Committees and building on the knowledge and skills we currently have within the Committee. The Committee is keen to have webcasting of meetings in order to communicate the importance of the work programme that we are undertaking.

As set out in the action plan for the self-assessment, the Committee is committed to its own development both as individual members and as a collective. Progress against the action plan will be presented to Audit Committee during the year.

## **7. Key Observations 2017/18**

With the support of the Wales Audit Office, Internal Audit and other Council Officers, a Work Programme was developed setting out the priorities for the year. This centred on delivering the Audit Committee terms of reference with a focus on the significant risks and challenges facing the Council.

The Committee has concentrated on getting a detailed overview of directorates in order to inform future work programme. The Committee's line of enquiry was to gather assurance that there is a consistency of approach across directorates in response to the challenges of maintaining controls, displaying good governance and managing risks. This has enhanced the Committee's understanding of the services provided and the challenges faced. In addition, the Committee has had the opportunity to challenge and discuss actions taken in response to both External and Internal Audit Reports. It is recognised that the Council has continued to face severe financial challenges with an ongoing need to realise efficiencies and implement new service delivery approaches. It is vital that good governance is maintained. The Committee will continue to support the Council as it responds to these challenges.

## **8. Opinion of the Audit Committee for 2017/18**

Based on the evidence presented to the Audit Committee during 2017/18, it is the considered view of the Committee that the Council does have, for the most part, sound financial controls and governance arrangements in place. Strategic risks representing the true challenges facing the Council are well captured and reviewed on a

regular basis. Examples of where the Committee continues to have concerns, which will be incorporated into the Committee's Work Programme for 2018/19, include:

### **8.1 Budget Prioritisation / Control**

The Audit Committee recognises the sustained financial pressure that the Council is under and has received reports detailing the challenges in respect to the prioritisation and control of budgets. Whilst the Committee notes that the overall financial position was projected to be balanced, there were some significant overspends projected across particular directorates. The Corporate Director Resources has reported the outturn position in each finance update at Audit Committee this year.

The Audit Committee continues to raise concern about directorates' ability to achieve budget savings proposals put forward, which will become an increasingly pressing issue as the financial parameters within which the Council operate become further constrained. It is positive that an increasing number of budget proposals are accompanied with detailed plans and the Committee will be interested in the level of savings achieved in 2018/19.

### **8.2 Financial / Internal Control**

The continuing reduction in resources, together with a growing population and greater demand for public services, mean that the Council is facing significant challenges in how it delivers services in the future. A key enabler for meeting severe financial pressures is reforming and redesigning services. There is a clear need to ensure strong internal controls integrate within new or reformed processes and systems. At a time when many decisions have to be finance driven, it is essential that internal controls are not neglected or impaired.

The Committee's focus this year has been to invite each Director to account for their services in respect to risk management, governance and assurance of financial internal controls. In addition, the Audit Committee receives a regular list of completed audits with the assurance rating given for each. The Committee receives a list of all audit recommendations, which detail the action proposed, and whether or not the deadlines set will be met for implementation. Whilst the Audit Committee has an overall assurance of internal control we will continue to receive this information and use it in order to provide assurance that internal controls across the Council remain fit for purpose and, where not, are identified and mitigating action put in place quickly. The Committee will continue to hold officers to account for services or functions where financial or internal control weaknesses have been identified. We continue to challenge any impairment in stewardship and control of public funds and assets, seeking prompt and proportionate management actions.

The Audit Committee has approved the 2018/19 Audit Plan and will closely monitor its progress over the year. Particular attention will be given to seeing how officers have used the revised Financial Procedure Rules and Contract Standing Orders & Procurement Rules.

### **8.3 Financial Resilience (including Treasury Management)**

In a position of austerity, the Audit Committee is focussed on ensuring that financial decisions are made which will benefit the organisation over the medium and long term, in addition to meeting current service needs.

The Audit Committee has received updates on financial resilience as part of the finance updates from the Corporate Director Resources in each meeting in 2017/18. Whilst the regular reports provide assurance on effective financial resilience, the Audit Committee has maintained its focus on monitoring the use of reserves and links between all directorate delivery plans to the Medium Term Financial Plan to improve planning, integration and control.

The Audit Committee will continue to look to gain assurance of sound treasury management practices and strategy. This is vital work, which will both safeguard and deliver best value from the Council's borrowing and investments. The Audit Committee has and will continue to satisfy itself that the levels and profiles of investments and borrowing throughout the year are appropriate and in line with the Treasury Management Practices, Strategy and Reports presented. This will continue to be a key area of focus going into 2018/19.

## **8.4 Schools Governance & Compliance**

Historically, Audit Committee has raised concerns about governance and compliance matters in schools, which are responsible for a greater proportion of audit reports giving concern. This trend has improved in 2017/18 in particular across the themed audits that have been carried out, which sampled at least half of the schools in Cardiff. This wider sample, albeit on targeted areas of internal control, has provided a level of comfort but there remains more work to be done and this will continue to be a focus of Audit Committee in 2018/19.

The Committee acknowledges that the Council is not able to set rules for schools to adhere to regarding contracting matters, albeit advice can be offered on good practice. This area of interest remains a priority of the Audit Committee. The Audit Committee continues to support the production and use of best practice guidance in schools to strengthen financial stewardship and control.

## **9. Looking ahead to 2018/19**

During the forthcoming municipal year, the Committee will continue to be guided by the Corporate Director Resources, the Audit Manager and the Internal and External Audit teams.

The Audit Committee's programme of work will continue to be aligned to delivering its terms of reference effectively. This will include monitoring the management of the existing matters highlighted in the 'Opinion of the Audit Committee 2017/18' as well any new issues, which require our attention.

The Committee's Work Programme will continue to ensure that its contribution to governance, risk management and control are maximised.

## **10. Audit Committee Membership 2017/18**

The Committee consists of four Independent Lay Members and eight Non Executive Councillors, elected by Council (detailed in Annex 3). Independent members are appointed for no more than two administrative terms with Council Members reappointed annually.

The Committee is serviced by Council Officers, principally the Corporate Director Resources (Section 151 Officer), and the Audit Manager. Representatives from the WAO also attend Audit Committee meetings.

The Audit Committee met on 5 occasions throughout the municipal period 2017/18 on the following dates: 20 June 2017; 18 September 2017; 28 November 2017; 30 January 2018 and 27 March 2018.

## 11. Attendance in 2017/18

Attendance 2017/18	Possible	Actual
<b>Independent Lay Members</b>		
Ian Arundale (Chairperson)	5	3
Hugh Thomas (Deputy Chairperson)	5	5
David Price	5	5
Gavin McArthur	5	4
<b>Non-Executive Councillors</b>		
Councillor Phil Bale (appointed 29.06.17)	4	4
Councillor Jayne Cowan	5	5
Councillor Stephen Cunnah	5	4
Councillor Nigel Howells	5	4
Councillor Chris Lay (appointed 20.07.17)	4	4
Councillor Mary McGarry	5	4
Councillor Dianne Rees	5	5
Councillor Kanaya Singh (appointed 29.06.17)	4	4

All Councillor members received induction training prior to attending Audit Committee.

The Head of Finance provided an overview of the Committee's remit in line with the Committee's Terms of Reference. The Principal Auditor (Risk & Governance) provided an overview on governance and risk management, and the Operational Manager, Capital & Treasury, provided specialist training around the Committee's Treasury Management role.

## 12. Audit Committee Contacts

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<b>Sara-Jane Byrne</b> Local Government Performance Audit Manager Wales Audit Office	029 2032 4085 <a href="mailto:sara-jane.byrne@audit.wales">sara-jane.byrne@audit.wales</a>

## Audit Committee Self-Assessment Action Plan

### March 2018

Ref	Action	Target Date
1.	<p><b>Communications Plan</b></p> <p>Develop a Communications Plan for the Audit Committee.</p>	June 2018
2.	<p><b>Terms of Reference</b></p> <p>Consider modifying the Audit Committee terms of reference to be up to date with the best practice CIPFA template.</p>	June 2018
3.	<p><b>'Wider Functions' Review</b></p> <p>Review the 'wider functions' of an Audit Committee from the revised CIPFA guidance.</p>	January 2019
4.	<p><b>Audit Committee Induction</b></p> <p>Provide new Audit Committee Members with the best practice CIPFA guidance on the role of Audit Committees as part of the induction process.</p>	March 2018 - onwards
5.	<p><b>Chair's External Engagement</b></p> <p>Consider the external engagement activities available to the Chair of the Audit Committee to discuss assurance themes and emerging issues on a regional basis.</p>	September 2018
6.	<p><b>Knowledge and Skills Assessment</b></p> <p>Trial the CIPFA 'Audit Committee Members – Knowledge and Skills Framework'.</p>	January 2019
7.	<p><b>Assurance Map</b></p> <p>Consider the Internal Audit 'Assurance Map' as part of the Internal Audit Progress Report item.</p>	June 2018
8.	<p><b>Value for Money Assurance</b></p> <p>Audit Committee to be proactive in seeking assurance on value for money when Directors attend committee meetings.</p>	March 2018

## Audit Committee Self-Assessment Results

March 2018

### A) Self-Assessment of 'Effectiveness'

Assessment key	
<b>5</b>	Clear evidence is available from a number of sources that the committee is actively supporting improvements across all aspects of this area. The improvements made are clearly identifiable.
<b>4</b>	Clear evidence from some sources that the committee is actively and effectively supporting improvement across some aspects of this area.
<b>3</b>	The committee has had mixed experience in supporting improvement in this area. There is some evidence that demonstrates their impact but there are also significant gaps.
<b>2</b>	There is some evidence that the committee has supported improvements, but the impact of this support is limited.
<b>1</b>	No evidence can be found that the audit committee has supported improvements in this area.

Areas the Audit Committee can add value by supporting improvement		Overall Assessment
1.	Promoting the principles of good governance and their application to decision making.	<b>3</b>
2.	Contributing to the development of an effective control environment.	<b>4</b>
3.	Supporting the establishment of arrangements for the governance of risk and for effective arrangements to manage risks.	<b>3.5</b>
4.	Advising on the adequacy of the assurance framework and considering whether assurance is deployed efficiently and effectively.	<b>3</b>
5.	Supporting the quality of the internal audit activity, particularly by underpinning its organisational independence.	<b>4</b>
6.	Aiding the achievement of the authority's goals and objectives through helping to ensure appropriate governance, risk, control and assurance arrangements.	<b>2</b>
7.	Supporting the development of robust arrangements for ensuring value for money.	<b>3</b>
8.	Helping the authority to implement the values of good governance, including effective arrangements for countering fraud and corruption risks.	<b>4</b>
9.	Promoting effective public reporting to the authority's stakeholders and local community and measures to improve transparency and accountability.	<b>3</b>

## B) Self-assessment of 'Good Practice'




Good practice questions		Yes	Partly	No
<b>Audit committee purpose and governance</b>				
1	Does the authority have a dedicated audit committee?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Does the audit committee report directly to full council? (Applicable to local government only.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Do the terms of reference clearly set out the purpose of the committee in accordance with CIPFA's Position Statement?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Is the role and purpose of the audit committee understood and accepted across the authority?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5	Does the audit committee provide support to the authority in meeting the requirements of good governance?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Are there arrangements to hold the committee to account for its performance operating satisfactorily?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Do the committee's terms of reference explicitly address all the core areas identified in CIPFA's Position Statement?			
	• good governance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• assurance framework	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• internal audit	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• external audit	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• financial reporting	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• value for money or best value	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• counter-fraud and corruption.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Is an annual evaluation undertaken to assess whether the committee is fulfilling its terms of reference and that adequate consideration has been given to all core areas?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Has the audit committee considered the wider areas identified in CIPFA's Position Statement and whether it would be appropriate for the committee to undertake them?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10	Where coverage of core areas has been found to be limited, are plans in place to address this?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Has the committee maintained its non-advisory role by not taking on any decision-making powers that are not in line with its core purpose?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Good practice questions		Yes	Partly	No
<b>Membership and support</b>				
12	<p>Has an effective audit committee structure and composition of the committee been selected?</p> <p>This should include:</p> <ul style="list-style-type: none"> <li>• separation from the executive</li> <li>• an appropriate mix of knowledge and skills among the membership</li> <li>• a size of committee that is not unwieldy</li> <li>• where independent members are used, that they have been appointed using an appropriate process.</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Does the chair of the committee have appropriate knowledge and skills?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Are arrangements in place to support the committee with briefings and training?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Has the membership of the committee been assessed against the core knowledge and skills framework and found to be satisfactory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
16	Does the committee have good working relations with key people and organisations, including external audit, internal audit and the chief financial officer?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Is adequate secretariat and administrative support to the committee provided?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	Has the committee obtained feedback on its performance from those interacting with the committee or relying on its work?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Has the committee evaluated whether and how it is adding value to the organisation?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	Does the committee have an action plan to improve any areas of weakness?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Audit Committee Member Profiles

### Current Membership

 <p><b>Ian Arundale</b> <b>(Chair)</b> (Independent Lay Member)</p>	<p>Ian Arundale is a self-employed Law Enforcement and Security Consultant. He was a police officer for 32 years serving in South Wales, West Mercia and Dyfed-Powys Police Forces rising to the rank of Chief Constable.</p> <p>Ian was the UK lead on behalf of the Association of Chief Police Officers (ACPO) for 'Armed Policing' policy and practice and chaired the UK 'Conflict Management' portfolio.</p> <p>He works internationally and has recently assisted police forces and organisations in the USA and New Zealand.</p> <p>Ian holds a diploma in Applied Criminology from Cambridge University, an MSc (Econ) degree in Criminology and Criminal Justice from Cardiff University and a BA (Hons) degree in Police Studies. He is a Fulbright Fellow and a graduate of the Prime Ministers 'Top Management' programme.</p> <p>In addition to his role with work with Cardiff Council, he is also a member of the Discipline Committee of the Royal College of Veterinary Surgeons and a board member of the International Law Enforcement Forum (ILEF). He was awarded the Queens Police Medal (QPM) in 2011.</p>
 <p><b>Hugh Thomas</b> <b>(Deputy Chair)</b> (Independent Lay Member)</p>	<p>Hugh Thomas, a retired Solicitor, pursued a Local Government career for forty years culminating in his being Chief Executive of Mid Glamorgan County Council (the largest local authority in Wales) for fifteen years. During this time, he served as Clerk to the South Wales Police Authority and Honorary Secretary of the Assembly of Welsh Counties. He retired in 1995.</p> <p>He has since chaired a number of public bodies and national voluntary organisations including those in the health and higher education sectors. He was Vice Chairman and Chair of the Audit Committee of the Wales Centre for Health. He was also a non-Executive Director of Welsh Water. He served as Chairman of The Regulatory Board for Wales 2010 – 2016.</p> <p>Currently, he is serving a second term as one of the fifteen Trustees of The National Library of Wales.</p>
 <p><b>David Price</b> (Independent Lay Member)</p>	<p>David Price is a strategic planner and policy specialist in the UK education and knowledge exchange sector with executive-level experience.</p> <p>Educated at the universities of Sheffield and Newcastle-Upon-Tyne and at schools in the UK and abroad, David is a graduate of the Leadership Foundation for Higher Education's Top Management Programme.</p> <p>He has worked for two non-governmental public bodies and three universities, acted as a critical friend to educational agency sponsored initiatives, provided consultancy services and taught in secondary schools.</p> <p>David's professional interests focus on the development and creative use of performance systems, business intelligence, risk management, regulation and governance.</p>



**Gavin McArthur**  
(Independent Lay Member)

Gavin McArthur is an experienced internal audit and governance professional and qualified accountant. He is currently a senior audit manager for the Halfords Group. Prior to this, he was Head of Governance and Assurance for the Ministry of Justice Estates Directorate. He has also held senior management roles in internal audit functions in local and central government. His professional experience and expertise lie in the fields of internal control, risk management, governance, internal audit, business case review, and performance management.

Following a degree in Geological Sciences from Birmingham University, Gavin qualified as a CIPFA accountant with Coventry City Council where he undertook a range of financial management and accounting roles, including audit.

A keen sportsman, who played semi-professional football, Gavin has coaching qualifications in rugby, goalkeeping and strength and conditioning. He currently coaches at a local rugby club and for a university football team, and is an experienced Tai chi practitioner.



**Cllr Phil Bale**  
(Labour & Co-operative Councillor)

Serving the **Llanishen** Ward

**Terms of Office:** 03/05/2012 - 04/05/2017  
04/05/2017 -

**Serving on the following committees:**

[Audit Committee](#)  
[Council](#)



**Cllr Jayne Cowan**  
(Conservative)

Serving the **Rhiwbina** Ward

**Terms of Office:** 03/05/2012 – 04/05/2017  
04/05/2017 -

**Serving on the following committees:**

[Audit Committee](#)  
[Council](#)  
[Employment Conditions Committee](#)  
[Glamorgan Archives Joint Committee](#) (Chairperson)



**Cllr Stephen Cunnah**  
(Labour)

Serving the **Canton** Ward






**Term of Office:** 04/05/2017 –

**Serving on the following committees:**

[Appointment Committee](#)  
[Audit Committee](#)  
[Council](#)  
[Glamorgan Archives Joint Committee](#)  
[Policy Review and Performance Scrutiny Committee](#)  
[Standards & Ethics Committee](#)

**Outside Bodies:**

[Chapter \(Cardiff\) Limited](#)

 <p><b>Cllr Nigel Howells</b> (Liberal Democrats)</p>	<p>Serving the <b>Adamsdown</b> Ward.</p> <p><b>Term of Office:</b> 03/05/2012 - 04/05/2017 04/05/2017 -</p> <p><b>Serving on the following committees:</b>  <a href="#">Audit Committee</a>  <a href="#">Council</a>  <a href="#">Economy &amp; Culture Scrutiny Committee</a> (Chair)  <a href="#">Pensions Committee</a></p>
 <p><b>Cllr Chris Lay</b> (Labour)</p>	<p>Serving the <b>Trowbridge</b> Ward.</p> <p><b>Term of Office:</b> 04/05/2017 -</p> <p><b>Serving on the following committees:</b>  <a href="#">Audit Committee</a>  <a href="#">Council</a>  <a href="#">Environmental Scrutiny Committee</a>  <a href="#">Planning Committee</a></p> <p><b>Outside Bodies:</b>  <a href="#">Cardiff Bus</a></p>
 <p><b>Cllr Mary McGarry</b> (Labour)</p>	<p>Serving the <b>Plasnewydd</b> Ward.</p> <p><b>Term of Office:</b> 03/05/2012 - 04/05/2017 04/05/2017 -</p> <p><b>Serving on the following committees:</b>  <a href="#">Appointment Committee</a>  <a href="#">Audit Committee</a>  <a href="#">Community &amp; Adult Services Scrutiny Committee</a> (Chair)  <a href="#">Council</a></p> <p><b>Outside Bodies:</b>  <a href="#">Cardiff Action for the Single Homeless (Huggard Centre)</a>  <a href="#">Standing Advisory Council for Religious Education (SACRE)</a></p>
 <p><b>Cllr Dianne Rees</b> (Deputy Leader of the Conservative Group)</p>	<p>Serving the <b>Pontprennau &amp; Old St Mellons</b> Ward.</p> <p><b>Term of Office:</b> 03/05/2012 - 04/05/2017 04/05/2017 -</p> <p><b>Serving on the following committees:</b>  <a href="#">Audit Committee</a>  <a href="#">Council</a>  <a href="#">Local Authority Governor Panel</a></p>
 <p><b>Cllr Kanaya Singh</b> (Labour)</p>	<p>Serving the <b>Riverside</b> Ward.</p> <p><b>Term of Office:</b> 04/05/2017 -</p> <p><b>Serving on the following committees:</b>  <a href="#">Audit Committee</a>  <a href="#">Children and Young People Scrutiny Committee</a>  <a href="#">Council</a></p>

# CARDIFF COUNCIL CYNGOR CAERDYDD



**COUNCIL: 25 OCTOBER 2018**

## CABINET PROPOSAL

### CARDIFF COUNCIL ANNUAL STATUTORY WELL-BEING REPORT 2017-18

#### Reason for this Report

1. This report has been prepared to enable the Cabinet to approve the Council's Annual Statutory Well-Being Report, a document required under the Well-Being of Future Generations Act 2015. The report also satisfies the conditions of the Local Government (Wales) Measure 2009, for submission to Council in October 2018, and its publication by 31st October 2018. This report was formerly known as the Statutory Improvement Report.

#### Background

2. The Well-Being of Future Generations Act 2015 requires that the Council publishes its Well-Being Objectives and how it plans to achieve them. In previous assessments, the Auditor General for Wales highlighted the need for the Council to be focused on the delivery on a small number of key priorities. In recognition of this, the growing pressure on Council finances and ongoing demand pressures, the following four priorities were identified:
  - Better Education and Skills for all
  - Supporting Vulnerable People
  - An Economy that benefits all Citizens
  - Working Together to Transform Services
3. The Council's Corporate Plan 2017-19 focussed on what the Council would deliver to achieve these four priorities, and in turn, helped to shape the Council's Well-Being Objectives for 2017-18. The Council's Well-Being Objectives for 2017-18 were:
  - Every Cardiff school is a great school
  - Looked After Children in Cardiff achieve their potential
  - Supporting people into work and education
  - People at risk in Cardiff are safeguarded
  - People in Cardiff have access to good quality housing
  - People in Cardiff are supported to live independently
  - Cardiff has more and better paid jobs

- Cardiff has a high quality city environment where population growth and transport needs are managed sustainably
- All young people in Cardiff make a successful transition into employment, education or training
- The Council has a high quality and sustainable provision of culture, leisure and public spaces in the city
- Communities and Partners are involved in the redesign, development and delivery of local public services
- The Council has effective governance arrangements and improved performance in key areas
- Our services are transformed to make them more accessible, more flexible and more efficient

### **Cardiff Council's Annual Statutory Well-Being Report 2017-18**

4. The Council's Annual Statutory Well-Being Report (Appendix A provides a retrospective summary evaluation of performance for the financial year 2017-18. The Well-Being Report should:
  - provide a picture of the Council's performance for the reporting year against the agreed outcomes (the Council's Well-Being Objectives).
  - communicate improvement information that is timely and accurate to Members, officers, citizens, communities, stakeholders, other councils, the Welsh Government and regulators
5. The Wellbeing Report contains a self-assessment of how the Council considers that it is performing against each Wellbeing Objectives. The Council uses a number of sources of information to assess progress including performance against the Council's Corporate Plan commitments, national and local key performance measures, inspection reports and citizen surveys.

### **The Council's Performance**

6. Over the course of recent years, the Council has been able to evidence a broad pattern of year-on-year improvement, which has been consistently reflected by external regulators and comparative data. A corporate focus on improvement and performance management has underpinned the Council's progress, with a sustained increase in the Council's performance relative to other local authorities.

#### Corporate Performance- Comparative Position 2017-18

7. The National Accountability Measures provide a set of performance indicators against which all local authorities in Wales can be measured. The annual performance data for all 22 local authorities in Wales in 2017/18, published in August by Data Wales, showed that Cardiff Council: In 2017-18 Cardiff Council:
  - Ranked 5th out of the 22 Welsh Local Authorities, compared to 13th in 2016-17;

- Improved for the third year in a row in the annual Local Authority rankings;
- Had the joint highest number of performance areas which had improved (alongside Carmarthenshire);
- Had the joint fewest number of indicators where performance had declined (alongside Swansea);
- Scored higher than the Wales average for the majority of indicators.

#### Corporate Performance- Performance against previous year

8. An analysis of performance over time (where comparable historical data is available) demonstrates a broadly positive picture for 2017-18 compared to the previous year. The Council's performance has:
- Improved against 79% of its indicators (11 out of 14 indicators) compared to 52% in 2016-17 (13 out of 25 indicators)
  - Been maintained against 7.1% (1 out of 14 indicators) of its indicators compared to 4% in 2016-17 (1 out of 25 indicators)
  - Declined against 14.3% (2 out of 14 indicators) of its indicators compared to 44% in 2016-17 (11 out of 25 indicators)

#### Education and Social Services

9. The performance of statutory services has been a focus of improvement activity. In education, for example, better outcomes for children and young people are evidenced by Cardiff's performance relative to other local authorities, building on what Estyn described as "[an] *emerging culture of more rigorous performance management*".
10. The results for the 2016 – 2017 academic year demonstrate a clear pattern of continuing improvement in recent years, and Cardiff is performing well in a wide range of performance indicators across the key stages. There has been an overall improvement in the quality of education provision in Cardiff, as evidenced by Estyn inspections and national categorisation. The most recent education results (2017-18), though outside the period assessed by the Annual Well-being Report, continues this pattern of improvement. The Wellbeing Report recognises that while significant progress has been made in working towards the goals of 'Cardiff 2020' focussed action is required in relation to improving educational attainment for identified vulnerable groups.
11. Despite the challenges facing social care being recognised at the national level, a number of measures and initiatives have been undertaken that will improve both the effectiveness of the services and the outcomes it delivers. In terms of Adult services good progress has been made through the implementation of the Independent Living Service, helping manage

demand and cost. Satisfaction with the service is high, and indicators like Delayed Transfers of Care have seen a significant improvement in performance. The Independent Living Services (ILS) First Point of Contact for Adult Services has continued to focus on citizens' strengths to help them achieve their outcomes, and in 70% of instances the Independent Living Services were able to find an alternative solution so that there is no need for an onward referral to Social Services. The Well-being Report does, however, identify performance issues in relation to improving aspects for vulnerable children as outlined below.

#### Corporate Performance- Challenge and Improvement

12. The Annual Wellbeing Report 2017-18 highlights a range of performance challenges. Key issues include:

- Financial pressures: The need to address the medium term budget deficit represents a significant challenge for the authority, particularly in the context of maintaining and improving service area performance over the medium term.
- Sickness Absence: The Council recognises that the number of sickness absences represents a corporate challenge. Work has commenced on implementing the APSE action plan, with focus groups conducted with frontline staff and deep-dives being undertaken into areas that have high proportions of sickness to understand the specific issues.
- Waste Management & Street Scene Services: Despite a number of service areas delivering good performance outcomes and the achievement of significant improvement to recycling rates, some fundamental performance challenges have been identified. Recycling performance must be accelerated to achieve the statutory target and long standing productivity challenges in areas of the service must be addressed.
- Corporate Landlord: The Council manages an estate of around 1000 properties with a current use value of approximately £1.2 billion. Around 450 properties (2,000 buildings) are currently being used for operational purposes. The operation and delivery of the Council's Corporate Landlord functions and responsibilities remains a significant challenge in terms of the level of risk and liability which the Council needs to effectively manage.
- Supporting vulnerable children and families: Supporting young people, particularly those who are vulnerable is a long standing corporate priority. Significant challenges remain in relation to safeguarding the most vulnerable children, with the recruitment and retention of social workers in particular an ongoing performance challenge for the Council. With the number of children placed into care continuing to rise, a preventative multi-agency approach, which ensures that families and children get the right support, at the right time, in the right way, will be a priority for 2018-19.



## **Role of the Auditor General for Wales**

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

## **Scrutiny Consideration**

14. Following consideration of the draft Annual Statutory Well-Being Report 2017-18 by the Policy Review & Performance Scrutiny Committee on 3 October 2018 the report was amended to include a more detailed summary of the Council's self-assessment of improvement against each Wellbeing Objective (page 13-14). The letter from the Chair of the Committee is attached at Appendix B.

## **Reason for Recommendations**

15. To recommend the Council's Annual Statutory Well-Being Report 2017-18 to Council in time for the Plan to be published by the statutory date of 31 October 2018.

## **Financial Implications**

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

## **Legal Implications**

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

## **HR Implications**

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

## **CABINET PROPOSAL**

Council is recommended to approve the Annual Statutory Wellbeing Report 2017-18

## **THE CABINET 19 October 2018**

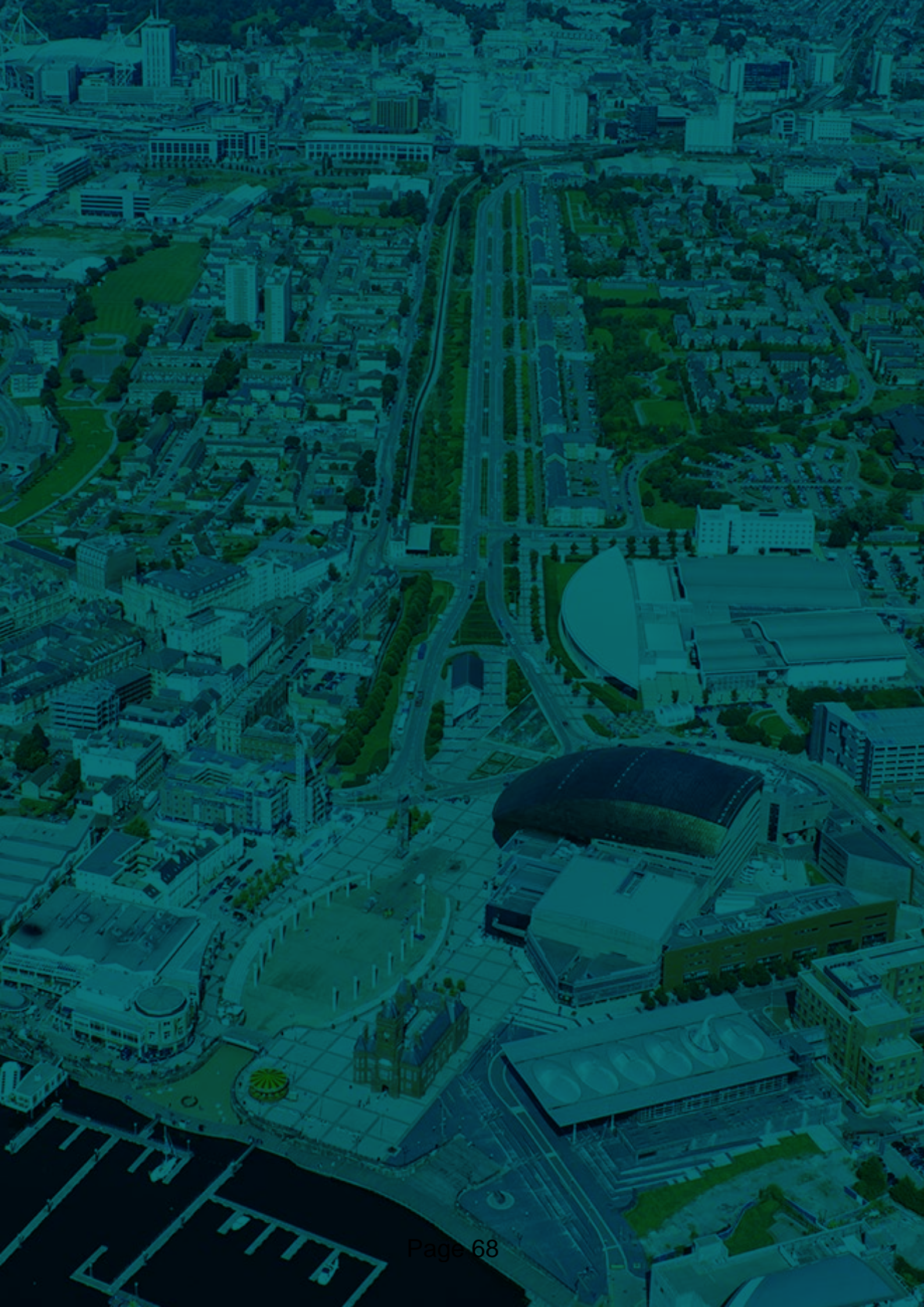
*The following appendix is attached:*

Appendix A – Annual Statutory Wellbeing Report  
Appendix B – Letter from Chair of Policy Review & Performance Scrutiny Committee

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# Annual Well-Being Report 2017-18





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## About this Report

The Council's Corporate Plan is the organisation's road map, setting the vision, priorities and objectives for the year ahead and the medium term. This report sets out a comprehensive analysis of the organisation's performance against the commitments made in the Corporate Plan 2017-19.

### The Corporate Plan 2017-19

The Corporate Plan 2017-19 set out the four priority areas for action:

1. Better education and skills for all
2. Supporting vulnerable people
3. An economy that benefits all our citizens
4. Working together to transform services

Within each priority, clear objectives, commitments for action, key performance indicators agreed and targets were set.

#### The Corporate Plan 2017-19 includes:

- **Well-Being Objectives:** The Corporate Plan 2017-19 had 13 Well-Being Objectives that set out what the Council wants to achieve.
- **Commitments:** For each Well-Being Objective the Council identified a number of commitments that would help achieve that Well-being Objective.
- **Key Performance Measures:** The Council identified a number of measures of operational performance that indicate if the steps the Council are taking are effective.
- **Targets:** These set out a numerical value on Key Performance Measures to be achieved.
- **RAG ratings:** Key Performance Measures are assigned a RAG rating: Green where the result is on or above target, Amber where the result is within 10% of the target, and Red where the result is greater than 10% from the target.

#### The Annual Report provides:

- A summary of each Well-being Objective and a strategic assessment of the progress made.
- An update against each of the commitments.
- An update against each of the Key Performance Measures.
- A clear indication of whether the targets were met.
- A RAG assessment is provided for the Council's performance against its commitments and Key Performance Measures.

The performance information contained in this report is used to inform the development and setting of the Council's corporate priorities. In May 2018 the Council agreed a new set of Well-being Objectives as part of the Corporate Plan 2018-21. Further information on the development of this new set of objectives is included in **Appendix 1**. We welcome your feedback on this report; please contact:

Head of Performance and Partnerships,  
Room 401  
County Hall  
Atlantic Wharf  
Cardiff Bay CF10 4UW

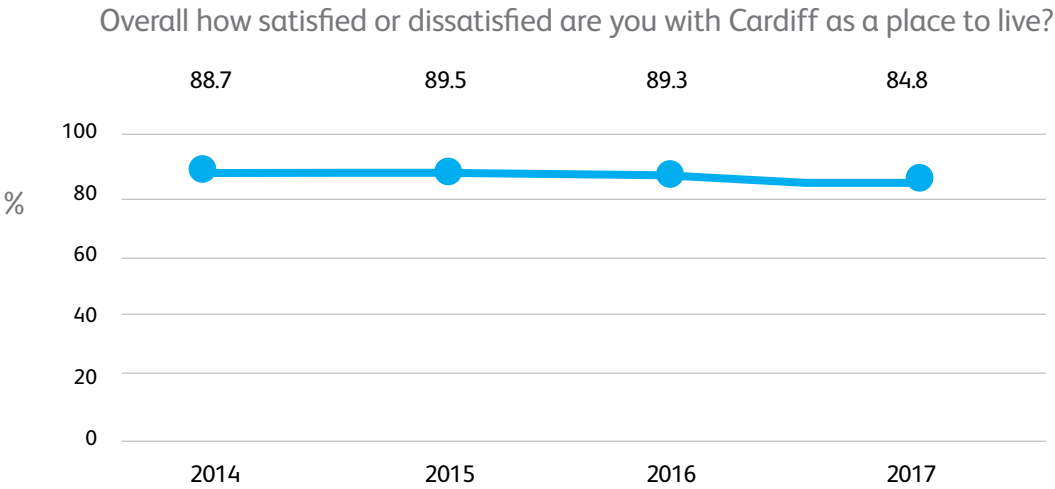
# The Council at a Glance

Each year the Council delivers around **700 services** to over **360,000 residents** in **151,000 households**, helping to support local communities and improve the lives of Cardiff residents. Some of the services the Council delivers include:

- Collecting bins
- Cutting grass and cleaning streets
- Providing services for older people and people with disabilities
- Running schools
- Managing housing stock
- Looking after children who are in care
- Maintaining roads and highways
- Street cleaning
- Maintaining parks

Cardiff has a long and successful track record of delivering major sporting events. The city has played host to Rugby World Cup matches, Ashes Cricket Test matches, World Half Marathons, Champions League finals and the Volvo Ocean Race, all of which demonstrate the city’s capacity to deliver globally recognised events.

As well as those living in the city, over 80,000 people commute into Cardiff every day, and this represents over one third of the city’s workforce.



Satisfaction with Cardiff as a place to live (Ask Cardiff Survey 2017) closely correlates with the National Survey for Wales’s results, undertaken in 2016, which reported satisfaction with Cardiff as a place to live at 88%, 8th highest in Wales and the highest urban area in Wales.

## Milestone moments in 2017-18

April 2017	May 2017	June 2017	July 2017
Cardiff was ranked third in a list of the best 100 cities and towns outside of London for the potential of its office market	Fitzalan High school was awarded 'double excellent' standard by Estyn inspectors who were impressed by its clear vision and promotion of outstandingly high levels of aspiration and ambition	The Council launched a new app to keep residents and visitors to Cardiff safe in the event of a major incident such as a significant fire, flooding or an act of terrorism	A new £1.2m Household Waste Recycling Centre (HWRC) opened at Lamby Way and offers the biggest HWRC in the city
The Cardiff Story Museum was named the Best Leisure and Tourism Venue at the Cardiff Life Awards		A record-breaking number of visitors came to Cardiff for the UEFA Champions League final. 314,264 fans soaked up the atmosphere as Real Madrid from Spain beat Italy's Juventus 4-1 on 3rd June	Cardiff became the second Local Authority in Wales to sign the Dying to Work Charter to ensure that employees battling terminal illness have adequate employment protection
			Fun Start Playgroup celebrated becoming Cardiff's first preschool to complete the Cardiff Healthy and Sustainable Preschool Scheme, which recognises the health and wellbeing of young children in pre-school
			The 18th International Food and Drink Festival returned to Cardiff Bay with over 100 local, national and international producers showcasing their products



## Milestone moments in 2017-18

August 2017	September 2017	October 2017	November 2017
'If it didn't grow it's not coming in' launched aimed at preventing garden waste contamination	The Cardiff and Vale Integrated Autism Service was launched to provide a single point of contact for autistic adults, families with autistic children and carers looking after adults or children with autism	Storey Arms was commended for the positive impact it has on pupils when they return to school after taking part in a range of experiences at the outdoor education Centre	The 6th Cardiff Children's Literature Festival was launched by Olympic cyclist Sir Chris Hoy
Cardiff hosted the Extreme Sailing Series for the sixth consecutive year, which welcomed world-class sailors to Cardiff Bay			The Council launched the new smart parking app to help drivers find an available parking space using the 'park Cardiff' app
			Cardiff Council was named as the Living Wage for Wales Champion 2017-18 for outstanding contribution to the development of the Living Wage in Wales

December 2017	January 2018	February 2018	March 2018
The Council launched a new website, 'Volunteer Cardiff', promoting volunteering opportunities in Cardiff to encourage people to volunteer in the city and allow community groups, partners and Council services to share a range of volunteering opportunities	Eastern Community Campus opened offering a learning environment fit for the 21st Century, with state-of-the-art facilities for up to 1500 pupils	An investment of £150,000 was made into the local area around Burnham Avenue shops in Llanrumney, improving the parade for both local residents and businesses.	Cardiff Council staff worked around the clock in response to severe weather conditions caused by the Beast from the East and Storm Emma. 335 hot meals were delivered, 8267 telecare calls were handled, 390 emergency repairs were carried out, 556 home care visits were made and on a single night, 81 homeless people were accommodated
Riverbank Special School in Caerau celebrated being removed from monitoring by Estyn the Education inspectorate for Wales	Councillor Hinchey officially opened the Cardiff East and Cardiff West Swan Family Centres which provide a safe and secure, child friendly environment where Looked After Children can meet their parents, siblings and other family members		
The Council appointed the British Heart Foundation as its new waste reuse partner to give Cardiff residents the opportunity to turn their unwanted items for life saving heart research			

## Milestone moments in 2017-18

April 2018	May 2018	June 2018	July 2018
Designs for the first section of Cardiff's cycle superhighway network were revealed. The 1 kilometre stretch of fully segregated cycling infrastructure runs from St Andrew's Crescent along St Andrew's Place and Senghennydd Road	Cabinet approved plans for Cardiff to become one of the world's leading recycling cities, by approving a number of measures to increase the city's recycling rate from 58% to 70% by 2025	Springwood Primary School celebrated after education watchdog Estyn rated the school as either Excellent or Good in all the areas inspected – the top ratings possible	Cardiff Council unveiled plans to regenerate an area in Grangetown and gave residents at the Channel View estate the first glimpse of plans to provide a more attractive local community and provide more affordable housing in the city.
	The new £26m Eastern Community Campus, a new shared home for Eastern High and Cardiff and the Vale College was officially opened	Open Your Eyes, designed to raise career aspirations involving 38 businesses and organisations from Cardiff and the wider city region visited 16 schools across Cardiff to speak to children about the career opportunities the city has to offer	
	A new 3G pitch was installed at Better Eastern Leisure Centre to allow sports clubs in the East of the city to benefit from significant investment in local facilities	The Council's new on-street cycle hire scheme 'Nextbike' was launched offering a more flexible option to get across the city	
	Cardiff won the bid to host the Creative Cities Convention 2019, one of the UK's leading media conferences, beating both Bristol and Glasgow	The Cardiff GOV app was launched to offer residents a new digital experience in connecting with the Council	
	The Council's Into Work services and digital inclusion volunteers were named in the UK's Digital Leaders 100 list for 2018		

August 2018	September 2018		
The National Eisteddfod returned to Cardiff following a 10 year absence and welcomed crowds to Cardiff Bay between August 3rd and 11th	Four brand new primary schools opened in Cardiff as part of the 21st Century schools programme		

## Cardiff Council's Awards

- The Council's Essential Skills Team were crowned Inspire Cymru 2018 winners for their dedication to adult learning and supporting hundreds of our frontline staff to become 'digital by default'
- Cardiff Council's Hub volunteers won the Wales Council for Voluntary Action Volunteer of the year award in the Digital category for their work in helping customers in Cardiff's 12 community hubs
- Cardiff's multi-award winning school holiday enrichment programme picked up its seventh award at the 2017 Catey Awards
- Cardiff Dogs Home and Cardiff Council's Emergency Management Unit won RSPCA Cymru awards for their efforts to improve animal welfare
- Cardiff International White Water was named the best entertaining team at the Welsh Hospitality awards 2017
- Radnor Primary School was given a national award for its work to promote the health and wellbeing of the whole school community
- Keep Roath Tidy won the cleaner communities award in the 2017 Keep Wales Tidy awards which recognises groups who work tirelessly to make Wales a better place
- The Quality Skills Alliance awarded Cardiff Council's Waste Management with two accolades: during National Apprenticeship Week, the Council won best employer of the year and one of our street cleansing operatives was awarded first prize for sector apprentice of the year.
- The Council won top prize at the Co-operative Council of the year awards for its collaborative approach to tackling numerous issues in the city
- Awarded Large Employer of the year by Learning Disability Wales for supporting the Engage to Change project, which aims to improve wellbeing outcomes through the increased independence, financial status, social capital and fulfilment that paid work offers
- One of Cardiff's hostel services officers was named as Housing Champion for Wales which recognises individuals who have showed enthusiasm and passion in roles that improve the lives of others
- The Council won the 2017 Wales CIPD People Management Award in the Best Employee Engagement Initiative category

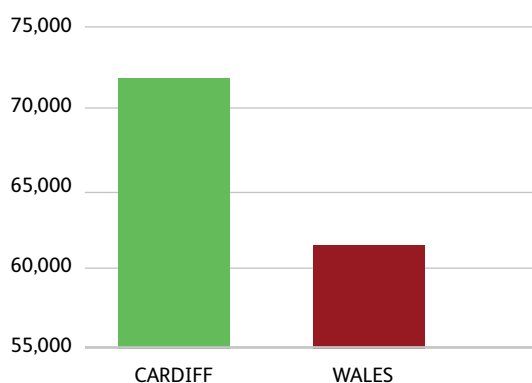
## Our Finance and the challenges we face

The Council has faced and continues to face significant budget reductions alongside increased demand for services. The Medium Term Financial Plan (MTFP) within the Council's 2018-19 budget report identified a potential budget gap of £34.2m in 2019-20 and £91.4m over the period 2019-20 to 2021-22. The main challenges identified include, but are not limited to:

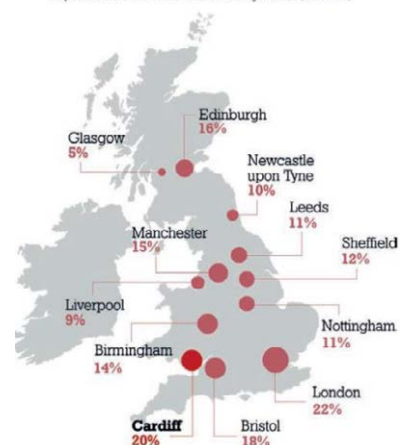
- **Cost pressures and funding reductions** - The Council is still facing significant cost pressures which are partly inflation-related and also demand-related, for example, increasing school pupil numbers and well-publicised pressures on social services that are being experienced UK-wide. The combination of funding reductions and financial pressures creates a budget gap. In other words, the expected need to spend exceeds the level of funding the Council believes it will have so it needs to balance the two.
- **The extended period of financial challenges** - Every year, balancing the books becomes harder because so much of the budget has been reduced - £145m savings over the past 5 years
- **The shape of the Council's budget** - Two areas of the Council's services that are under demand pressure – schools and social services - account for 65 % of the Council's budget. This means the squeeze on other services is even harder.

Cardiff's population is projected to grow just over 20 % between 2017 and 2037; this equates to 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



Population Growth within the UK's major cities (2016-36)



The reality is that public services must focus on a smaller number of key priorities and, going forward, Capital Ambition makes clear the priorities the Council must focus on.



## Engaging with our Citizens

Each year the Council engages with the citizens of Cardiff to hear their views and consult on a wide range of policies, plans and proposals affecting the local community.

The annual Ask Cardiff Survey gives people living and working in Cardiff and those visiting the city the chance to share their experiences of public services: the good experiences and where things could be improved. The 2017 Ask Cardiff Survey yielded 5,598 responses, exceeding the previous record of 4,431 in the previous year.

The annual budget consultation ran from 2nd November 2017 to the 14th December 2017. The consultation consisted of:

- City Wide Public consultation
- Service Specific consultation
- Internal Council consultation

The consultation took the form of:

- Online survey
- Paper survey
- 18 Community engagement events
- 7 Focus Groups
- Facebook
- Cardiff Citizens Panel

Other consultations the Council has conducted in 2017-18 include:

- Young Parents Access to Education, Employment & Training
- Have your say on Public Rights of Way
- Portable Advertising Boards
- Waste Strategy Consultation

The Cardiff Citizens Panel is made up of local residents from across Cardiff who have agreed to give their views on a number of consultation topics throughout the year.

To become involved with the citizens panel, please visit the Council's website using the following link: <https://www.cardiff.gov.uk/ENG/Your-Council/Have-your-say/Cardiff-Citizens-Panel/Pages/default.aspx>

## How we Self-Assess our Well-Being Objectives

The Council uses a number of sources of information to assess progress against Well-Being Objectives, including:

- **Inspection Reports** – The Council is subject to a number of inspections from regulatory bodies including the Wales Audit Office, Estyn (Education) and the Care and Social Services Inspectorate Wales (CSSIW). Their findings help the Council to assess areas of strong performance, as well as identifying areas that require improvement.
- **Surveys** – The annual Ask Cardiff survey provides Cardiff's citizens the opportunity to share their views on a wide range of the Council's services. From this, areas of strong performance can be identified, along with those areas where Cardiff's citizens feel the Council needs to improve.
- **Feedback & Case Studies** – Where available, evidence from case studies or qualitative feedback from service users help to assess performance. This gives us an insight into what the Council's service users feel and think about the services they receive.
- **Progress against the Council's commitments** – The Council made a number of commitments in the Corporate Plan to help to deliver against the Well-Being Objectives. Monitoring the progress of these commitments gives an understanding of what has been achieved and where further work is required.
- **Progress against our performance measures** – A number of performance measures are identified within the Council's Corporate Plan which help show the progress made in delivering the Well-Being Objectives. Where applicable, targets are set against these performance measures to demonstrate the desired level of achievement. However, as the Council is on an improvement journey, the priority is to understand where improvement is being made and, where the Council is not improving, what more can be done. Performance indicators are assigned a RAG, **Green** where the PI is on or above target, **Amber** where the result is within 10% of the target and **Red** where the result is greater than 10% from the target.

Using this information gives a balanced picture of the Council's improvement journey over the year. By utilising this information, the Council can identify areas of improvement and celebrate success, and also identify areas where performance may not have been as good, and therefore the areas that may require further attention.

The Local Government (Wales) Measure 2009 requires the Council to 'make arrangements to secure continuous improvement' and the Well-Being of Future Generations Act 2015 requires Local Authorities to deliver a public service that meets the needs of the present without compromising the ability of future generations to meet their needs. Whilst the Well-Being Objectives are assessed on an annual basis, they cannot be completed within one year. Therefore, in most cases, the Council's Well-Being Objectives remain within the Corporate Plan through several iterations, and progress against planned activities is monitored, reviewed and revised on an annual basis to support the Council's improvement journey.

**Good progress:** The evidence suggests good progress has been made in achieving the Well-Being Objective, with improvement observed across all key performance areas.

**Satisfactory progress:** The evidence suggests satisfactory progress has been made in achieving the Well-Being Objective, with improvement observed across most of the key performance areas. However, there may be areas where performance is not as strong as it should be, and this helps to identify where more focus is needed.

**Unsatisfactory progress:** The evidence suggests unsatisfactory progress has been made against the Well-Being Objective, with no improvement observed across key performance areas.

## Our Self-Assessment of our Well-Being Objectives

Well-Being Objective	Self-Assessment
Every Cardiff school is a great school	<b>Good</b> progress has been made against this Well-being Objective in 2017/18. However, ongoing challenges remain in relation to: <ul style="list-style-type: none"> <li>- Improving Outcomes for Looked After Children (LAC) and pupils Educated other than at School (EOTAS);</li> <li>- Reducing the gap in attainment between pupils eligible and not for free school meals.</li> </ul>
Looked after children in Cardiff achieve their potential	<b>Satisfactory</b> progress has been made against this Well-being Objective in 2017/18. Significant areas for further improvement include: <ul style="list-style-type: none"> <li>- managing demand and improving outcomes through the development of a multi-agency preventative approach to supporting vulnerable children and families</li> </ul>
Supporting people into work and education	<b>Good</b> progress has been made against this Well-being Objective in 2017/18. Further work is required to better connecting the city's most deprived and disconnected communities with the jobs, growth and economic benefits being created.
People at risk in Cardiff are safeguarded	<b>Satisfactory</b> progress has been made against this Well-being objective during the 2017/18 financial year. Areas where further work is required include: <ul style="list-style-type: none"> <li>- The recruitment and retention of Social Workers, particularly within Children Services.</li> <li>- Working with Cardiff and Vale Health Board to continue to manage the demand pressures on Adult Services from an ageing population.</li> </ul>
People in Cardiff have access to good quality housing	<b>Good</b> progress has been made against this Well-being objective over the last year. Meeting the needs of the high level of rough sleepers within the city will remain an ongoing challenge.
People in Cardiff are supported to live independently	<b>Good</b> progress has been made against this Well-being Objective in 2017/18. Sustained improvement will rely on ever closer partnership working with the Health Service and the third sector to enable services to cope with the demand pressures of an increasing older population.
Cardiff has more and better paid jobs	<b>Good</b> progress has been made against this objective during the year.
Cardiff has a high quality city environment where population growth and transport needs are managed sustainably	<b>Satisfactory</b> progress has been made against this Well-being objective in 2017/18. Areas where significant challenges remain and further improvement is required include: <ul style="list-style-type: none"> <li>- Putting in place steps to improve Air quality within the City;</li> <li>- Driving up recycling rates to meet Welsh Government targets and challenging behaviours which act as a barrier to the required progress.</li> </ul>
All young people in Cardiff make a successful transition into employment, education or training	<b>Good</b> progress has been made in this area during 2017/18. However, there is further work to be done with regard to: <ul style="list-style-type: none"> <li>- Ensuring ALL young people are given an appropriate range of choices and support.</li> </ul>



## Our Self-Assessment of our Well-Being Objectives

Well-Being Objective	Self-Assessment
The Council has high quality and sustainable provision of culture, leisure and public spaces in the city	<p><b>Satisfactory</b> progress has been made against this Well-being objective in 2017/18. Areas where further improvement is required include:</p> <ul style="list-style-type: none"> <li>- Continuing with the development of the Council's Total Street approach to keeping neighbourhoods clean and take steps to improve productivity and efficiency within street scene services.</li> </ul>
Communities and Partners are involved in the redesign, development and delivery of local public services	<p><b>Good</b> progress has been made against this Well-being objective. However, work needs to continue with respect of:</p> <ul style="list-style-type: none"> <li>- Continuing to adopt a Digital First approach and make the best and most efficient use of new technologies where appropriate;</li> </ul>
The Council has effective governance arrangements and improved performance in key areas	<p><b>Satisfactory</b> progress has been made against this Well-being Objective during the year. However, areas where further improvement are required include:</p> <ul style="list-style-type: none"> <li>- Continue to drive improvement through the effective delivery of the Capital Ambition Delivery Programme.</li> <li>- Taking steps to address the Corporate Sickness Absence level.</li> </ul>
Our services are transformed to make them more accessible, more flexible and more efficient	<p><b>Satisfactory</b> progress has been made against this Well-being Objective. Further improvement is required in relation to:</p> <ul style="list-style-type: none"> <li>- The operation and delivery of the Corporate Landlord model, which, remains a challenge in terms of the significant risks and liabilities associated with managing the Council's estate.</li> </ul>

Priority 1:  
Better education and skills for all



## 1.1 Every Cardiff school is a great school

### What we said we would do

The vision outlined in Cardiff 2020 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’.

During the 2016-17 academic year, we have continued to work towards the delivery of the 5 key goals of Cardiff 2020:

1. **Excellent outcomes for all learners**
2. **A high quality workforce**
3. **21st Century learning environments**
4. **A self-improving school system**
5. **Schools and Cardiff in Partnership**

### How did we measure our performance?

Performance Indicator	Result 2016-17 Academic Year 2015-16	Result 2017-18 Academic Year 2016- 17	Target 2017-18 Academic Year 2016-17	Have we improved?
% of Cardiff Schools categorised as Green by Welsh Government Primary	36%	53.06%	40%	Yes
Secondary	26%	38.9%	30%	Yes
Special	57%	28.57%	63%	No
% of all pupils achieving the Core Subject Indicator at the end of KS2	89.5%	89.4%	90%	No
% of pupils eFSM achieving the Core Subject Indicator at the end of KS2	78.8%	79.1%	80.6%	Yes
% of pupils not eFSM achieving the Core Subject Indicator at the end of KS2	92.5%	92.1%	93%	No
% of all pupils achieving the Level 2 + threshold (5 GCSEs A*-C inc. English / Welsh first language and Mathematics) at the end of KS4	Not available	58.5%	Targets are no longer valid due to changes in the assessment framework	Not available

Performance Indicator	Result 2016-17 Academic Year 2015-16	Result 2017-18 Academic Year 2016-17	Target 2017-18 Academic Year 2016-17	Have we improved?
% of eFSM pupils achieving the Level 2 + threshold (5 GCSEs A*-C inc. English / Welsh first language and Mathematics) at the end of KS4	Not available	33.9%	Targets are no longer valid due to changes in the assessment framework	Not available
% of non eFSM pupils achieving the Level 2 + threshold (5 GCSEs A*-C inc. English / Welsh first language and Mathematics) at the end of KS4	Not available	66.6%	Targets are no longer valid due to changes in the assessment framework	Not available
% of all pupils achieving Level 2 threshold (5 GCSEs A*-C) at end of KS4	Not available	69.60%	Targets are no longer valid due to changes in the assessment framework	Not available
% of all pupils in achieving Level 1 threshold (5 GCSEs A*-G) at end of KS4	Not available	93.20%	Targets are no longer valid due to changes in the assessment framework	Not available
The new Capped Points Score Key Stage 4 (CAP 9)	New	360.7	New	Not available
% Secondary school attendance	94.50%	94.2	95%	No
% Primary school attendance	95%	95%	95.5%	Maintained
% of children securing their first choice of Primary school placement:	86%	89.75%	80%	Yes
% of children securing their first choice of Secondary school placement	76%	76.21%	70%	Yes
% of children securing one of their three choices of Primary school placement	93%	93.86%	90%	Yes
% of children securing one of their three choices of Secondary school placement	85%	81.82%	90%	No
Number of schools in Estyn follow up: Estyn reviewing progress	7	6	5	Yes
Number of schools in Estyn follow up: Significant improvement	3	0	0	Yes
Number of schools in Estyn follow up: Special measures	3	1	0	Yes

\*RAG is based on target

\*\*2016-17 academic year is from September 2016 to July 2017

## Progress in the 2016-17 academic year

### **Goal 1: Deliver consistently excellent outcomes for learners**

The local authority is committed to ensuring that Cardiff schools are consistently excellent, and to the success and well-being of every learner, regardless of background or circumstance. However, when results are set against the aspirations and targets in Cardiff 2020, it is clear that much further work remains to be done.

Compared to the Wales averages, Cardiff is performing well in a wide range of performance indicators across the key stages.

### **Attendance**

In the secondary phase, attendance was 94.2%, which is above the Welsh average and the Central South Consortium average. 44.4% of secondary schools achieved an attendance rate of over 95%.

In the primary phase, attendance was 95%, compared to 94.9% across Wales. 48.4% of primary schools achieved an attendance rate of over 95%.

### **Foundation Phase**

88.5% of pupils achieved the Foundation Phase indicator in 2017, which is above the Wales average of 87.3%. Whilst there was a marginal decrease compared to 2015-16 (0.4ppts), Cardiff's performance remains above the Wales average.

### **Key Stage 2**

At Key Stage 2, the proportion of pupils achieving the Core Subject Indicator (89.4%) is in line with the Wales average. At the expected and the higher levels, the strongest performance is in Welsh first language.

### **Key Stage 4**

Cardiff performed above the Wales average at the Level 2+ threshold. 58.5% of pupils achieved this indicator, compared with 54.6% in Wales. Cardiff is ranked 5th in Wales for this indicator.

### **Pupils eligible for Free School Meals (eFSM)**

At the end of Key Stage 2, 79.1% of eFSM pupils achieved the Core Subject Indicator, compared to 92.1% of pupils not eligible (nFSM). The corresponding Wales figures are 77.2% and 92.3%. The gap in attainment reduced to 13ppts.

At the end of Key Stage 4, 33.9% of eFSM pupils achieved the Level 2+ threshold, compared to 66.6% of nFSM pupils. This is better than the performance of eFSM (28.5%) and nFSM (60.8%) pupils across Wales. Although a higher proportion of eFSM pupils in Cardiff achieved this threshold than across Wales at Key Stage 4, the gap in attainment is slightly larger (32.8%/32.3%) as a result.

We are focused on closing the gap and working with schools and partners to make sure that no child is left behind; in particular, children that are Looked After, eFSM pupils, some Ethnic groups, learners with English as an Additional Language, learners with Special Educational Needs and learners Educated Other than At School.

The development of the Additional Learning Needs (ALN) Strategy with health partners, including progress to implement the Additional Learning Needs and Education Tribunal Bill (ALNET), and developing proposals to improve provision for learners, has been key to working towards improving outcomes for children and young people with ALN. Implementation of ALNET is due to be completed across Wales by 2023. The ALN Strategy also outlines a series of actions to improve provision for children and young people with ALN. The Local Authority has consulted on a series of schemes, seven of which have been taken forward and will increase provision for children and young people with ALN by 100 places over the next five years. The eighth scheme, to deliver additional ASC (Autism Spectrum Condition) secondary places, was not taken forward. Further action is underway to address the shortfall in ASC secondary places, and to further increase SRB (Specialist Resource Base) places.

## **Goal 2: Secure the best people to lead, teach, support and govern our schools**

The leadership in Cardiff schools is strengthening, as evidenced by the reduction in the number of schools requiring red level of support through Welsh Government School Categorisation, which has decreased from ten in January 2016 to three in January 2018. Based on their most recent inspection, 68.5% of Cardiff schools have been judged by Estyn to be good or excellent for prospects for improvement or leadership and management.

New leadership in some schools, including through the executive head teacher model, has resulted in raised expectations and improvements in standards.

The local authority continues to support federations as a means of building capacity across schools. As of July 2018, three formal federations have been formed:

- Riverbank, Ty Gwyn and Woodlands Special Schools
- Coryton and Tongwynlais Primary Schools
- Trowbridge and Greenway Primary Schools

The local authority, in partnership with the Central South Consortium, continues to support initiatives such as Teach First, which seeks to recruit and train young graduates into teaching. Cardiff also supports a wide range of leadership and development opportunities for current teaching staff.

Securing high quality school governors and reducing the proportion of governor vacancies is a priority. Recruitment of governors has been strengthened through Cardiff Commitment partnerships.

## **Goal 3: Offer inspiring, sustainable, learning environments fit for the 21st Century**

There has been significant investment in the development of the education estate in Cardiff as part of the Band A phase of the £164 million Welsh Government 21st Century Schools Programme. Band A will deliver two new High Schools: Eastern High - which opened in September 2017 in partnership with Cardiff & Vale College, and Cardiff West Community High School - which will open in spring 2019, as well as six new primary schools.

In December 2017, Welsh Government approved in principle the programme envelope sum of £284 million for the Band B phase of the 21st Century Schools Programme, half of which would be funded by Welsh Government and half by the Council. A report with details of Band B schemes followed, and was approved by Cabinet. The proposals include four settings to improve and extend provision for pupils with ALN.

Through the Local Development Plan, there will be a £150m investment into new school buildings around the major strategic housing sites. The Council is also utilising Welsh Government grants to further extend Welsh medium provision through the Welsh Education Grant, and to reduce infant class sizes. Cardiff is also implementing the 30 hour childcare offer for working parents of 3 and 4 year olds in Cardiff.

However, there is still a significant backlog and many schools suffer a longstanding lack of investment. The Council has committed to an extra £25m over the next four years to improve the overall quality of the school estate.

## **Goal 4: Deliver a self-improving school system, forming strong and dynamic partnerships between schools in the region**

The capacity of schools to lead and support their own improvement is increasing, as evidenced by improved Estyn inspections and categorisation outcomes. The number of 'Green' schools has risen notably to 67 in January 2018, compared to 48 in January 2017.

Cardiff schools are working towards the development and implementation of the new curriculum for Wales, deriving from the Successful Futures Report. This work presents significant opportunities, but also real challenges to all who work in schools, and all who have a stake in ensuring excellence in our education system. 16 Cardiff schools are engaged in the Welsh Government Pioneer network shaping the new curriculum.

## Goal 5 – Ensure that schools are connected with the communities they serve, including children and young people, parents, business, culture, the third sector, sport and public services

Schools and other educational settings have continued to develop strong links with the communities they serve and city partners. Some key partnerships have continued to develop, including:

### The Cardiff Commitment

The strengthened focus on transition between education and employment through the Cardiff Commitment is having a positive impact. Over 200 businesses are currently engaged with the initiative and 120 have offered a pledge to support schools and young people.

In 2017, the proportion of young people not in education, employment or training (NEET) reduced to 1.6% (50 young people), in line with the Welsh average:

Local Education Authority (%)	2013	2014	2015	2016	2017
Cardiff	4.9	4.3	4.5	3.0	1.6
Wales	3.7	3.1	2.8	2.0	1.6

The Junior Apprenticeships programme, launched in September 2016 in partnership with Cardiff and Vale College, has been successful in offering a full-time career-focused learning programme for a select number of 14–16 year old students in Cardiff. The programme won a Beacon award for Post-16 Education and Training in May 2018, and is being rolled out across Wales.

### The Child Friendly City Programme

Cardiff is one of 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 we commit to addressing barriers which limit their lives.

### Creative Education Partnership

The Cardiff Creative Education Partnership has maintained momentum, capitalising on the strengths of the “creative economy” in the city. In addition to partnership activity through the pathfinder school (Cardiff West Community High School), the Creative Education Partnership is developing a model to further extend and enrich connections with schools.

### Summary of our Performance

Significant progress has been made in working towards the goals of Cardiff 2020. However, the Annual Performance Report of Schools (January 2018) and our own self-evaluation has highlighted the importance of focused action in relation to:

### Continuing to improve standards in Cardiff

Progress against the majority of indicators is good. However, there are some key areas where further improvement is needed:

- Performance in the Level 1 threshold is 93.2% (5 GCSEs A\*-G), which is below the Welsh average of 94%
- Improving outcomes for particular groups, including EOTAS (Educated Other Than At School) pupils and Children Looked After
- Reducing the gap in attainment between pupils eligible and not eligible for free school meals.

### Sufficiency and Suitability of the School Estate

Good progress has been made through the delivery of Band A schemes and working towards the delivery of Band B, including English Medium, Faith, Welsh Medium and Special Schools. However, too many buildings suffer a longstanding lack of investment.

We have assessed this Well-Being objective as making **good** progress.

## 1.2 Looked after children in Cardiff achieve their potential

### What we said we would do

Cardiff Council wants to continue the shared vision with Cardiff & Vale University Health Board to work together to ensure the best possible outcomes for children who are looked after or who have left care, so that they can be happy and lead fulfilling lives

Performance Indicator	Result 2016-17 Academic Year 2015-16	Result 2017-18 Academic Year 2016-17	Target 2017-18 Academic Year 2016-17	Have we improved?
% of looked after children returned home from care during the year	11.6%	8.7%	12.0%	No
% attendance of looked after pupils whilst in care in primary schools	96.9%	96.6%	98%	No
% attendance of looked after pupils whilst in care in secondary schools	94.5%	95.4%	93%	Yes
% of children looked after on 31 March who had 3 or more placements in the year	10.9%	9.04%	9%	Yes
% of children looked after experiencing one or more changes of school not due to transitional arrangements	13.3%	9.7%	9%	Yes
% of children looked after achieving the Core Subject Indicator at the end of KS2	70.4%	77%	73%	Yes
% of children looked after achieving the Level 1 threshold (5 GCSEs A* - G) at the end of KS4	Not available	36%	Targets are no longer valid due to changes in the assessment framework	Not available
% of children looked after achieving Level 2 threshold (5 GCSEs at grades A* - C) at the end of KS4	Not available	11%	Targets are no longer valid due to changes in the assessment framework	Not available
% of children looked after achieving the Level 2 + threshold (5 GCSEs at grade A* - C inc. English / Welsh first language and Mathematics) at the end of KS4	Not available	0%	Targets are no longer valid due to changes in the assessment framework	Not available
% of care leavers in education, training or employment at 12 months after leaving care	58.5%	49.4%	60%	No
% of care leavers in education, training or employment at 24 months after leaving care	38.2%	48.2%	40%	Yes

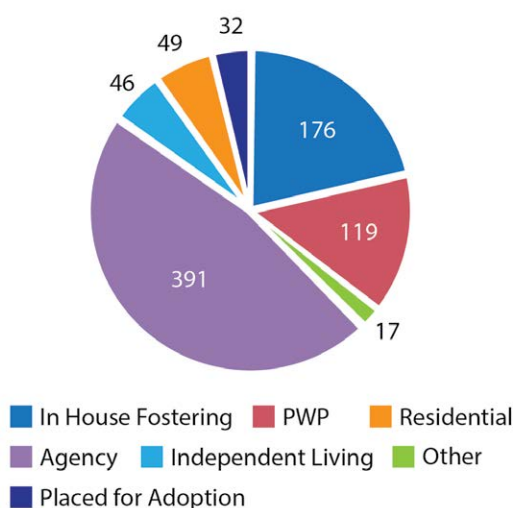


### Progress in 2017-18

There are 73,994 Children and Young people aged 0-17 in Cardiff and, of these, 2,787 are in receipt of support from Children's Services.

During the year the number of looked after children has continued to increase to 830 from 721 at 31st March 2017. As a result of this, we launched a regional Reflect Service which will undertake focussed work with women who have had one or more children removed from their care in the last three years; it is recognised that it will take some time for this initiative to have an impact. Data provided through our participation in the Directors of Children's Services UK Core Cities Network shows that rates of looked after children are a national issue and Cardiff is not an outlier in terms of looked after children rates of admission.

Breakdown of Placements as at 31st March 2018



The Council undertook an analysis of looked after children in out of area placements and the results of this demonstrated that children were appropriately placed. Work has continued to return looked after children to Cardiff where this is appropriate and 15 young people were returned to Cardiff during the year. Furthermore, work with independent providers to bring new children's residential homes to Cardiff continued, and during the year two new 3-bed homes were opened.

In July 2017, the Council received a positive inspection from the Care Inspectorate Wales (CIW) for Crosslands Children's home, which concluded that '*young people are safe, confident and engaged in constructive lifestyles and activities*'.

### Engagement with young people

'Your Life, Your Care' represents the views of looked after children and young people aged 4-18 years in Cardiff, and 255 looked after children and young people in Cardiff completed the survey. Some key findings from the survey include:

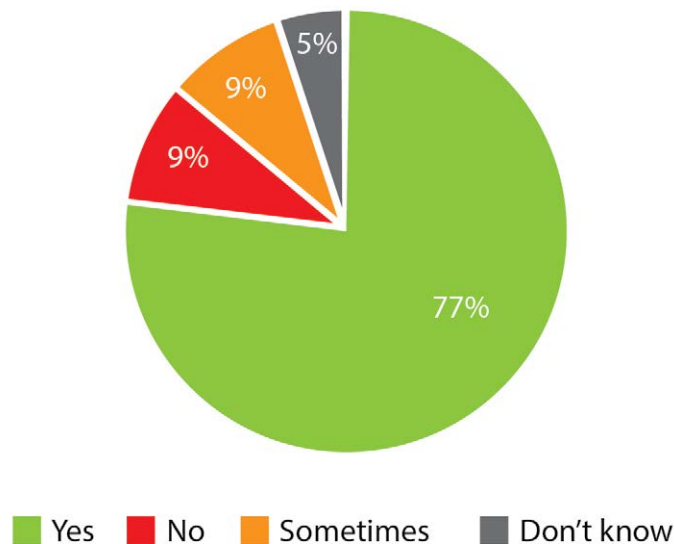
- 77% of children (8-11 years) felt their lives were improving
- Young people (11-18 years) liked school as much (75%) as other young people living in Wales
- 75% of the 11-18 years group liked school or college 'a lot' or 'a bit', compared to 73% of young people in the Welsh population and 71% of looked after young people in other Welsh Authorities
- 98% of children (8-11 years) and 90% of 11-18 years felt that they had a trusted adult in their lives
- The majority (94%) of children and young people (4-18 years) had fun and took part in activities outside of school

## Educational Attainment

- The proportion of all children looked after by Cardiff Council achieving the Core Subject Indicator at the end of Key Stage 2 is 77%; this is an increase of 6.7% compared to 2015-16 and is above the Wales average of 66%
- The proportion of looked after children educated in a Cardiff school achieving the Core Subject Indicator is 78%, an increase of 10% compared to 2015-16
- The percentage of Looked After Children who experienced one or more changes of school improved to 10% in 2017-18 from 13.3% in 2016-17

During the year, the Council helped to support care leavers through higher education by the provision of equipment through the St David's Day grant and, as a result, 23 care leavers entered higher education during 2017-18. The percentage of all care leavers still in education, employment or training at 24 months after leaving care has improved to 48.2% in 2017-18 from 38.2% in 2016-17.

### Young adults reporting they received advice, help and support to prepare them for adulthood



The Council also undertook **engagement with young people** in relation to the **Bright Start traineeship scheme**, which included:

- CV and job search workshops in partnership with the Into Work Team
- Aspiration Workshops
- Two young people were supported to take part in the Council's Pitch Perfect service improvement scheme
- Creative "Cake and Make" workshops in partnership with female entrepreneurs
- A care leavers book club was set up

As a result, 27 young people started a traineeship placement during the year and two young people have accepted paid trainee roles. The scheme has also been highlighted as an area of good practice by ESTYN.

## Case Study - Bright Start Traineeship Scheme

R, a 20 year-old female care leaver, started as a Bright Start trainee before becoming a horticultural apprentice.

*"I have always wanted to work and when I got to parks, I found I just fitted in. It's a hard job but I enjoy it, and I've really got on with the team, we have a laugh."*

The Council better enabled **young people** to reach their potential by improving engagement in education, training and employment by 1.2 hours per week for young people of statutory school age, and 2.9 hours per week for young people above statutory school age, throughout the duration of their involvement with the Youth Offending Service.

### Summary of our Performance

Despite the programme of work in place between the Council and partners through the Corporate Parenting Strategy, the number of looked after children has continued to increase to 830 from 721 at 31st March 2017.

Despite improvements in educational attainment for the children in our care, evidence tells us that outcomes for those who enter the care system are too low and with the impact felt through the life of the child and across the city's public services. There were no looked after children who achieved 5 GCSEs at grade A\*-C at the end of Key Stage 4. Furthermore, the rise in the percentage of care leavers aged 16-24 experiencing homelessness during the year is a cause for concern.

Improving outcomes for children in care, and managing demand through a focus on multi-agency preventative work with vulnerable children and families will remain a priority the year ahead. This will include:

- Embedding the Corporate Parenting Strategy across the Council and partners
- Increasing 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
- Improving the reach and effectiveness of support to care leavers by strengthening the Bright Starts Traineeship Scheme.
- Enhancing "Early Help" to support children and families before their needs escalate to the point that they require statutory interventions, by agreeing a refreshed Early Help / Preventative Strategy, piloting a 'Children First' approach to join up multi-agency preventative services, with opportunities to deploy grant streams more effectively under new "Funding Flexibilities" arrangements.

We have assessed this well-being objective as making **satisfactory** progress.

## 1.3 Supporting people into work and education

### What we said we would do

Cardiff Council wants to continue to deliver the Adult Community Learning service in collaboration through the Cardiff & Vale Community Learning Partnership to support Cardiff citizens to meet their learning aspirations. As part of the Into Work service, the Council wants to widen digital inclusion within communities to help people 'get online', to assist with preparations for the rollout of Universal Credit.

Performance Indicator	Result 2016-17	Result 2017-18	Target 2017-18	Have we improved?
No. of people receiving Into Work Advice	42,579	42,371	41,000	No
No. of people successfully engaging with the Into Work Advice Service and completing accredited training	1393	1,392	1,200	Maintained
The number of people who have been affected by the Benefit Cap and are engaging with the Into Work Advice Service	New Indicator	294	150	New Indicator
Number of Into Work Advice Service customers supported with Universal Credit claims	472	679	600	Yes
Maintain success rate at or above the Adult Community Learning National Comparator	94%	92%	90%	No
Adult Community Learning enrolment rate for learners within Deprivation Deciles 1 and 2	45%	53.61%	45%	Yes

### Progress in 2017-18

#### Adult Community Learning

The verified result for the academic year 2016-17 has been confirmed as a 92% success rate of academic learners completing courses through Adult Community Learning and exceeds the target set of 90%. Indications are that the success rate for 2017-18, currently unverified and not available until Autumn 2018, will match the success of the previous year at 92%.

Community Learning had their approval as a recognised Agored Cymru awarding centre (based at Severn Road) renewed, following a very successful External Quality Assurance review visit in February. The continued quality improvements in the accreditation provided by ACL recognised in the report has contributed to the accreditation success rate of 94%, which is higher than the national average.

Six Adult Community Learning (ACL) enrolment events were held in the space of a week from 9th-15th September 2017 at a range of venues across the city, including Central Library Hub, St Mellons Education Centre and Ely Hub. There were a total of **397 enrolments** during the week, which, compared to the same time last year represented an **increase in enrolments of 50%**.

47% of enrolments have been from the most deprived areas of the city (bottom two deciles). There has been a drive to increase the number of priority learners in the age ranges of 16-18 and 19-25 by working collaboratively across Adult Community Learning, Into Work, Youth Service and Partners. Four engagement events were held across Cardiff (week commencing 11th December) to recruit learners for the Term 2 programme. There was a total of **471 enrolments** during the week with 48% of learners coming from the bottom two deprivation deciles in the city, 29% from decile 1 and 19% from decile 2.

The Council worked with Hafod Care to deliver a **'prepare to care course'** prior to guaranteed interviews. Eight individuals completed the training and following this they were offered work experience with Hafod across a range of care facilities. Similarly the team also worked with Stonegate Pubs providing a range of customer service and hospitality training. Five individuals finished the programme with three individuals being offered interviews.

Contact with **school engagement** officers has allowed ACL to plan for provision for parents in 14 schools in the most deprived areas of Cardiff. Two-day courses in Confidence Building, Customer Service, Budgeting, and Healthy Eating are planned for 16 – 25 year olds, working in partnership with Communities for Work.

ACL has continued to deliver bespoke courses for **adults with experience of mental health issues, learning disabilities** or **physical disabilities** in Ty Tresillian, Huggard hostels, Taff Housing and Four Winds Day Centre. Individuals who have overcome significant difficulties have been nominated for **Inspire Awards**.

### **Into Work Services**

In September 2017 there were 139 clients working with the Into Work team to be supported back to work.

- Since November 2016, 116 clients have been helped into work, meaning they are no longer affected by the Benefit Cap.
- 535 clients have received budgeting support
- 120 have received accredited training

Rollout for Universal Credit in Cardiff took place on 28th February.

Universal Credit training has been set up to run in 7 Hubs across the city and has been designed to equip clients with the **digital skills** they need to make their Universal Credit claim.

**DigiFest** was held on 9th September at Central Library Hub where ACL and Libraries worked together and promoted the extensive variety of digital services and resources offered by both services.

**Benefit Cap** advisors were employed to provide back to work help and advice for those affected by the Benefit Cap. The Benefit Cap **Back to Work Scheme** has engaged with 297 clients throughout the year with 115 clients managing to secure employment through the scheme. The team continues to secure external funding to provide more intensive support to those seeking work.

The Into Work Advice Service has continued to work with a number of employers, including Stradivarius, a new retail store in St. Davids 2. They offered guaranteed interviews to individuals that attended Into Work Advice Service training.

In partnership with Job Centre Plus, the Into Work Service hosted **The Big Cardiff Jobsfair**.

- Nearly 2,250 jobseekers came to the event, an increase compared to last year
- 45 businesses attended
- Over 6,000 real job vacancies were on offer

Employers included **Marks & Spencer, South Wales Police, Legal & General, Admiral and Lidl**, showcasing a broad range of employment opportunities in a variety of different sectors. Cardiff Council Adult Community Learning, Corporate Traineeship, Fostering Agency, Social Services, and Cardiff Works were all promoting opportunities within the local authority.

The Council's Hub volunteers won a WCVA (Wales Council for Voluntary Action) **Volunteer of the Year** award in the digital category for their work in helping customers in the city's 12 community hubs. Since April 2014, almost 5,000 volunteering hours have been given by 268 volunteers in our hubs and the Council is grateful for their time and commitment in helping to run its services.

### **New Approach to Employability Services**

Work has commenced on the development of a new approach to Employability Services in Cardiff that aims to address some of the current issues. With over 30 employment services, all with their own eligibility criteria, it can be difficult for individuals to navigate. Additionally, there is no coherent pathway to services and no visibility of service users' needs.

Overall enrolment totals to date for the Learning for Work (LFW) Programme show a 27% increase against the previous year. Two additional courses have been run in partnership with Cardiff Bus and Job Centre Plus, with eight successful candidates now employed as drivers. Indications are that the success rate of learners from the Learning for Work Programmes will finish on 92%, which is above the target of 90%.

### **Summary of our Performance**

The Council is working well with partners to help remove barriers people face in getting and keeping a job, joining up our Into Work services, whilst also supporting citizens and families affected by Welfare Reform and the roll-out of Universal Credit. Effectively supporting people affected by Welfare Reform will continue to be a priority for the Council in the years ahead, particularly through the integration of currently fragmented employment support services.

More broadly, the evidence is clear that more work needs to be done connecting the city's most deprived and disconnected communities with the jobs, growth and economic benefits being created in the city economy.

Cardiff Council will support those affected by Welfare Reform and help more people find jobs that give them dignity and pride by working with partners to further develop and roll out an integrated approach to Into Work services and through providing a network of volunteering opportunities.

The Council will also better support people into work by integrating employment support services. This will include:

- 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

The Council will also ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by:

- 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

We have assessed this well-being objective as making **good** progress.

Priority 2:  
Supporting vulnerable people



## 2.1 People at risk in Cardiff are safeguarded

### What we said we would do

Cardiff Council wants to continue collaborating with partners to protect and safeguard individuals who need care and support from abuse and neglect or any other kinds of harm. We recognise the need to focus on developing a range of more effective services to prevent issues escalating, which may result in vulnerable children or adults being separated or cared for away from their families.

### How did we measure our performance?

Performance Indicator	Result 2016-17	Result 2017-18	Target 2017-18	Have we improved?
% of Children's Services social work vacancies across the service	23.50%	23.20%	18%	Yes
% of re-registrations on the Child Protection Register during the year	3.9%	4.2%	N/A	No
% of children supported to remain living within their family	55.20%	51%	59%	No
% of adult protection enquiries completed within 7 working days	98.0%	97.9%	99%	No
% of Council staff completing level 1 of the NTF on violence against women, domestic abuse and sexual violence	New Indicator	9.9%	50.0%	New Indicator

### Progress in 2017-18

The development of a vision and strategy for Safeguarding in Cardiff was originally targeted for completion by 31st March 2018. Vacancy-related delays mean that this action has been carried forward to 2018-19. Quarterly performance meetings are in place to monitor performance information with regard to safeguarding adults.

### Communities at large and Faith communities

The laws concerning the rights of children, the Children Acts of 1989 and 2004, and the Social Services and Well-Being (Wales) Act 2014, state clearly that considerations of ethnicity and religion should be taken into account when providing children with the support and protection they are entitled to. The Council undertook work with the Muslim community and 'Safeguarding our Children: A guidance for Mosque Schools and Islamic Studies Settings' was published. Work also commenced with the Bangladeshi community in Cardiff to raise community awareness about safeguarding children. Work has also progressed to offer advice, basic awareness training and support to the volunteers and support services for the Syrian resettlement programme.

### Child Sexual Exploitation

A Think Safe! Team of specialist Child Sexual Exploitation (CSE) intervention practitioners was established to work with children at greatest risk of CSE to increase their understanding of exploitation, raise their awareness and support them to take an active role in the assessment of risk and safety planning. Peer education in schools has better enabled children to identify when their friends are in danger of CSE and/or peer exploitation and know where to go for help, and Think Safe! Ambassadors have been trained in 14 schools to deliver peer education. Joint working with the Think Safe! Team and schools has given boys a better understanding of power, control, sex and the law and how to better keep themselves safe.

### Safeguarding

In relation to Adult safeguarding, the development of the All Wales Safeguarding Procedures for the Protection of Children and Adults commenced with Cardiff and the Vale Regional Safeguarding Boards engaged in the development of the procedures.

The recommissioned Domestic Violence Support service became operational during Quarter 1 of 2018-19 and work is continuing including stakeholder engagement and work to explore the potential options for a service for male victims.



The Council continued its work in relation to Dementia Friendly City, acknowledging with its stakeholders on the Cardiff and Vale Dementia Steering group that dementia is everyone's business. The Dementia Focus Group has continued to meet every 6-8 weeks to progress dementia support and associated work in Cardiff North. The group includes representatives from South Wales Police, South Wales Fire & Rescue Service, Cardiff Hubs and Libraries, and Independent Living Services. An action plan was developed for Cardiff North, which links directly to the city-wide Dementia Friendly Cardiff plan.

### **Social Worker Recruitment**

Addressing the social worker vacancy position has continued to be a priority and recruitment activity has yielded some positive results and the position is expected to improve as new staff take up their roles. Some existing staff have been appointed to newly created posts, leaving their substantive posts as vacancies. This reflects career progression and retention of existing staff. Recruiting, retaining and developing a permanent workforce with the right values, skills and experience continues to be a top challenge faced by the Council.

### **Summary of our Performance**

One of the Council's first duties is to safeguard people in Cardiff from all forms of abuse, neglect and harm. During the year there has been good progress in implementing measures to combat all forms of exploitation of children across the city. This has progressed from working with children specifically regarding sexual exploitation, to developing the model and process with the other forms of exploitation, and progressing this into the adult arena. Evidence highlights that exploitation, in all its forms, does not end when a person becomes an adult, and safeguarding must continue for all ages. One area of development during the year has concentrated on the County Lines agenda, where both children and adults are coerced into the drug culture across major cities in the UK.

### **Children and Young People**

Significant challenges remain in relation to safeguarding the most vulnerable children, with the recruitment and retention of social workers in particular an ongoing performance challenge for the Council.

With the number of children placed into care continuing to rise, a preventative multi-agency approach, which ensures that families and children get the right support, at the right time, in the right way, will be a priority for 2018-19.

### **Adults and Older People**

Council services for older people will be also continue to be a priority. In 2017-18, the Council effectively safeguarded 3,333 adults receiving domiciliary care and 1,004 adults in residential / nursing care by maintaining the reduction in the number of providers under escalating concerns. The Independent Living service has also enabled demand to be managed effectively.

However, the safeguarding and support for older people remains a strategic priority for the Council and its partners. The costs of delivering social care are already bringing added pressure on public services, with a 50% rise in costs for delivering services for older people, from £21.3m to £31.9m, between 2011 and 2016. There is no sign of these pressures relenting. The number of older people is also projected to rise significantly, with the numbers of over-85s expected to nearly double by 2030. Some older people will have long-term conditions and complex care needs, meaning that additional community and primary care services will be required to meet their needs.

There is a clear consensus that safeguarding across Children and Adult services is now constantly changing and evolving, with awareness and need for support for different forms of abuse and harm being an on-going challenge for the authority. Abuse and harm have not necessarily changed, but wider expectations across society have identified the need to take more urgent and proactive action, where previously local authorities would not necessarily have seen this as their role.

We have assessed this well-being objective as making **satisfactory** progress.

## 2.2 People in Cardiff have access to good quality housing







### What we said we would do

Cardiff Council wants to continue to deliver high quality, sustainable and affordable homes for those most in need. The Council will work with landlords and agents to ensure they comply with their legal obligations under the Housing (Wales) Act 2014 and act as the host licensing authority for the Welsh Government's Rent Smart Wales scheme. Acting on homelessness is an immediate concern and we want to ensure that we have effective and efficient measures in place to support those who are homeless and help prevent people from becoming homeless.

### How did we measure our performance?

Performance Indicator	Result 2016-17	Result 2017-18	Target 2017-18	Have we improved?
% of affordable housing agreed at planning stage to be provided in a development on greenfield sites	New Indicator	30%	30%	New Indicator
% of affordable housing agreed at planning stage to be provided in a development on brownfield sites	New Indicator	34%	20%	New Indicator
No. of homes commenced on site through Cardiff Living in year: Council Homes	New Indicator	131	136	New Indicator
No. of homes commenced on site through Cardiff Living in year: All homes	New Indicator	337	353	New Indicator
% of people who experienced successful outcomes through the Homelessness Reconnection Service	New Indicator	68.84%	50%	New Indicator
Number of rough sleepers assisted into accommodation	New Indicator	204	144	New Indicator

# 1,000 Council houses by 2020: Completions to date

Delivery Route	To date	Target
 Additional new build		400
 Cardiff Living		300
 Open Market buy-backs	15	100
 Developer package deals		100
 Convert buildings to Council homes	8	50
 Meanwhile use of land		50
<b>TOTAL</b>	<b>22</b>	<b>1000</b>

National developer Wates Residential commenced work on its third and fourth sites in Cardiff as part of the Council's flagship house building programme, Cardiff Living, a ten-year partnership, which will ultimately see the development of 1,500 homes at 40 sites across the city.

Two sites, Ty To Maen in St Mellons and Mount Pleasant Lane in Llanrumney, are expected to reach completion by early 2019 and will significantly boost the city's **affordable homes offer**. Prior to the release of the 'Captain's View' plots, which include two and three bedroom homes, they were advertised at an information event, held to attract local buyers, at the Eastern Leisure Centre in Llanrumney on Friday 23rd March. The event was attended by more than 50 people with the opportunity to make an appointment with the assigned estate agent for the following day. Successful reservations were made by eight first-time buyers, while seven homes will be bought through the Government's **Help to Buy scheme**.

The Braunton and Clevedon site, due for completion next year, will comprise of 106 mixed tenure homes, including 40 affordable homes and 66 for market sale. A further four development sites have been approved as part of the first phase of the programme. As part of this project, the Council has made a joint pledge to create employment and training opportunities for local residents. So far, Wates Residential's work on Cardiff Living has generated **£237,000 in economic, environmental and social value and 824 training and employment weeks** have been created for people in Cardiff.

Paul Nicholls, Managing Director of Wates Residential South, commented: "*Cardiff Living is a transformative programme of housebuilding, and it is a great honour for Wates Residential to be working closely with the Council in building properties that will improve the lives of a great number of people across the city*".

Results of the 2017 Ask Cardiff Survey show that overall 63.1% of respondents agreed they have access to good quality housing. Access to good quality housing was widely regarded as one of the most important criteria in addressing well-being.

### Homelessness

Cardiff Council has continued to help many people in the city who find themselves homeless using a range of different provisions. The Council has continued to work with partners to deliver the **Rough Sleeper Strategy**, including adopting a 'No First Night Out' policy and piloting new approaches, including a 'Housing First' model which moves rough sleepers straight from the streets into a permanent home. The Council has provided:

- 216 hostel places for single homeless people
- 45 emergency beds
- 390 supported accommodation units

During the winter months there were an additional 86 emergency bed spaces. Furthermore, the Council has continued to work with homeless charities such as Huggard, the Salvation Army, Wallich, and the YMCA to provide hostel accommodation, the breakfast run, a day centre for the homeless and a night bus service. The Council's Outreach team has continued to work 7 days a week both during the day and into the evening to engage with people who are sleeping rough or who are at risk of sleeping rough. Since April 2017, 175 people have been helped into accommodation who were previously sleeping rough.

### **Summary of our Performance**

Good progress has been made in relation to the delivery of affordable housing, with the percentage of affordable housing agreed at planning stage on Greenfield and Brownfield sites exceeding targets set. Furthermore, Cardiff remains one of the few Councils actively building new affordable housing through innovative schemes like the Cardiff Living Programme.

However, Cardiff remains one of the least affordable cities for house buying in Britain with house prices exceeding 7 times the average wage. There are over 6000 names on the social housing waiting list. The growth of the city and the development of new communities must continue to deliver more and more affordable housing, while new delivery and ownership models for affordable housing also need to be explored.

Despite an effective, multi-agency response to the rapid increase in the number of people sleeping rough on the streets of Cardiff, the numbers remain too high. 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.

Greater focus also needs to be placed on the integration of housing with other public services, most notably through the adoption of a preventative approach within social care, health and housing which delivers 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.

We have assessed this well-being objective as making **good** progress.

## 2.3 People in Cardiff are supported to live independently

### What we said we would do

We want to help people to live independently and develop the skills they need to live on their own, supporting them with reasonable adaptations to their homes and providing more preventative services.

In order to strengthen individual independence and effective care and support, we will continue to:

- Facilitate timely and safe discharge from hospital to allow people to remain at home
- Build on the success of the new single point of contact for anybody who needs support
- Ensure that on the first point of contact, those who need support can access a range of services to secure independent living
- Facilitate access for young care leavers to good accommodation, employment opportunities and mentoring

### How did we measure our performance?

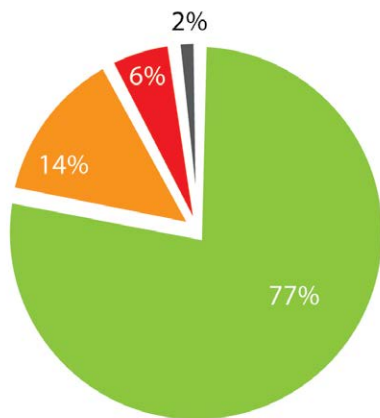
Performance Indicator	Result 2016-17	Result 2017-18	Target 2017-18	Have we improved?
% of new cases dealt with directly at First Point of Contact with no onward referral to Adults' Services	62%	73.08%	65%	Yes
Total no. of alternative solutions provided by Independent Living that help people remain independent at home	New Indicator	6,551	3,900	New Indicator
% of people who feel reconnected into their community, through intervention from Day Opportunities	New Indicator	77%	60%	New Indicator
% of Assistive Living technology trial participants who think the service helps them remain in their own home	New Indicator	71%	65%	New Indicator
% of Telecare calls resulting in ambulance being called out	6%	5%	<10%	Yes
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.38	2.33	2.8	Yes
No. of children and adults in need of care and support using the Direct Payments scheme	933	908	910	No
% of eligible adults who are caring for adults that are offered a Carers Assessment during the year	79.5%	87.2%	90%	Yes
% of care leavers aged 16-24 experiencing homelessness during the year	17.3%	21.0%	10%	No

\* Further breakdown of the 69 cases of care leavers who have experienced homelessness during the year, 27 are on a training tenancy and 29 are living with friends or family without a tenancy. The 69 cases may include the same child more than once if they have experienced more than one type of homelessness during the year.

### Progress in 2017-18

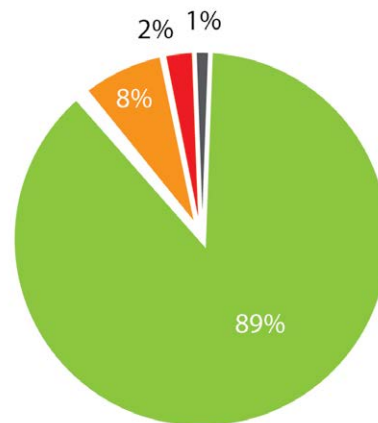
The Independent Living Services (ILS) **First Point of Contact** for Adult Services has continued to focus on citizens' strengths to help them achieve their outcomes, and in 70% of instances ILS are able to find an alternative solution so that there is no need for an onward referral to Social Services. The ILS is a holistic team, which includes Occupational Therapists, Day Opportunities, Telecare, Meals on Wheels, a Visiting Service and an Independent Living Equipment Service. During 2017-18, the role of the Social Work team managers within the First Point of Contact (FPoC) was extended to cover both the University Hospital Llandough (UHL) and University Hospital Wales (UHW), providing a consistent approach for citizens who access Adult Services.

People who are satisfied with the care and support they received



Yes No Sometimes Don't know

People reporting that they were treated with dignity and respect



Yes No Sometimes Don't know

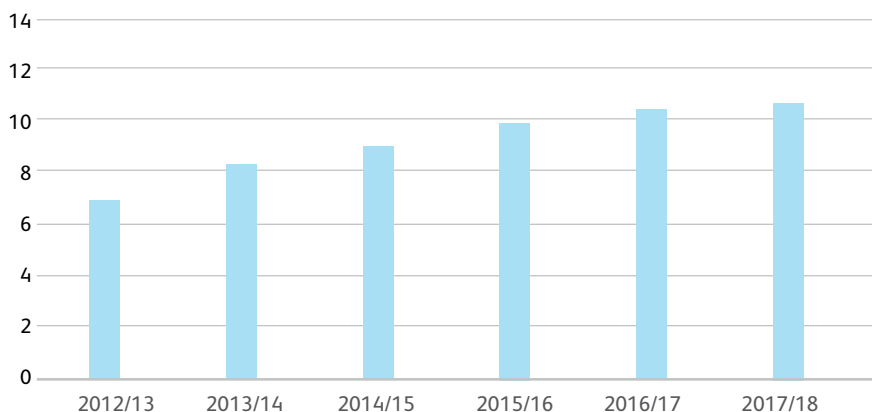
**Alarm Receiving Centre**

The Alarm Receiving Centre (ARC) worked collaboratively with the University Health Board (UHB) and put in place the monitoring of Whitchurch Hospital. Locality Wardens continued to attend community events and developed a comprehensive Patrol Strategy in order to develop the service and further meet the needs of citizens. Disaster recovery was put in place to enable the ARC to carry out alarm monitoring. Furthermore, discussions commenced with Housing Associations to provide a CCTV monitoring service at identified locations which will assist with future income generation.

**Delayed Transfers of Care**

The total number of Delayed Transfers of Care for 2017-18 is 110 and this is an improvement when compared to 123 for 2016-17, and represents a year on year decrease of 10.6%. The Council has continued to work closely with Health partners and the Vale of Glamorgan Council to reduce Delayed Transfers of Care for Social Care reasons. A multi-disciplinary team was established with a contingent of Social Work Assistants who meet every morning to pick up hospital cases that may benefit from early intervention.

The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over



### **Locality Based Working**

Successful intergenerational events were held in the Community and the Community Co-ordinator worked with the Cardiff City Foundation to develop training sessions for volunteers to continue carrying out these events in the community.

### **Day Opportunities**

The Day Opportunities model for Older People supports the aims of the Social Services and Well-being (Wales) Act 2014. The model demonstrates how the development of our day services will achieve the best outcomes for individuals and provide the best support to carers through:

1. High care and support needs – for those with high care and support needs, which may include an extent of dementia, or stable more severe dementia.
2. Specialist dementia centre – for those with moderate to severe dementia with an assessed social care need. This work is being taken forward as an integrated model of service with Cardiff & Vale University Health Board. The model is being implemented via the use of the Council's three existing day centres for Older People: Minehead Road Day Centre in Llanrumney, Fairwater Day Centre in Plasmawr Road and Grand Avenue in Ely. Minehead Road and Fairwater Day Centres will be utilised as the two day centres for individuals with high care and support needs whilst Grand Avenue will be utilised as a centre for Older People with complex dementia needs. The Council has allocated funding and successfully secured additional monies from the Integrated Care Fund (ICF) to upgrade and refurbish these existing day centres. The work at Minehead Road was completed in July 2017. The work at Grand Avenue commenced November 2017 and it is anticipated that work at Fairwater will take place in the financial year 2018-19.

### **Direct Payments**

The Council has been operating a Direct Payments service since 1996. The successful transition to a new provider during 2017-18 has meant that the service now offers better value for money, greater consistency of support and better transparency in terms of monitoring quality. The Direct Payments service was provided by the Council across Cardiff to 908 children and adults during the year.

### **Meals on Wheels**

The customer base of Meals on wheels has more than doubled since April 2017, increasing from 132 to 283, representing a significant increase. The service has successfully bid for additional revenue and extended the service to cover both weekends and bank holidays from May 2018, providing hot meals to customers 7 days a week. The introduction of a new Meals on Wheels database has allowed us to tailor to our customers' dietary preferences to better ensure accuracy and an overall improved quality of service.

### **Signs of Safety**

The Council is in the second year of its five-year implementation of the Signs of Safety framework which has been adopted to enable the service to work towards a strategic vision: prioritising prevention, minimising the need for statutory interventions including care proceedings and reducing the need to place children in our care. This has already started to have a highly positive impact on our work and consequently on children and families. The framework is allowing practitioners to put children, not process and paperwork, at the centre of their practice, encouraging a strong emphasis on creating opportunities for children to be involved. By focusing on the strengths of families, whilst considering actual and potential harm experienced by the child(ren), the Council can support children and families to remain together where it is safe for them to do so. A recent celebration event saw practitioners from across the service bringing examples of how their practice has changed to incorporate signs of safety:

- Social workers in the Multi Agency Safeguarding Hub (MASH) using Signs of Safety to insist that partners present a balanced picture of worries and strengths so that a proper analysis of risk can be identified at the outset.
- Child protection case conferences transformed so that families feel involved in the process and part of the solution.
- Families in crisis, due to alcohol and drug misuse, setting their own goals for change.
- Teenagers in care involved in creating their safety plans.
- The positivity generated at the event was palpable and is an example of the impact Signs of Safety is having on the practice, attitude and morale of the workforce. Staff reported feeling motivated and enthused. The way we are working is changing for the better and while we still have a long way to go before we are able to measure the tangible benefits for children and families across all the teams, we are beginning to see how this is making a difference for children and their families.



## Disability Futures

The Complex Needs Service was rebranded as the Integrated Disability Services Project (IDSP) during the year. Funds were made available for the inclusion of activities to support integration across Health, Social Care and Education with the following activity undertaken:

- The project has delivered an enhanced approach to a group of children and young people with a range of more complex needs using a partnership approach across Health, Education and Social Care.
- Within this a number of training sessions were delivered to a wide range of stakeholders to support the use of person-centred approaches across services that work with children and young people with disabilities and their families.
- Additional social work posts have been recruited to, enhancing the Child Health and Disability Service.
- An enhanced transition service within Cardiff Children's Services has been secured, with the implementation of the Transition Review Interface Group to oversee the planning of transitions for all children with disabilities known to Social Services. This has successfully achieved a regional offer across Cardiff and the Vale which ensures equitable approaches to transition across the region, and strengthens workforce development in this area.
- Processes for multi-agency assessment and co-ordination are being trialled and will continue to be piloted into next year with a view to evaluation to inform next steps.

## Young Carers

The Cardiff and Vale Young Carers Action Plan involving Education, Health and third sector partners was finalised and became operational during the year. Implementation of the plan is ongoing and will facilitate better awareness of this group and the support available to them. There are currently 10 schools in Cardiff supported by Carers Trust South East Wales Schools Development Workers, working towards the Young Carers in Schools Programme. The purpose of the programme is to:

- Ensure young carers aren't being missed in schools.
- Provide a national approach to support teaching, learning and awareness-raising in schools.
- Work alongside the development of the Successful Futures curriculum, ensuring the programme provides an integral approach to supporting vulnerable learners, of which young carers make up a large majority.
- Provide a real opportunity for joint working with health, local authorities, young carers, their families and young carers services.

A social worker from Support4Families has been identified to undertake assessments of young carers and to liaise with appropriate support groups. This is an interim measure until a Young Carers Development Officer is in post. The recruitment process is underway and will be completed early in 2018-19.

## Summary of our Performance

Good progress has been made through the implementation of the Independent Living Service, helping manage demand and cost. Satisfaction with the service is high, and indicators like Delayed Transfers of Care have seen a significant improvement in performance.

That said, the demographic pressures facing Cardiff are not going to relent. 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. 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.

We have assessed this well-being objective as making **good** progress.

# Priority 3:

# An economy that benefits all our citizens



## 3.1 Cardiff has more and better paid jobs

### What we said we would do

Cardiff Council wants to work with its partners in the public and private sectors to create jobs and deliver economic growth in a way that benefits all communities. The Council will create an environment that supports the development of new businesses, the growth and sustainability of existing businesses and will attract continued investment. It is also Cardiff's aspiration to become a Living Wage City.

### How did we measure our performance?

Performance Indicator	Result 2016-17	Result 2017-18	Target 2017-18	Have we improved?
No. of new and safeguarded jobs in businesses supported by the Council, financially or otherwise	1290	4,904	500	Yes
Amount of 'Grade A' office space committed to in Cardiff (sq. ft.)	317,732	366,000	150,000	Yes
Gross Value Added per capita	91.4%	93.4 (2016)	> Wales Average (73)	Yes
Unemployment	4.8	6.5	< Wales Average (5.0)	No
No. of staying visitors in Cardiff	+1.1 % 2,025,000	+1.8 % 2,062,000	2%+ p.a.	Yes
No. of visitors to Cardiff	-0.7 % 20,380,000	7.9 % 21,980,000	3%+ p.a.	Yes

### Progress in 2017-18

The Central Square regeneration project is on track to deliver the infrastructure required to attract more businesses and employment opportunities to Cardiff. During 2017-18, 4,904 jobs were created or safeguarded in businesses supported by the Council:

- 1,261 jobs created
- 3,643 safeguarded

Construction commenced on 366,000 sq ft of **Grade 'A' office accommodation** in Cardiff including at Capital Quarter and the new HMRC regional hub, north of Wood Street. In addition to this, construction has been completed on the BBC HQ, creating 150,000 sq ft of Grade A office space and safeguarding 1,200 jobs.

Cardiff's Planning Committee is due to consider the first major element of the **Central Quay development**. The 277,000 sq ft building will provide Grade A office space south of Central Station. Once complete, the development will comprise more than 1.1 million sq ft of office space, student accommodation, residential and retail space.

To achieve the right conditions to attract and support investment, the Council has continued to work with partners across the business community, the city's universities and local authorities in the Capital Cardiff Region. The Council is a board member of the Business Improvement District, which was established to deliver priorities identified by businesses in the city centre through a levy charged on business rates. The Council is also one of the ten local authority partners in the **City Deal**. During 2017-18 a City Deal Joint Working Arrangement Business Plan was approved by all ten participating councils, enabling the Regional Cabinet to make decisions regarding the £495 million City Deal Improvement Fund.

## 3.1 Cardiff has more and better paid jobs

### Social Value

The Socially Responsible Procurement Policy was approved and is aligned to a number of Welsh Government policy drivers including the Well-being of Future Generations (Wales) Act and is structured around six key priorities. Constitution Committee approved the revised Contract Standing Orders and Procurement Rules in March 2018 and they came into effect on 1 July 2018. Community benefits will be mandatory on all contracts above £1m and encouraged on contracts below that value.

The new Policy was launched at a Wales Construction Framework supplier day and over 300 delegates attended.

### Indoor Arena

In relation to progressing the indoor arena, terms were received from the landowner, BA Pension Fund, and their Development Partner, Reef Group, and the Council will take this offer to its Cabinet in Autumn 2018.

### International Sports Village

The Council has a revised master-plan in development with a delivery strategy for leisure uses within the building previously occupied by Toys 'R' Us.

### Creative Industries

The Council worked with partners to develop projects which will help the creative sector to thrive. The Arts and Humanities Research Council (AHRC) launched the [Creative Industries Clusters Programme](#), a major new project designed to create a step-change in collaboration between the country's internationally-renowned creative industries and universities across the UK. The Council supported the Cardiff University-led proposals for a Creative Cluster in the city. The proposals have successfully passed the Arts and Humanities Research Council's (AHRC) stage 1 assessment and will go through to the next round. The bid for the second stage application has re-focused on the Screen-based Audio-Visual Creative Industries sector in Cardiff and the region.

The Council is also working with partners and global leading specialists 'Sound Diplomacy' to develop a [music strategy](#) that will protect Cardiff's music scene and provide economic, social and cultural benefits to the city. A comprehensive assessment of Cardiff's music ecology has been undertaken with key stakeholders including musicians, promoters and venues, planners, licensing authorities, and educators, and the findings will inform the development of a music strategy.

Cardiff has reached the shortlist of finalists as a potential site for a new [Channel 4 Creative Hub](#).

### Tourism Strategy

The Council worked with a number of partners across the public sector, business, and tourism industry to deliver the Tourism Strategy. [21,980,000 business and leisure visitors](#) came to Cardiff in 2017. This is a 7.9% increase on the number of visitors compared to the previous year.

Some of the highlights from the city's sporting calendar include hosting the women's and men's finals for the UEFA Champions League, the biggest sporting event in the world in 2017. With a worldwide live TV audience of circa 200 million this event attracted tens of thousands of visitors to Cardiff. Hosting such an event provides a boost for the city's hospitality and tourism trade and direct benefits include a five-a-side artificial pitch in Grangetown, the opportunity to lay new grass across Coopers Field, and a wildlife camera system in Bute Park. [Visit Cardiff](#) was awarded Best Event in recognition of its hosting and promotion of the UEFA Champions League in the National Tourism Awards for Wales.

Cardiff hosted three group games and a semi-final in the International Cricket Council Champions Trophy at the Cardiff Wales Stadium, Sophia Gardens, and the Velothon Wales 110km and 140km cycling event. Cardiff Bay hosted the Extreme Sailing Series for the sixth consecutive year, featuring the British Team, and the Cardiff Triathlon.

During the year, [907,148 visitors](#) attended the Council's cultural venues. A host of events were delivered, from Joust Tournaments, Tafwyl, and Open Air Theatre at Cardiff Castle, to Cardiff Singer of the World and the Welsh Proms Cymru in St David's Hall.

In addition to the above, the Council also secured a number of high profile business events from the Corporate, Agency and Association sector, including the Political Studies Association International conference at City Hall, UK Inbound for 240 travel industry delegates, and Soroptimist International Great Britain and Ireland at Wales Millennium Centre.

## Summary of our Performance

The Council has continued to progress the regeneration of the city centre as a location for businesses and investment and will continue to do so by delivering an additional 300,000 square foot of Grade A office space by 2020. A White Paper will be brought forward to deliver a new Economic Vision for the future development of Cardiff by the end of 2018.

The Council continued to support businesses and attract inward investment to the city; as a result of financial and other support provided to businesses we helped to create 1,261 jobs and safeguarded 3,643 jobs. However, over the last twelve months economic activity rates have risen by 10,200; this is comprised of an additional 6,200 in employment and an increase of unemployment of 4,000.

Increasing visitor numbers and visitor spend is critical to shaping Cardiff as a tourist destination, generating greater revenue for the city's economy whilst also driving and supporting an innovative and sustainable tourism sector for the city-region. 21,980,000 business and leisure visitors came to Cardiff in 2017. This is a 7.9% increase on the number of visitors compared to the previous year. To achieve sustained growth Cardiff Council will develop a new Events & Festival Strategy to deliver events in the city for the next five years, building on the success of the Champions League Final. The Council will bring forward significant improvements in the visitor experience at Cardiff Bay and we will drive up attendances across the Council's venues and attractions, delivering new family attractions at Cardiff Castle.

We have assessed this well-being objective as making **good** progress.

## 3.2 Cardiff has a high quality city environment where population growth and transport needs are managed sustainably

### What we said we would do

Cardiff Council wants to ensure that Cardiff is an outstanding capital city with liveable neighbourhoods, great parks and open spaces, supported by excellent transport links which provide easy and affordable access to education, jobs and services. Making active and sustainable modes of travel attractive to use will bring health benefits through increased levels of walking and cycling. It will also help to deliver improved air quality by reducing the number of journeys made by polluting vehicles. The Council also wants to reduce carbon emissions and ensure that the consequences of climate change can be mitigated and managed as Cardiff grows. This will include supporting individuals and communities to minimise waste and increase the levels of recycling across the city.

### How did we measure our performance?

Performance Indicator	Result 2016-17	Result 2017-18	Target 2017-18	Have we improved?
No. of people travelling to work by sustainable transport	44.9%	45.8%	45.1%	Yes
No. of people travelling to work by cycling	10%	11.4%	11.2%	Yes
% of major applications determined within agreed time period	New Indicator	66.22%	25%	New Indicator
% of householder planning applications determined within agreed time periods	New Indicator	95.43%	80%	New Indicator
Capacity (in MW) of renewable energy equipment installed on the Council's land and assets	0.698MW	1.138MW	6MW	Yes
Maximum permissible tonnage of biodegradable municipal waste sent to landfill	1356t	Not available until October 2018	37,627	Yes
% of municipal waste collected and prepared for re-use and / or recycled	58.12%	Not available until October 2018	61.0%	Yes

### Progress in 2017-18

Cardiff's Local Development Plan (LDP), adopted in January 2016, is providing a plan-led framework to manage the future development of the city. The successful regeneration of the city centre both North and South of the railway line continued at pace, providing high quality Grade A office space along with other complimentary uses. Furthermore, new homes to meet the high local need are starting to be delivered on a range of Strategic Sites contained in the Plan.

### Central Transport Interchange (Central Square)

The Business Plan for funding submission to Welsh Government (WG) was developed for the new Central Transport Interchange with continued liaison with developers and operators. Detailed design has been completed and the scheme was put out to tender. A bid was put to Welsh Government in relation to the new Central Transport Interchange and subsequent negotiations between the Council, Welsh Government and the developer have resulted in the formation of a Partnership agreement to take forward the Integrated Transport Hub project that will be delivered by Transport for Wales.

### Cardiff City Region Metro)

Working relationships with the Cardiff Capital Region City Deal, Transport for Wales, and Welsh Government were progressed enabling agreement on investments in the Central Interchange Transport Hub and Central Station. KeolisAmey was awarded the contract to run the Wales and Borders rail service and South Wales Metro from 4th June 2018 to 17th October 2033.

## **Improvements to city-wide bus routes**

The Council is progressing improvements that will encourage a modal shift from private car travel to walking, cycling and public transport. For example, the A4119 Cathedral Road Phase 2b corridor improvement scheme was completed in June 2018, which included a southbound bus lane, cycle lane, and straight across crossing facilities to improve pedestrian access, safety and journey times. Innovative advanced green signals for cyclists have been installed to give those on bikes travelling from the side roads a time advantage over general traffic and reduce potential conflicts with turning vehicles. The A4119 Phase 2d Penhill section is planned to be constructed towards the end of 2018-19 subject to consultation. The schemes will contribute towards reducing air pollution and congestion, improving road safety, reducing journey times and improving reliability of sustainable modes of travel.

## **Active Travel Integrated Network Map (INM) and Cardiff Cycling Strategy**

The Active Travel Integrated Network Map (INM) was approved by Welsh Government on 27th February 2018 and has been published on the Council website. The concept design for East/West and North/South cycle “superhighways” has progressed and initial concept designs have been prepared for the first four cycle superhighway routes.

Cycle infrastructure schemes have recently been included at the Cathedral Road/Sophia Close junction (a trial of low level cycle signals with a 4 second head start for cyclists), Maes y Coed Road (a trial of cycle lanes with light segregation), and an upgrade to pedestrian and cycle links to Cardiff Bay Barrage to create a wider, segregated cycle route.

## **Cycle Hire Scheme**

Cardiff’s On-street Cycle Hire scheme was launched at the Senedd in Cardiff Bay. Since that time the scheme has seen a phenomenal take-up by the public with each bike being used five times per day. As of early July 2018 the following statistics demonstrate the success of the scheme:

- 15,257 registrations to date
- 48,289 rentals
- 1,012 total membership

By the end of August there were 500 bikes in operation at 50 hire stations across the city with circa 16 additional stations being installed in the autumn quarter. Stations being planned for later installation will be located in the east of the city to ensure that these areas have good local access to the scheme and are also well connected to other areas where the scheme operates.

## **20mph Limit Areas**

Work was completed in the Riverside and Canton wards, and a new 20mph limit area was implemented in the Gabalfa area of the city, which serves to join the Gabalfa ward to the original pilot area in Cathays. Work has also begun to develop schemes for the East Cardiff area (taking in Plasnewydd, Adamsdown and Splott) to be delivered in 2018-19, and a bid for funding was made to support a scheme for Grangetown. 20mph limits have also been installed in areas of Butetown around the new Hamadryad School. At the same time work continues in installing school safety zones through Safe Routes in Communities funding, of which a key feature is ensuring that 20mph limits are installed.

## Parking

Key achievements in 2017-18 include:

- Increasing the protection of parking for residents by making changes to residential parking arrangements around the city (e.g. more dedicated resident parking bays) and considering the management of parking in residential areas in a more flexible way within existing policies
- Parking Sensor deployment to enhance understanding of parking behaviour in the Council's parking asset and to provide the public with a reliable way of identifying if, and where, parking is available across the city, thereby cutting the number of vehicles circulating seeking parking
- More Car Club availability (through partnership with car club operators), developing a strategy for supporting Electric Vehicle Charging facilities, "greening" the Council's operational fleet, upgrading of the Pay & Display infrastructure, and introducing "Pay by Phone" facilities.

## Eastern Bay Link – Phase 1

The Eastern Bay Link was opened by the First Minister, Carwyn Jones, and Councillor Caro Wild, Cabinet Member for Strategic Planning and Transport, on 15th June 2017. The dual carriageway and shared pedestrian/cycle path between the Queensgate and Ocean Way Roundabouts has been designed to improve links to Cardiff Bay, reducing journey times and helping to ease congestion in the city centre, and provide better links for pedestrians and cyclists. It will also boost the local economy by improving access to the Central Cardiff Enterprise Zone and enhancing connectivity across the wider city region. The £57m road provided **13 apprenticeships, two work experience placements and jobs for nine graduates and 27 people who were previously long-term unemployed.**

## Transport and Clean Air Green Paper

Following legal direction from Welsh Government, the Council approved the commissioning of a feasibility study to determine if a Clean Air Zone is needed in the city on 22nd March 2018. It was acknowledged by Cabinet that, "poor air quality is now considered the largest environmental risk to public health in the UK", and that there is "clear scientific evidence" linking exposure to pollution to reduced life expectancy. The Council launched a Green Paper on Transport and Clean Air on the same day as the decision to proceed with the feasibility study. The consultation on the Green Paper invited residents to take part in the conversation about the big ideas that could shape the future of Cardiff's transport system and the way the city could look and feel in the future. The six themes in the paper included the Future of the Metro and Buses, Active Healthy City, Clean Air City, International Capital City of Business, Work and Culture, The Future for Cars, and Smart City. The consultation will help the Council decide the future direction for the city to improve lives and make Cardiff a healthier and stronger city for current and future generations.

## Resilience Strategy – clean air, carbon fuels, energy retrofitting, solar projects

Cardiff's city-wide carbon dioxide (CO<sub>2</sub>) emissions have reduced by 33% since 2005, and per capita CO<sub>2</sub> emissions have reduced by 39% over the same time period (2015 BEIS (Department of Business Energy and Industrial Strategy) data – data provided annually relating to two years previously). This means that the city's Covenant of Mayors target has been exceeded ahead of schedule - the city is a signatory to the Covenant of Mayors with a target of reducing per capita CO<sub>2</sub> emissions by 26% by 2020.

An officers working group is being established with members of Welsh Government and has made progress on developing the Clean Air Strategy, and work is focusing on finalising strategic measures that the Council needs to implement to try and improve air quality in Cardiff. The strategy will set out specific action plans to implement these measures and will develop a set of performance measurements to demonstrate the effectiveness of the strategy. Furthermore, an additional Working Group, which now includes members of the Cabinet and Senior Management, has been established to help develop and steer the Strategy.

A Low Emission Transport Strategy has been approved and proposals for a Solar Farm at Lamby Way are in development. Furthermore, a range of building energy retrofit proposals are in progress. The Council is awaiting finalisation of Welsh Government policies before committing to an overarching Resilience Strategy.



## Recycling

Achieving the statutory recycling target continues to be a significant challenge. Although performance in 2017/18 showed a slight improvement from the previous year, rising to 58.24%, and met the statutory target of 58% set by WG, performance fell short of the 61% corporate target set for the year. A step change in recycling performance and changing behaviours in low recycling areas will be required to achieve the 64% target set by Welsh Government for 2019/20.

The Service has incurred additional processing costs at the Mixed Recycling Facility (MRF), primarily caused by higher third party payments associated with the treatment of glass and disposal costs for end of line materials with no market currently available. Global market prices and availability remain a high financial and performance risk. The recent national pressure for a “deposit return scheme” (return plastic and glass bottles and receive cash deposit back) needs to be closely monitored, with possible further threats to finance and performance.

Results of the 2017 Ask Cardiff Survey showed that waste collection services are generally reported to be good with collections coming regularly and on time.

## Household Waste Recycling Centres (HWRC)

Lamby Way and Bessemer Close continue to **improve recycling performance** with the introduction of carpet and tyre recycling skips. Lamby Way HWRC has been operational for almost a year, and is positively received by members of the public. There continues to be a key focus on improving the education of members of the public regarding recycling material at HWRCs. The redeployment of staff from Wedal Road allows more focus on segregating recycling and supporting customers. A contract is now in place for new materials at Lamby Way and Bessemer Close HWRCs, e.g. carpets, tyres, and UPVC windows.

## Summary of our Performance

Whilst good progress has been made, Cardiff is one of the UK’s fastest-growing cities so it is crucial that growth is well-planned, sustainable, and that its benefits are felt by everyone in the city. Growth is a big opportunity for Cardiff – a successful city is a place where people want to live – but it will bring challenges too. The Council is committed to making sure that Cardiff grows in a resilient way, that its communities – new and old – are well-planned and well-connected, and that its infrastructures and public services are fit for the future.

Tackling congestion will reduce carbon emissions and improve the quality of the air we breathe, improve people’s health, and support the city’s economy. A 20% increase in the numbers of people commuting to work is projected and an associated increase in journey times of approximately 41%. Transport within Cardiff is currently dominated by private car journeys. Performance data shows that this is changing, with more and more people cycling or walking to work, catching the bus or taking the train. But it’s not changing fast enough.

Whilst Cardiff has successfully achieved a step change away from landfill, challenges in relation to recycling continue. Cardiff has underachieved against its corporate recycling target in 17/18 (although statutory targets were met) and has significant challenges to overcome going forwards in respect of changing behaviours and driving improved recycling performance to meet WG targets for 2019/20.

We have assessed this well-being objective as making **satisfactory** progress.

## 3.3 All young people in Cardiff make a successful transition into employment, education or training

### What we said we would do

The Council made a clear commitment to work with schools and partners across the city to support all young people to secure ongoing education, training or employment after completing their statutory education. Through the Cardiff Commitment we signalled our plans to improve outcomes for all young people by connecting them to opportunities to pursue their ambitions, to improve their skills, and ultimately to progress into a job of their choice.

We outlined the importance of having a skilled and qualified workforce to strengthen economic growth in the city and made clear our ambition to work with employers, particularly in key economic growth sectors, to open up opportunities for all.

### How did we measure our performance?

Performance Indicator	Result 2016-17	Result 2017-18	Target 2017-18	Have we improved?
% of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training	97%	98.4%	97.5%	Yes
% of Year 13 leavers making a successful transition from schooling to education, employment or training	96.90%	97.6%	98%	Yes
Number of young people in Cardiff, aged 16-18 years old, known not to be in education, employment or training (*Careers Wales Tiers 2 & 3)	426	342	217	Yes
% of young people in Cardiff Schools achieving a recognised qualification by the end of Year 11	99%	98.7%	99.5%	No
No. of apprenticeships, traineeships & work placements opportunities created by the Council	New Indicator	123	100	New Indicator

\*Tier 3 - Young people who are not engaged in ETE (Unemployed registered and unemployed not registered)

\*Tier 2 - Young People unable to enter ETE, e.g. ill health, custody

### Progress in 2017-18

The strengthened focus on transition between education and employment has continued to have a positive impact on outcomes, evidenced by year on year reductions in the percentage of Year 11 school leavers who are registered 'Not in Education, Employment or Training' (NEET) by Careers Wales in the October destinations count. At the end of the academic year 2016-17, 1.6% of Year 11 school leavers (50 young people) were identified as NEET, compared with 4.9% in 2013 and over 8% in 2010. Cardiff's performance is now in line with the Wales average for this measure.

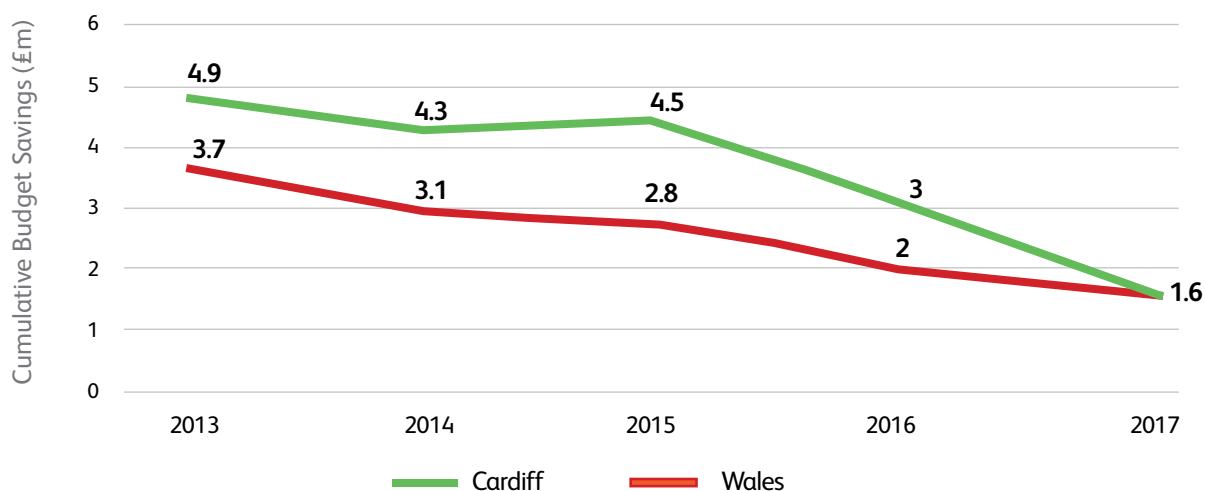
% Year 11 Leavers registered 'NEET'					
	2013	2014	2015	2016	2017
Cardiff	4.9	4.3	4.5	3.0	1.6
Wales	3.7	3.1	2.8	2.0	1.6

All secondary schools have adopted the re-developed Vulnerability Assessment Profile tool, to help to identify young people that may require additional support to complete their education and make the transition from school at 16. This has ensured that young people have received one-to-one advice and guidance to help secure a positive destination from Youth Services, Careers Wales, and community partners.

Good progress has been made during the year with a wide range of partners to shape 'The Cardiff Commitment'. To date, at least 100 employers have indicated a clear willingness to contribute to the programme with signed pledges from 46 employers in Cardiff supporting opportunities such as Open your eyes week, work experience, mock interviews, careers events and apprenticeships. This has extended the range of options accessible to both schools and individuals in the world of work.

In addition, the Junior Apprenticeships programme, launched in September 2016 in partnership with Cardiff and Vale College, has been successful in offering a full-time career-focused learning programme for a number of 14–16 year old students in Cardiff. The programme offers six different vocational pathways, in line with key economic priority sectors.

Cardiff Council itself delivered 123 work-related opportunities for young people in 2017-18, against a target of 100 opportunities. Additionally, increasing numbers of work experience requests have been accommodated in a wide range of services. Direct work with schools to promote Cardiff Council as a potential employer for young people in Cardiff has accelerated and the Council has contributed to many Careers Events across the city.



### Summary of our Performance

Whilst excellent progress has been made in the last year, there is still focused work to complete to ensure that all young people are given an appropriate range of choices and support to enable progression from school into the world of work. In particular, we need to ensure that our most vulnerable young people, for example Looked after children, Children Educated outside of mainstream education settings, and Children with additional learning needs, are provided with tailored support and opportunities.

We will continue to improve information management arrangements to ensure that robust systems are in place to identify, track and support young people, both pre- and post-16 education, in partnership with Careers Wales and the Council's Employability Service.

We have assessed this well-being objective as making **good** progress.

## 3.4 The Council has high quality and sustainable provision of culture, leisure and public spaces in the city

### What we said we would do

Cardiff Council wants to ensure that public spaces in the city are well-designed and maintained and offer high quality spaces for people to access, use and enjoy for recreation and business. So that Cardiff residents can live healthy lives, the Council wants to ensure leisure services are provided in an accessible way. The Council also wants to help the Welsh Government meet its aspiration of having one million Welsh speakers by 2050 by working with partners to double the number of Welsh speakers in Cardiff.

### How did we measure our performance?

Performance Indicator	Result 2016-17	Result 2017-18	Target 2017-18	Have we improved?
No. of Green Flag Parks and Open Spaces	10	11	11	Yes
% of highways inspected of a high or acceptable standard of cleanliness	90.46%	94.27%	90%	Yes
% of reported fly tipping incidents cleared within 5 working days	98.35%	99.04%	90%	Yes
No. of visits to sport and leisure centres where the visitor will be participating in physical activity (per 1,000)	7263	7517	8266	Yes
% of principal (A) roads, non-principal/classified (B) and C roads in overall poor condition	A – 4.1% B – 7.1% C – 6.9%	A – 3.3% B – 5.6% C – 6.0%	A – 5% B – 8% C – 8%	Yes
No. of pupils enrolled in Welsh medium education aged 4 – 18 years	7010	7777	7222	Yes
The percentage of pupils achieving at least outcome 5 in language, literacy and communication skills in Welsh medium schools, at the end of the Foundation Phase (Year 2).	93.10%	92.10%	93.50%	No
The percentage of pupils achieving at least level 4 in teacher assessment in Welsh 1st Language at the end of Key Stage 2 (Year 6).	96.10%	92.80%	96%	No
% of pupils achieving a Level 2 qualification (GCSE A*-C) in Welsh first language at KS4	79.8%	80.7%	82.0%	Yes
% of pupils achieving a Level 2 qualification (GCSE A*-C) in Welsh second language at the end of KS4	83.2%	81.8%	83.5%	No
No. of Council employees undertaking Welsh language training	184	171	Increase from previous year	No

## Progress in 2017-18 Parks and Greens Spaces

The Council's extensive portfolio of parks and green spaces are managed through regular maintenance, upgrading facilities, and the design and implementation of landscape improvements. Conservation and sustainability are extremely important and the Council manages:

- 14 Sites of Special Scientific Interest (SSSIs)
- 114 Sites of Importance for Nature Conservation (SINCs)
- 4 Local Nature reserves (LNRs)
- 2 extensive country parks
- 236 hectares of woodland

During 2017-18 Roath Park received the Fields in Trust vote for Best Park in Wales and the Wetland Nature Reserve achieved the prestigious Green Flag Award for the first time.

The Council manages 11 Green Flag status parks: Bute Park, Cardiff Bay Barrage, Cathays Cemetery, Flat Holm Island, Grange Gardens, Parc Cefn Onn, Roath Park, Rumney Hill Gardens, Thornhill Cemetery, Victoria Park, and the Wetland Nature Reserve.

The results of the 2017 Ask Cardiff survey showed that, of all Council services, satisfaction was the highest with parks and open spaces in Cardiff at 78.6%. The parks and green spaces in the city were one of the most highly regarded aspects of the city with Bute Park regarded as 'the jewel in the crown'. Respondents were clear that they want to see the city's green spaces preserved.

The development of an updated Parks and Green Spaces strategy by March 2018 was delayed in order to align to a Parks Scrutiny exercise. A consultation has been undertaken and Cabinet will receive a response to the Parks scrutiny report later in 2018.

Along with parks and green spaces, the Council is also responsible for the delivery of high quality and well maintained bay and water ways at the Harbour Authority. The Council awarded a five year dredging contract for the Outer Harbour / Outer Harbour Channel. The first two dredging campaigns were completed in July 2017 and January 2018 and 80,511m<sup>3</sup> of sediments was removed allowing boats to move freely.

## Street cleansing, grounds and highway maintenance, and enforcement and engagement with citizens

A new **neighbourhood blitz programme** was rolled out for 2017-18 with work undertaken in Cathays, Plasnewydd, Adamsdown and Splott, and further work continuing in Butetown, Grangetown, Canton, and Riverside. "Keep Roath Tidy" have won the Clean Communities category in Tidy Wales Awards, with "Keep Splott Tidy" as runners up. Hubs & Libraries have equipment to support anti-litter campaigns (Grangetown, Llandaff North/Gabalfa Hub and Cathays library). We continued to promote and increase community engagement. Our **Volunteering Coordinator** has commenced work on a programme of activities with Keep Wales Tidy and support continues for new volunteer groups across Cardiff. The **Keep Cardiff Tidy** website has been improved and now features information on volunteering activities.

In total there were 11 active community groups in April 2017, and 16 active groups as at February 2018, which is an increase of nearly 50%, greatly exceeding the 25% target. In addition, between Love Where you Live and Keep Wales Tidy initiatives we have recorded 8,288.50 volunteer hours (equivalent to £72, 524.38 at living wage).

### **Coastal Risk Management**

The Council presented an outline business case to its Cabinet, who approved the commitment to fund and deliver the coastal defence scheme. The aim of the coastal defence scheme is to:

- Manage flood risk in the Tremorfa area over the next 100 years
- Prevent the landfill site eroding and polluting the Severn Estuary
- Protect coastal roads and the Rover Way Travellers site

### **Highways and Public Realm**

14,000 LED street lights were delivered on the strategic road network with Central Management System. Furthermore, there was a £1million investment in patching, covering a total of 28,974m<sup>2</sup>, a 36% increase on the previous year. The annual Capital Investment programme was also delivered.

### **Dogs Home**

The Council has progressed work on an options appraisal and business plan in relation to a new Dogs Home. Meetings have been held with stakeholders and work undertaken with Projects, Design and Development around the requirements for a new facility and the space required. The current issue is around finding a suitable and available site and as a result progress has slowed. It is hoped that through further work with Estates a decision can be made on a site so that more detailed works and costings can be undertaken.

### **Leisure centres**

Improvement works have been completed on four leisure centres managed by Greenwich Leisure Limited (GLL) to ensure a high quality service to users. The improvements were delivered via a Capital Investment Programme, which commenced in August at Llanishen and Maindy leisure centres, involving reconfiguration of internal fitness suites and refurbishment of the foyer and reception areas. Improvements at Western Leisure Centre include a refresh of the reception area and a complete replacement of all gym equipment. Improvement works to Pentwyn started at the end of 2017 to install new gym facilities and equipment. Llanishen first floor conversion has been completed which included the relocation of the gym and new fitness studios and a toning suite.

The number of visits to local authority sport and leisure centres increased in 2017-18 compared to the previous year, when stretch card numbers dropped over concerns related to GLL. However, improved facilities and more robust monitoring has seen a 4.65% increase in the number of visitors participating in sports activities compared to the previous year.

### **Sport**

Sport Wales agreed the 2018-19 Local Sport Plan. Delivery was monitored throughout the year with Cardiff Met and Sport Wales to assess performance against the plan, and positive comments were received from Sport Wales in terms of progress with the neighbourhood sport boards targeted interventions in specific areas, such as BME and Women and Girls Sport. There has been ongoing dialogue with GLL in terms of delivering the Free Swim Initiative and a revised action plan has been put in place and agreed.

The Council continues to deliver opportunities for outdoor sport and has good relations with the various local leagues and Governing Bodies, and achieved investment in new 3G training facilities including a Champions League legacy pitch in partnership with UEFA and the Football Association of Wales (FAW). Our alternative delivery models have resulted in investment with Parkwood at Heath Park on new floodlit tennis courts and at several of our pavilion sites, which have been transferred under the Community Asset Transfer process.

Refurbishment of outdoor facilities has been carried out via the resilience funding mechanism as a legacy for hosting the Champions League Finals.

### **Creative Cardiff initiative**

The Arts and Humanities Research Council (AHRC) launched the **Creative Industries Clusters Programme**, a major new project designed to create a step-change in collaboration between the country's internationally-renowned creative industries and universities across the UK, securing £80m from UK Government to help promote economic growth and provide the skills needed for the jobs of the future. The programme, which starts in 2018, will find innovative ways to identify opportunities for new investments in Creative Small and Medium-sized Enterprises (SMEs), enhancing services at an early stage and getting them on the road to success. Cardiff Council will work with Cardiff University and partners on preparing a bid to secure a minimum £8m investment for a Cardiff Creative Cluster.

The Council will align the '**Cardiff Cultural Partnership**' with the Arts Council of Wales 'Creative Learning in schools programme', linking this up with wider cultural developments in the city, with the aim of leading on skilling up a creative workforce in Cardiff. The Council will work with partners and global leading specialists 'Sound Diplomacy' to develop a music strategy for Cardiff with a special focus on Womanby Street, working with Welsh Government to designate it as an area of cultural significance. Sound Diplomacy is three months into a comprehensive assessment of the music ecology in Cardiff.

### **Bilingual Cardiff Strategy**

The Welsh Language Forum has been reconstituted as the Bilingual Cardiff Forum to oversee the implementation of the **Bilingual Cardiff Strategy**. The forum meets quarterly, with representatives of statutory and voluntary services. The first action in the Strategy was completed successfully with Welsh Language taster sessions being delivered outside Yr Hen Lyfrgell during the Champions League Finals celebrations, attracting Spanish and Italian visitors including a Real Madrid player. Welsh Language Awareness training has been delivered to Councillors, and it has been arranged to be delivered for all Operational Managers. A member of Bilingual Cardiff/Caerdydd Ddwiyathog staff continues to provide Welsh lessons for Directors and the Chief Executive. Bilingual Cardiff/Caerdydd Ddwiyatho supported a successful 'Tafwyl' [a Welsh Language festival] in July 2017. Over 38,000 people attended the event in Cardiff, bringing a positive economic benefit to the city. Welsh Medium Education has been promoted along with the benefits of bilingualism, including an FAQ promoted via social media. The number of young people enrolled in Welsh Medium Education has increased by 767 between January 2016 and January 2018. Business Packs have been developed for new and existing businesses in Cardiff Bay and the city centre offering support for bilingual signs, advice, and information ahead of the Eisteddfod being held in Cardiff in 2018. Through the Planning process new businesses are also encouraged to have bilingual signage. Successful 'Sherry a Sgwrs' have been held in Yr Hen Lyfrgell for Welsh learners and speakers to meet up, chat and network. 'Paned a Clonc' [A 'cuppa and a chat'] sessions for Welsh language learners and speakers are now being held weekly at County Hall.

## Summary of our Performance

Whilst good progress has been made the protection of Cardiff's parks, green space and usable open space will require a more commercial and self-sustaining approach. Major new improvement plans will focus on Roath Park and Forest Farm as well as other locations. We will further develop an ambitious network of "Friends of" and volunteer groups through a range of partnerships and programmes to maximise the social value of citizen participation. We will also work in partnership to return sailing to Llanishen Reservoir.

Keeping our streets and neighbourhoods clean and well-maintained is one of the Council's top priorities. Survey after survey of Cardiff residents puts clean streets as one of their most important issues. The Council is committed to continuing with neighbourhood blitz and deep clean efforts, and will review street cleansing services to make sure that it is delivering the best it possibly can for Cardiff. But keeping Cardiff clean can't be just the Council's responsibility. It has to be the responsibility of each and every one of us. Everyone who lives, works, learns, or plays here has a responsibility to each other, and to the city, to help keep our streets clean. We want as many people as possible to contribute, by getting involved in our 'Love Where You Live' campaign, by not throwing litter in the first place, or reporting those who do. We will commit to operating a zero tolerance policy, increasing our enforcement activities and fines for the litter-throwers and fly-tippers who demonstrate a complete lack of respect for their neighbours and communities.

Cardiff Council will develop a 'Total Street' approach to keeping streets and public spaces clean, that joins up Council services, and continue the successful 'Love Where You Live' campaign to support residents and community groups in taking greater responsibility for the cleanliness of their local communities. The Council will also apply a zero tolerance policy on fly-tipping and street littering, and improve recycling performance and tackle street litter by exploring with partners, including Welsh Government, opportunities to introduce more sustainable food wrapping in take-away eateries.

The Council will work with partners to develop an ambitious Cardiff Sport and Physical Activity Strategy, focusing frontline services on increasing participation in sport and physical activities and unlocking continued support for sporting, play and physical activity facilities, particularly in our city's most deprived communities.

Cardiff's 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, the Council can encourage public engagement with art and culture whilst nurturing and promoting the wealth of artistic talent and activity already present in Cardiff.

The Council will attract more major events to the city, building on the success of the Champions League Finals, and bring forward significant improvements in the visitor experience of Cardiff Bay, Alexandra Head and Mermaid Quay, building on Cardiff's unique industrial heritage.

We have assessed this well-being objective as making **satisfactory** progress.



## Priority 4: Working Together to Transform Services



## 4.1 Communities and Partners are involved in the redesign, development and delivery of local public services

### What we said we would do

Cardiff Council will increase collaboration with other local authorities and public services and work with residents and communities to provide more integrated services. Internally our “One Council” approach will enable departments to work together making services easier to access for residents.

### How did we measure our performance?

Performance Indicator	Result 2016-17	Result 2017-18	Target 2017-18	Have we improved?
No. of visitors to Libraries and Hubs across the City	3,241,038	3,331,807	3.2m	Yes
% of customers who agreed with the statement “Overall the Hub met my requirements / I got what I needed”	99%	98%	95%	No
% of people who feel more informed about their locality as a result of attending a Neighbourhood Partnership Roadshow	New Indicator	81.44%	70%	New Indicator

### Progress in 2017-18

#### Community Hubs

The Community Hubs programme aims to improve face-to-face customer services by integrating and joining up service delivery into better quality facilities and this programme continued to grow throughout 2017-18. The Council opened **two new Community Hubs**, which means there are now 12 hubs open across Cardiff providing advice and support tailored to local community needs. Llanedeyrn Hub@The Powerhouse opened in July 2017 bringing together a wide range of services under one roof, and hosting space for housing, benefit and advice services, libraries, Into Work advice and training, community learning, youth provision, community events and a community café. South Wales police also have self-contained offices on the first floor. It has already proved popular with residents, who have commented positively on the bright, bold building design and the range of services on offer. It is part of the wider redevelopment of the Maelfa Centre in Llanedeyrn, which will also deliver a new shopping parade and a mix of social rented and private housing. The Hub in Llanishen opened to the public in November 2017 and the work carried out is as a result of a partnership project with South Wales Police and the Police and Crime Commissioner. The official opening took place with the launch of a full programme of activities from children’s storytime classes to Wellbeing Tuesdays for the over 50s. Both Hubs have received positive customer feedback on services and facilities. Community Hub needs are continually assessed to enhance service provision and customer suggestions are often implemented where feasible.

*‘The Hub customer satisfaction measure recorded 98% of those surveyed agreed with the statement ‘Overall the Hub met my requirements/I got what I needed’*

The **Summer Reading Challenge** was the most successful yet. The event followed an ‘Animal Agents’ theme:

- 7,511 children joined the scheme, a 16% increase on the previous year.
- With a completion rate of 67.7%, 5,085 children finished the challenge, reading 6 books over the school summer holidays.
- 17% more children completed the challenge compared to last year.

The **Day Opportunities Team** began the development of a referral mechanism from Community Physiotherapists and the Community Brain Injury Team. The service also worked in partnership with Hubs to develop and launch Wellbeing Wednesday, engaging older people to promote activities and a range of opportunities. The service continues to develop the Intergenerational project to promote intergenerational activities for older people with Dementia.

**Community Outreach** has continued to progress with over 22,000 citizens attending events delivered by the Neighbourhood Development Librarians within Hubs and Community locations during the year.

Following a thorough bidding process, Rubicon Dance have been awarded the **Community Asset Transfer** for the Roath Library building.

### **Play Services**

The Children's Play service has successfully introduced the new Play Delivery Model across Cardiff following the transfer of Play Centres via lease arrangements or redevelopment. However, in some areas this has not been fully completed due to the delay in transfer of facilities.

### **Youth Offending Service**

Performance has improved with a reduction in the number of first time entrants to the Youth Justice System to 75 in 2017-18, from 109 in 2016-17.

The 11-18 year old population of Cardiff has been consistently around 30,000 for a number of years. The hard work and dedication of the staff in the Cardiff Youth Offending Service (YOS) to reduce offending mirrors that of the national trend in work undertaken to keep children out of the criminal justice system, and the success in dramatically reducing the numbers of young people entering the criminal justice system and custody. These improved outcomes for young people have resulted in lower caseloads for staff and a reduction in the size of the service in recent years.

In introducing the Enhanced Case Management (ECM) model, which explores how the impact of Adverse Childhood Experiences (ACEs) influences behaviour, specifically targeting those persistent offenders at risk of custody, Cardiff and Wales are leading the way in innovative responses to reoffending. Staff have completed training on this model, as well as being trained to deliver the Signs of Safety model, which Cardiff is implementing as a strength-based approach to working with families. Nine young people are being managed using the ECM model at the time of writing. The YOS recognises that we all need to work together to provide a united response for the city's children, so it has become more integrated within Children's Services and in doing so is committed to strengthening its partnerships with agencies such as the newly developed Adolescent Resource Centre (ARC) and Think Safe! team in Cardiff, delivering parenting programmes and advising on multi-agency meetings. In addition, the Council's wider partnership relationships are key to developing a response to meet the increasing complexity within existing and emerging themes as we tackle increases in knife crime, exploitation and drug use. Cardiff Council is working hard at a strategic level with the Youth Service, Health, and Education to develop collaborative interventions to meet the challenges for all children across the city, ensuring they and the wider population of Cardiff are safe.

Other activity within YOS during the year includes:

- The YOS allotment has been in action for the second year running with all produce being donated to the Huggard Centre to feed the homeless of Cardiff.
- New volunteers have been recruited and trained to engage in a number of roles with the YOS, such as acting as appropriate adults at the police station, and facilitating Referral Order and Neighbourhood Resolution Panels.
- A young person being supervised by the YOS attended a round table discussion relating to knife crime in the Houses of Parliament.

Options for a regional Youth Offending Service model by March 2018 were confirmed as not on the agenda for 2017-18, so this action was abandoned within the financial year.

## Summary of our Performance

The Council has made good progress in joining up service delivery to provide better quality facilities for citizens. However, the Council continues to face increasing cuts to its budget along with increasing demand pressures and the projected growth in population. This means that the Council will need to work alongside its citizens and partners to radically change the way in which it delivers its services. This will mean increasingly adopting a 'Digital First' approach, making the best use of new technologies to run our services, particularly our more transactional services, as efficiently and effectively as possible, and providing digital access which is indistinguishable from that available to citizens in every other aspect of their lives. It will mean commercialising services where appropriate and where the opportunity exists, and using the best evidence and data to target resources where they will have the greatest impact. It will also mean developing purposeful partnerships with other public services, with the third sector, with our neighbouring authorities and, where appropriate, with the private and independent sectors.

We have assessed this well-being objective as making **good** progress.

## 4.2 The Council has effective governance arrangements and improved performance in key areas

### What we said we would do

Cardiff Council will continue to develop our approach to Performance Management to enable evidence-led decision making and continued improvement in key service areas.

### How did we measure our performance?

Performance Indicator	Result 2016-17	Result 2017-18	Target 2017-18	Have we improved?
% of Personal Performance and Development Reviews completed for staff	90%	95%	95%	Yes
No. of working days/shifts per full-time equivalent (FTE) employees lost due to sickness absence	10.77	11.27	9	No
No. of 'Live' webcast hits Full Council Meetings	1849	1,113	1200	No
No. of 'Live' webcast hits Planning Committees	1001	982	600	No
No. of 'Live' webcast hits Scrutiny Committees	119	205	400	Yes
No. of external contributors to Scrutiny meetings	New Indicator	188	140	New Indicator
% of draft committee minutes published on the website within 10 working days of the meeting being held	New	20%	80%	N/A

### Progress in 2017-18

Despite having to achieve budget savings of over £145m during the last five years, Cardiff Council has continued its journey of improvement. In 2017-18, Cardiff was the fifth best performing authority out of the 22 Local Authorities in Wales, increasing from 13th in the previous year. Overall, Cardiff had the joint highest number of indicators that improved out of the 22 local authorities, and the joint lowest number that had declined, and on this basis could be said to be the most improved council in Wales in 2017-18.

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 annual complaints report shows that a total of 1,907 complaints were recorded during 2017-18. This is a 7.7% increase from the previous year, when 1,770 complaints were recorded. Prior to this increase, complaints had decreased for Cardiff Council for five consecutive years.

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 makes 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.

### Performance Management Strategy

A revised Performance Management Framework and strategy have been developed. A plan to launch and then roll-out the content across the organisation has also been produced and will be implemented following the conclusion of additional consultation with key stakeholders.

## Reduce Sickness

The year-end figure for sickness absence was 11.27 days lost per Full Time Employee (FTE), which is 0.5 days higher than 2016-17 and 2.27 days higher than the target of 9.0 days. Work has commenced on implementing the APSE action plan, with focus groups being carried out with frontline staff and drilling into areas that have high proportions of sickness to understand the specific issues of those areas. Lead officers have been identified for the various recommendations and actions are being progressed. For example, officers have met with NHS colleagues to look at how we can work with GP clusters and with GP surgeries to promote our in-house occupational health service to improve the speed of referral to services. The Council has a longstanding relationship within the Core Cities group in relation to the monitoring of sickness absence. Results for 2017-18 show that Cardiff Council performed better than both Manchester City Council and Sheffield City Council.

## Implement refreshed Personal Review

During the year a new Personal Review process was implemented for all Council staff. Feedback from staff shows that this process was well-received; some key findings are as follows:

- 89 % of employees had an opportunity to meet with their line manager to discuss their objectives
- 75 % of staff were satisfied with the conversation with their line manager
- 65 % of staff felt that they understood their contribution to the overall objectives of the Council
- 60 % of employees felt that the new process was more personal
- 60 % of employees felt that the new Personal Review process worked well

## Corporate Health Standard

The Council achieved the silver level of the Corporate Health Standard and has developed an action plan to work towards the Gold level of the standard. The Corporate Health Standard sets out a quality framework for health and well-being in the workplace and is part of the Welsh Government's 'Healthy Working Wales' programme.

## Summary of our Performance

The Council's performance in terms of the national indicator set (Public Accountability Measures) continued to show significant improvement in 2017/18 overall, however one notable exception to this picture of improvement was the Corporate Sickness absence rate.

Maintaining Cardiff's journey of improvement will require a focus on the Council's priorities and 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.

Key steps in achieving this will include:

- Improving the health and well-being of employees and by extension arresting the declining performance evidenced by the Corporate Sickness Absence figures,
- Continuing to support Staff Development
- Getting people and communities involved in decisions
- Championing equality and diversity, making sure that citizens' rights are protected in any changes to our public services

We have assessed this well-being objective as making **satisfactory** progress.

## 4.3 Our services are transformed to make them more accessible, more flexible and more efficient

### What we said we would do

Cardiff Council wants to modernise its estate by reducing the number of operational buildings it occupies and improving the efficiency of those properties that remain. The Council also wants to develop and implement alternative models for delivering services, both within and outside the Council, and identifying how some services can effectively be commercialised.

### How did we measure our performance?

Performance Indicator	Result 2016-17	Result 2017-18	Target 2017-18	Have we improved?
Reduction in the gross internal area of buildings in operational use Sq / ft (% change)	7.9%	0.8%	1%	No
No. of Customer contacts to the Council using digital channels	636,184	784,567	699,802	Yes
Reduction in the total running cost of occupied operational buildings	9.2%	1%	2.8%	No
Reduce the maintenance backlog	£8.8m	£1,215,817	£1.3m	No
Capital Income generated (amount)	£6m	£3,864,321	£7.3m	No
Commercial and Collaboration net gross income (amount)	New Indicator	£340,000	£459k	New Indicator
Increase customer satisfaction with Commercial and Collaboration Services	New Indicator	90%	Establish baseline	New Indicator
Maintain customer/citizen satisfaction with Council services	68.2%	57.4%	70%	No

### Progress in 2017-18

#### Property strategy for fewer but better buildings

The Council manages an estate of around 1000 properties with a current use value of approximately £1.2 billion. Around 450 properties (2,000 buildings) are currently being used for operational purposes.

In early 2017 the Council implemented a new 'Corporate Landlord' programme to improve the strategic management of the estate. The Corporate Landlord model aims to centralise all property-related functions under one directorate to improve decision making, governance, and financial management for the non-domestic land and building estate.

During 2017-18, Property Condition & Utilization Surveys were progressed across the operational estate to better understand the maintenance backlog, priority of identified works, space utilisation, and alternative use and revenue opportunities associated with all of the Council's buildings and land assets. A new programme of Service Property Plans was approved by the Asset Management Board, which will understand the short, medium and long-term service delivery objectives of each Service Area, and how this relates to property requirement.

An Investment Board has been established and undertakes regular monitoring of estate activity to ensure delivery of the Investment Estate Strategy.

Alongside the development of the Corporate Landlord model, the Council continued to pursue the Corporate Property Strategy 2015-20 objectives relating to modernisation, rationalisation and collaboration, with Cabinet approving the 2018-19 Corporate Land and Property Management Plan (CLPMP) in February. In addition, the Partnership Asset Management Board (PAMB) was re-established to pursue collaboration opportunities with other public sector organisations.

## **Digitalisation**

This financial year has seen a significant increase in customer contact through digital channels. The launch of the Council's new website design has shown an increase in better form submission and routing with customers directed to the relevant content. Results from the Customer Contact Survey 2018 have been provided and demonstrate a good take-up with 974 submissions. Nearly 94% of the respondents had visited the website in the last 6 months and 90% of these were able to complete the task they had come to the website to do. The project to increase online services offered by the Council's contact centre Connect to Cardiff (C2C) continues to be developed, with the next phases planned in some detail. There have been positive results on the take-up of existing services in 2017-18.

## **Council Fleet**

The Council runs a sizeable motorised fleet of vehicles in delivering its services, and positive action on driver behaviour and vehicle specification has reduced the fleet's carbon emissions by approximately 10% between 2014-15 and 2015-16. In 2016, the Commercial Services Team assumed responsibility for Central Transport Services (CTS) activities as part of an initiative which sought to introduce a wholesale change in the way the Council purchases, controls compliance, provides management information, and supports service areas to deliver improved services at reduced costs. During 2017-18 the Council focused on low emission and alternative fuel vehicles when purchasing new vehicles, with these now making up 11% of the corporate fleet.

Cabinet recently considered the impact of the Council's own operating fleet on air quality in the city as outlined in the Cleaner, Greener Transportation Fuels Strategy. That strategy sets out the Council's vision and associated actions necessary to begin the transition from the use of polluting fossil fuels to more sustainable energy sources. A transition towards non-fossil fuels could result in lower 'whole life costs' for the fleet that would also protect against the inevitable increases expected in fossil fuel costs and make a significant contribution to improving air quality standards in Cardiff.

## **Commercialise key services**

Good progress was made regarding the commercialisation of services in 2017-18. This included the establishment of a cost-pricing model for CTS; the implementation of a recognised Fleet Management IT system for CTS to improve business performance; the insourcing of vehicle repair work, previously undertaken externally, to the CTS workshop; improvements in the specification of building maintenance works leading to lower job costs; productivity improvements in Building Services Direct Labour Organisation; and the introduction of a new cost model and commercial controls for the Cleaning Services, leading to improved financial performance. A new Client Liaison Officer Team was also introduced with the objectives of improving communications with schools, assisting with the development of Service Level Agreements (SLAs) and commercial bids, and assisting with resolving any service delivery issues.

## **Workforce Strategy**

The Workforce Strategy was reviewed for its alignment to the Capital Ambition objectives with a new strategy being developed for agreement with Cabinet in 2018-19.

Workforce planning continued to be implemented across the Council with a number of service areas working with HR People Services. A pilot of the Workforce Planning toolkit took place in 2017-18, with feedback provided to the Senior Management Team and agreement that the pilot be rolled out across the organisation for 2018-19 with all services required, with support from HR People Services, to produce Workforce plans providing links to their business and financial plans.



### Summary of our Performance

The scope and scale of the Council's budget challenge, alongside the rising demands created by the city's rapid growth, means that there is no escaping the fact that every Council service will need to plan for a period of radical adjustment. In short, many of our public services are going to need to change if they are to survive.

The operation and delivery of the Council's Corporate Landlord functions and responsibilities remains a significant challenge in terms of the level of risk and liability the Council needs to effectively manage on an ongoing basis. Our Corporate Land and Property Management Plan results for 2017-18 show that the annual targets for GIA, Revenue, maintenance backlog reduction and capital receipts were not achieved. Transactional delays and revised project timescales resulted in selected properties being moved from the 2017-18 programme to 2018-19. The 2020 Corporate Property Strategy targets relating to GIA, maintenance and running cost reduction, plus the delivery of capital receipts are all projected to be exceeded by April 2020. Furthermore, whilst there were increases in income in some commercial services, for example, Commercial Waste and Third Party Waste Treatment, there was an overall decrease in income over the 2017-18 period.

Overall customer satisfaction with Council services has continued to decline in 2017-18. Although this decline is in line with the UK wide Local Authority trend, the aspiration to deliver high quality services which are recognised as such by Cardiff Citizens remains, and analysis of the reasons behind the decline will be undertaken in order to identify any key drivers behind the declining position.

We have assessed this well-being objective as making **Satisfactory** progress.

## Public Accountability Measures – 2017-18 Performance

Reference	Success Indicators	2016-17 Outturn	2017-18 Target	2017-18 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
PAM/001	Number of working days lost to sickness absence per employee	10.77	9	11.27	10.4	Target not met	Declined	19
PAM/006	Year 11 pupils achieving 5 GCSEs at grades A*-C, or equivalent, including English or Welsh first language and Maths – Level 2+	New	New	58.50%	54.8%	Not available	New	5
PAM/007	Pupil attendance in primary schools	95.0%	95.0%	95.0%	94.9%	Target Met	Maintained	8
PAM/008	Pupil attendance in Secondary School	94.5%	95.0%	94.20%	94.1%	Target not met	Declined	11
PAM/009	Year 11 leavers not in education, training or employment (NEET)	New	New	1.6%	1.6%	New	New	15
PAM/010	Streets that are clean	90.5%	90.0%	94.3%	95.8%	Target Met	Improved	13
PAM/011	Fly tipping incidents cleared within 5 working days	98.35%	90.0%	99.04%	95.08%	Target met	Improved	5
PAM/012	Households successfully prevented from becoming homeless	New	50%	72.9%	66.4%	Target met	New	3
PAM/013	Empty private properties brought back into use	New	2.8%	1.3%	5.2%	Target not met	New	20
PAM/015	The average number of calendar days taken to deliver a disabled facilities grant	200	200	179	213	Target met	Improved	6
PAM/016	Number of library visits per 1,000 population	9050	9000	9225	5270	Target met	Improved	1
PAM/017	Number of visits to leisure centres per 1,000 population	7263	8266	7517	8502	Target not met	Improved	17
PAM/018	Planning applications determined in time	New	60%	90.6%	88.5%	Target met	New	9
PAM/019	Planning appeals dismissed	New	65%	81.2%	62.2%	Target met	New	4
PAM/020	Principal A Roads that are in overall poor condition	4.1%	5%	3.3%	3.7%	Target met	Improved	11
PAM/021	Non-principal B Roads that are in overall poor condition	7.1%	8%	5.6%	4.3%	Target met	Improved	19
PAM/022	Non-principal C Roads that are in overall poor condition	6.9%	8%	6.0%	14.1%	Target met	Improved	5
PAM/023	Food establishments which are 'broadly compliant' with food hygiene standards	90.74%	93%	92.71%	95.27%	Target not met	Improved	18

Reference	Success Indicators	2016-17 Outturn	2017-18 Target	2017-18 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank <small>(out of 22 Local Authorities)</small>
PAM/024	Adults satisfied with their care and support	Data not available until November 2018						
PAM/025	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	Data not available until November 2018						
PAM/026	Carers that feel supported	Data not available until November 2018						
PAM/027	Children satisfied with their care and support	Data not available until November 2018						
PAM/028	Child assessments completed in time	Data not available until November 2018						
PAM/029	Children in care who had to move 3 or more times	Data not available until November 2018						

Reference	Success Indicators	2016-17 Outturn	2017-18 Target	2017-18 Outturn	Wales Average*	Target Met	Trend	Cardiff's Rank* <small>(out of 22 Local Authorities)</small>
PAM/030	Waste reused, recycled or composted	58.12 %	61.00 %	58.24 %	Not available	Target not met	Improved	Not available
PAM/031	Waste sent to landfill	1.59 %	25.00 %	1.04 %	Not available	Target met	Improved	Not available

\*Comparison information not available until 29.10.18

# Appendix 1: Setting Well-being Objectives 2017-18



## 1. Introduction

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, which was adopted following a Cabinet decision of 6 July 2017.

In spring 2018 the Council adopted a new Corporate Plan, which translates the Administration's priorities into deliverable organisational objectives. Concurrently, the city's Public Services Board (and its four statutory members) adopted a new Well-being Plan for Cardiff, which set out the jointly agreed priorities for the city's public service partners over the next five years.

The Corporate Plan and the Well-being Plan share seven well-being objectives:

- 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 old
- Modernising and integrating our public services

This document sets out how these new well-being objectives were developed and agreed, in accordance with the sustainable development principle as defined in the Well-being of Future Generations (Wales) Act 2015 (The Act).

## 2. The Well-being of Future Generations (Wales) Act 2015

The Act aims to ensure the economic, social, cultural and environmental well-being of Wales and places a statutory duty on public bodies to work towards the achievement of seven national well-being goals whilst embedding the sustainable development principle.

The Act sets seven national well-being goals:

- A Prosperous Wales
- A Resilient Wales
- An Equal Wales
- A Healthy Wales
- A Wales of Cohesive Communities
- A Vibrant Culture & Thriving Welsh Language
- A Globally Responsible Wales

The Council must carry out sustainable development by:

- Setting and publishing well-being objectives
- Taking all reasonable steps to meet those objectives

The Act defines the sustainable development principle as **acting ‘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’**.

In order to behave in this manner, public bodies must take account of the ‘five ways of working’. These are:

- **Long term** – the importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs
- **Prevention** – how acting to prevent problems occurring or getting worse may help public bodies meet their objectives
- **Integration** – considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies
- **Collaboration** – acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives
- **Involvement** – the importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves

### 3. Planning and Policy Framework

#### Capital Ambition: The Policy Priorities of the Council's Political Administration

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, which was adopted following a Cabinet decision of 6 July 2017.

Capital Ambition identified 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, creating opportunities by driving forward economic growth.
- **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: Aligning Statutory Plans

The Corporate Plan is a key document in delivering Capital Ambition, as it translates the Administration's priorities into deliverable organisational objectives. However it sits alongside a number of other strategic documents, some required by statute, that support the delivery of specific components of Capital Ambition. For example:

- **The Corporate Plan:** Focuses on the issues and services which the Council has prioritised.
- **The Well-being Plan:** The Cardiff Public Services Board (PSB) is statutorily required to produce a Well-being Plan by April 2018 which sets how board members will work in partnership to greater align or integrate public services in the city. The Cardiff PSB, chaired by the Leader of the Council, brings together the city's public and third sector leaders, and builds on the long-established platform of partnership working in the city. Because delivering Capital Ambition will require collaboration with public service partners, the Well-being Plan focuses on areas of collaborative advantage in the delivery of public services.
- **Cardiff and Vale of Glamorgan Area Plan:** Local Authorities and Local Health Boards are required to prepare and publish an Area Plan setting out the range and level of services they propose to provide, or arrange to be provided, in response to the Population Needs Assessment (PNA). The Area Plan and supporting Action Plan provide the response of the Cardiff and Vale of Glamorgan Regional Partnership Board (CVGRP) to the findings of the regional Population Needs Assessment (PNA), published on 31 March 2017. The Plan has been developed alongside and is consistent with the Cardiff Well-being Plan.
- **Other Plans:** It should be recognised that there are a number of other strategies, plans, and partnerships – though not all required by statute – which are important in delivering Capital Ambition. These include, but are not limited to:
  - Cardiff Capital Region Business Plan
  - Cardiff Economic Strategy (to be informed by Green Paper)
  - Cardiff Transport and Clean Air Strategy (to be informed by Green Paper)
  - Cardiff Housing Strategy
  - Cardiff Rough Sleepers Strategy
  - Bilingual Cardiff

## Delivering Capital Ambition

A four-year programme to deliver Capital Ambition was approved by Cabinet on 14 December 2017. The programme will lend impetus to the implementation of the Administration's agenda, with a focus on areas where fundamental change is required.

The Capital Ambition Delivery Programme is composed of two discrete components:

- **Modernisation:** Transformation of corporate systems and processes that support service delivery
- **Resilient Services:** Transformation of front-line services

## Tracking Progress

Each well-being objective is supported by the following:

**Outcome indicators** – these indicators provide an overview of the city's performance. Targets have not been set against these indicators, however, changes in the outcomes are important pointers of city performance and inform policy interventions.

**Steps** – the steps list the actions that the Council will take, and by when, to help achieve each well-being objective and to enable progress to be kept under review.

**Key Performance Measures** – these show operational performance which indicates if the steps the Council is taking are having the desired effect.

**Targets** – A numerical value on performance measures, which shows the amount which is to be achieved. The targets were set following a session with all the Scrutiny chairs and officers which explained the process undertaken to set draft targets.



## 4. Setting Well-being Objectives

This section explains how the Council has:

- Set well-being objectives in accordance with the sustainable development principle

### Long term:

*'We face a historic opportunity – a chance to capitalize on our potential and become a truly great world capital, where the benefits of growth are felt by all our citizens, our region and our nation...'*

*Ultimately, I want every citizen of Cardiff, regardless of their creed, race, or inherited wealth, to have the chance to fulfil their potential, and play a full and active part in the life of our city.'*

Cllr Huw Thomas - Leader, Capital Ambition

Capital Ambition, and the Council's Well-being Objectives, respond to the long-term trends facing the city and set a vision for how the city and public services must respond.

In developing the Council's well-being objectives a number of sources of evidence were used which identify the long-term trends facing Cardiff:

- **Capital Ambition:** The well-being objectives are driven by the Administration's long-term vision and policy priorities, as set out in Capital Ambition.
- **The Cardiff Well-Being Assessment:** The well-being objectives respond to the evidence base provided by the city's Well-being Assessment, a comprehensive analysis of Cardiff's performance against a wide range of outcome indicators, published by the Cardiff PSB in March 2017.
- **The Cardiff Population Needs Assessment** (required under the Social Services and Well-being (Wales) Act 2014) that sets out an assessment of the needs of vulnerable groups of people.
- The **Future Trends Report** published by the Welsh Government and a local analysis of **'Future trends in Cardiff'** produced by the Cardiff Research Centre on behalf of the Cardiff PSB, including the **demand pressures** on services that result from these long-term demographic, economic, social and environmental trends.
- A study on **'City Inequality'** produced by the Cardiff Research Centre, and presented to the PSB, the Council's Senior Management Team and a number of staff
- Through the PSB, a set of **city-level outcome indicators** that the Council and its public service partners wish to improve over the long term have been identified.

### Prevention

*"We need to make a step-change at the community-level – joining-up schools and social services; health and police – to support families, and to tackle problems early, before they develop into crises."*

## Capital Ambition

Capital Ambition recognises that across a range of services a focus needs to be placed on intervening early, addressing the root causes and aiming to, wherever possible, prevent problems before they happen. This will mean identifying and working with vulnerable children and families to put in place the support they need at the earliest possible stage, way before crisis point is reached; it will mean working to keep people independent and healthy in their own homes and communities for as long as possible; and it will mean working to tackle poverty and create a more inclusive city, where all citizens feel able to contribute to and benefit from the city's success.

Specific examples include:

- **Early help to support vulnerable children**

The Early Help Strategy seeks to reduce the number of children, young people and families requiring support from Social Services and make prevention everybody's business. This multi-agency approach sets out the way that services can work together, share information, and put children and their families at the centre to ensure they receive the support they need at the right time, in the right way. It recognises the need to move the focus away from managing short-term crises and towards effective intervention and support at an earlier stage.

- **Independent Living Services**

The First Point of Contact within Independent Living Services supports older people in Cardiff to live as independently as possible and improve their well-being. The service offers home visits which provide holistic support to help older people live more independently. Preventative Services also work with older people to combat social isolation, helping them connect with their communities through the Day Opportunities Team. The service works in partnership with health services, our local older sheltered accommodation and the third sector to provide a range of social and health-based services for older people in the local area. Housing resettlement officers assisted with 115 hospital discharges that were identified as delayed transfers of care, nineteen of those individuals used step-down accommodation, enabling them to leave hospital more quickly.

- **Integration of Employment Support Services**

Across the city there were over 40 different employment services providing a range of services. This position meant that there was no coherent pathway to services, no single view of individuals or the services that they were accessing. There was a duplication of provision in some areas and gaps in others. There were also complex eligibility criteria e.g. age, postcode, workless household, length of time on certain benefits etc. To resolve these issues, the Into Work Advice Service has expanded with support available to everyone in over 40 locations across the city.

## Integration

*“Not one of us here just “works for the Council”. We work for Cardiff.”*

Cllr Huw Thomas - Leader, Capital Ambition speech to staff

Capital Ambition makes clear that the Council as an organisation must move away from dealing with problems in isolation and begin to integrate frontline teams that are empowered to address the day-to-day issues that need solving. Cabinet Members will adopt collective responsibility across their portfolios, driving through our policies for change. In the same way, individual directorates can no longer operate as silos: the Council must act as one seamless team to drive improvement across the city.

- The well-being objectives focus on the outcomes that the Council (and its partners) want to achieve for the people of Cardiff, not the preferences of individual services or Council directorates.
- The self-assessment process through which the well-being objectives and steps were set considered how each step would impact (positively or negatively) on the delivery of the seven well-being objectives.
- The ‘golden thread’ of the Council’s policy framework sets out the Administration’s vision and priorities and how individuals throughout the organisation understand how they can contribute to delivering Capital Ambition.
- To deepen the understanding of Capital Ambition and how all staff can contribute its delivery, a staff engagement programme has been established, including:
  - A staff conference at which the Leader and Cabinet set out their Capital Ambition to over 300 staff.
  - Leader and Chief Executive engagement events in Council venues setting out Capital Ambition and how staff can contribute to delivering the vision.
  - A programme of corporate engagement focussed on strategic, cross-cutting issues.
  - A promotional campaign across the Council and the city focussing on how Council staff contribute to delivering Capital Ambition.
- The ‘Delivering Capital Ambition Programme’ establishes integrated (and collaborative) governance, delivery and reporting arrangements.

## Collaboration

*'As public service leaders we know that many of the most complex issues we face cannot be dealt with by a single organisation acting alone. Whether it be protecting our most vulnerable children, helping those who are homeless, tackling radicalisation or supporting older people to stay happy and healthy in their own homes, each of us know that we have neither all the answers, nor all the means to solve the challenges we face. These we must work on, together.'*

Cllr Huw Thomas, Leader of Cardiff Council and Chair of the Cardiff PSB  
Maria Battle, Chair, Cardiff and Vale University Health Board and Vice Chair, Cardiff PSB  
Cardiff Well-being Plan (page 3)

Capital Ambition recognises that developing long-term, integrated and preventative solutions to the challenges facing the city and its public services will require partnerships with public sector, the private sector and with local community groups, at the national, city-regional, city and community level.

- The Council's well-being objectives were developed concurrently and in close partnership with members of the Cardiff PSB, resulting in the Council and the Cardiff PSB identifying:
  - A shared set of well-being objectives that focus on outcomes rather than organisational boundaries.
  - Complementary 'commitments' or 'steps' in areas of defined **collaborative advantage**
  - City-level outcome indicators, associated with the well-being objective, through which the PSB and each public sector partner will track the performance of the city, and seek to make an impact over the long term.
- Delivery arrangements that bring the right partners to the table to tackle the issues identified in the Well-being Plan were agreed by the PSB in May 2018. These delivery boards are supported by the Council's Delivering Capital Ambition programme and include:
  - Improving Outcomes for Children – key projects include support for families, Child Friendly City, Disability Futures, and child placements
  - Improving Outcomes for Adults – delayed transfers of care, Community Resource Team review, care & housing review, Dementia Friendly City
  - Resilient Growth – air quality, active travel, sustainable new communities, carbon reduction
  - Community Safety – cohesion & integration, night-time economy, protecting the vulnerable and addressing exploitation, resilient communities
  - Inclusive Growth – employment support services, volunteering, Cardiff Commitment, funding flexibilities, social responsibility
- The Cardiff Capital Region City Deal is a partnership between the ten local authorities of south-east Wales. The £1.2 billion project is expected to deliver up to 25,000 new jobs and leverage an additional £4 billion of private sector investment over the next 20 years. The City Deal will provide local partners with the opportunity to continue tackling the area's barriers to economic growth by improving transport connectivity; increasing skill levels still further; supporting people into work; and giving businesses the support they need to innovate and grow. The deal will also develop stronger and more effective leadership across the Cardiff Capital Region, enabling the ten local authority leaders to join up decision making, pool resources and work more effectively with local businesses.
- A new approach to integration at a community level – we are working to better connect people with local service providers and activities in their neighbourhoods. This will involve mapping local community organisations/ groups/ activities in each Hub district by holding at least one awareness raising/ networking/ consultation event in each Hub. The work will be used to develop a new Community Involvement Plan.

## Engagement

*'Every citizen can also make an important contribution to life in our city. Each of us, as community activists, as parents, as volunteers, as business owners, can help play our part in building a city where everyone makes a valuable and valued contribution.'*

*My commitment, as Leader of the Council, is to work together with partners, staff and citizens in a common endeavour to make Cardiff a better place to live for all our people, rooted in the values of fairness and social justice.*

*By doing so we will create a capital city that is not only ambitious for the people we serve, but ambitious for the people of Wales.'*

Cllr Huw Thomas - Leader, Capital Ambition

The views of a range of stakeholders, including the people of Cardiff, public service and private sector partners, and Council staff helped contribute to the development of the Council's well-being objectives.

This includes:

- **Ask Cardiff:** Ask Cardiff, the Council's annual resident survey, gives people the opportunity to tell the Council about their own well-being and their experiences of public services, and helps the Council understand what is important to residents and local communities. With over 5,500 responses in 2017, it is one of the most successful such surveys in Wales or across UK Core Cities.
- Consultation on the seven well-being objectives with **seldom heard** groups, including:
  - 20 locality and partner events covering each Neighbourhood Area
  - Cardiff Youth Council Grand Council
  - 50 + Forum focus group
  - 2 BAME focus groups
  - Cardiff Deaf Club meeting
  - Cardiff and Vale Action for Mental Health
  - Friends and Neighbours Group (Butetown)
- An engagement event with the city's **civic leadership** at the 'Liveable City Forum' held in Cardiff and Vale College.
- Advice received on the draft well-being objectives from the **Future Generations Commissioner**.
- Feedback received throughout the Capital Ambition **staff engagement** programme.
- Cardiff's Well-being Plan was also considered by the Council's Policy Review and Performance (PRAP) Scrutiny Committee on 18 July 2017 (to consider the draft well-being objectives) and 15 November 2017 (to consider the draft Well-being Plan). The PRAP **Scrutiny** Committee has the statutory responsibility for scrutiny of the Cardiff PSB.

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My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 10 October 2018

Councillor Chris Weaver,  
Cabinet Member Finance, Modernisation and Performance,  
Cardiff Council,  
County Hall,  
Cardiff  
CF10 4UW



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Cardiff,  
CF10 4UW  
Tel: (029) 2087 2087

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
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Dear Chris,

### **Policy Review & Performance Scrutiny Committee: 3 October 2018**

Thank you for attending the Policy Review and Performance Scrutiny Committee last week, to facilitate pre-decision scrutiny of Cardiff's Annual Statutory Well-being Report 2017/18. We discussed the report at the Way Forward, following which the scrutiny Members agreed that I capture their views in a letter.

I pass on these observations within the context of the Annual Statutory Well-being Report 2017/18 reporting the Council's performance during 2017-18 against the Well-Being Objectives in its 2017-19 Corporate Plan. The Committee recognises you have used a wide range of evidence to self-assess each Well-being Objective as Good, Satisfactory or Unsatisfactory progress. We note the clear definitions of these three outcomes on page 12 of the Report, and that you have self-assessed your performance as Good in seven of the objectives, and Satisfactory in six objectives. However, we do have a few concerns we would ask that you factor into your conversation with the Cabinet.

This Committee has frequently aired concerns about the robustness of target setting, previously highlighting that the targets set appear, in some cases, to be lower than the previous outturn. We were therefore pleased the Committee's Performance Panel had an opportunity to feed into the target setting exercise for the 2017-19 Corporate Plan, at the suggestion of the Chief Executive. However, we note some targets for 2017-18 remain lower than the 2016-17 attainment. We therefore wish to re-iterate that to ensure credibility we feel tougher targets are required for some Performance

Indicators, and we would welcome an opportunity to engage with you as you set targets for the 2018-20 Corporate Plan.

Several Members consider that where self-assessment is recorded as Satisfactory<sup>1</sup> but the Performance Indicator (PI) suggests results have fallen, more contextual information may be required. We accept the Chief Executive's view that it is important to acknowledge achievements that are not always illustrated by PI's. Some Members considered greater narrative and consistency of self-assessment would provide a more robust assessment.

The Committee is of the view that when evaluating improvement it is important to measure success rates rather than statistics. For example, the Performance Indicator "*% of looked after children returned home from care during the year*" is assessed in the report as not having improved. Whilst the Council has set an increased target of 12% for 2017-18, not achieving this target may not reflect poor performance but an improvement in the service to looked after children, providing care where it is needed.

Some Members expressed a concern about the improvement trajectory of the Council. The Committee welcomed the Chief Executive's acknowledgement that, despite an overarching general improvement in the Council's macro performance that has improved its stability, he recognises there are areas of the organisation that would benefit from a stronger scrutiny focus and greater challenge going forward. Those services that have been risk assessed for review and ongoing internal scrutiny challenge are tackling sickness absence levels, delivery of the Corporate Landlord model, managing demand in Children's Services, and the Waste Management service. I will be signposting my scrutiny chair colleagues to these issues where appropriate.

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee for consideration of the Well-being Report 2017/18. I look forward to the Cabinet and Performance Team continuing co-

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<sup>1</sup> Satisfactory progress: The evidence suggests good progress has been made in achieving the Well-Being Objective, with improvement observed across most of the key performance areas. However, there may be areas where performance is not as strong as it should be, and this helps to identify where more focus is needed.



operation with the Committee's Performance Panel in pursuit of appropriate internal improvement challenge.

Yours sincerely,

A handwritten signature in black ink that reads "David Walker". The signature is written in a cursive, flowing style.

**COUNCILLOR DAVID WALKER  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee  
Paul Orders, Chief Executive  
Christine Salter, Corporate Director, Resources  
Joseph Reay, Head of Performance and Partnerships  
Andrew Simms, Corporate Performance & Improvement Manager in Resources,  
Heather Warren, Cabinet Support Officer  
Joanne Watkins, Cabinet Office Manager

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**COUNCIL:****25 OCTOBER 2018**

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**LEADER & CABINET STATEMENTS**

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1. Leader Statement – Councillor Huw Thomas
2. Deputy Leader, Education, Employment & Skills Statement  
- Councillor Merry
3. Cabinet Member, Finance Modernisation & Performance -  
Councillor Weaver
4. Cabinet Member, Housing & Communities - Councillor  
Thorne
5. Cabinet Member, Clean Streets, Recycling & Environment  
– Councillor Michael
6. Cabinet Member, Children & Families - Councillor Hinchey
7. Cabinet Member, Social Care, Health & Well-being –  
Councillor Elsmore
8. Cabinet Member, Strategic Planning & Transport –  
Councillor Wild
9. Cabinet Member, Investment & Development – Councillor  
Goodway
10. Cabinet Member, Culture & Leisure – Councillor Bradbury

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**COUNCIL: 25 OCTOBER 2018**

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## **STATEMENT OF THE LEADER**

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### **Budget 2019/20 – Provisional Local Government Finance Settlement**

Earlier this month, Welsh Government published its draft budget plans for 2019/20. These indicated a reduction in core funding for Local Government next year. As was confirmed subsequently in the Provisional Settlement published on 9<sup>th</sup> October 2018, the reduction in funding to local authorities in Wales will, on average, equate to a 0.3% reduction on a like-for-like basis compared to the current year, although some authorities will see decreases of as much as 1%.

Cardiff's provisional settlement of +0.4% is the most favourable in Wales, but it is still a real-term reduction. The additional £1.7 million cash that this will provide next year doesn't even begin to cover the significant financial pressures that were identified in the Council's Budget Strategy, and there is still a challenging budget ahead.

In terms of capital funding, the settlement will provide Cardiff with an additional £157,000 next year (1.15%). Whilst any additional funding is welcome, clearly, this sum will not have a significant impact on the Council's capital plans. More significantly, the Welsh Government also announced that £60million will be made available across Wales over a period of three years to support local authorities in repairing damage to roads resulting from the winter snow and summer heatwaves.

I welcome the fact that the Welsh Government has identified Local Government as a priority for additional funding should the UK Budget on 29<sup>th</sup> October 2018 make extra resources available for Wales. However, we will not have full visibility of that until details of the Final Settlement are published on 19<sup>th</sup> December 2018. In the meantime, we need to continue to work towards balancing the budget and a number of draft budget proposals will be released for consultation next month.

### **Brexit**

Following the decision of Cabinet on 11<sup>th</sup> October 2018, I will be writing to the Secretary of State for Exiting the European Union, Rt Hon Dominic Raab MP, to request any and all information and analysis, even if deemed confidential, about the impact of the UK's withdrawal from the EU under a 'No Deal' scenario. It is vital that the Council, as well as other public services in Cardiff, are able to draw on all available evidence, as well as the findings of preparatory work and risk assessments that have been undertaken by the UK Government, in advance of the UK leaving the European Union on 29<sup>th</sup> March 2019. This will enable us to respond accordingly in planning effectively for business continuity and mitigating the potential risks to the economic and social well-being of our communities.

## **Staff Engagement**

The autumn programme of staff engagement got off to a flying start with the Capital Ambition staff event taking place in City Hall on 2<sup>nd</sup> October 2018. Over 200 members of staff attended the event to take part in a two-hour session, which included presentations on Children's Services and the Council's digital journey, as well as a 'Question Time'-style session where staff had the opportunity to ask me about anything. Questions asked ranged from the budget, the future of County Hall, Brexit, the progress on Cardiff Music City, the best and worst bits so far in my time as Leader, and the biggest challenges and opportunities in the year ahead. Feedback from the event has been extremely positive and I would like to thank the Communications & Media Team for all their hard work setting up the event and behind the scenes on the day ensuring that the event ran smoothly.

Following the event I spent a few days touring the city to meet staff from different teams across the Council. This gave me the opportunity to learn about different service areas and to personally thank staff for all the hard work that takes place day in, day out to deliver Capital Ambition. I met with staff from frontline services, including street cleansing, social services (children's and adults), housing and highways, as well as the teams in C2C and the Huggard Centre. One of the highlights was seeing the refurbished Grand Avenue Older People's Day Centre in Ely, which will provide people suffering from advanced dementia with the care and dignity they deserve.

I was keen to hear about staff's experiences of working for the Council, whether they have worked for the organisation for many years, or have only recently started their journey with us on apprenticeships or work experience placements. The visits highlighted that there is much for us to celebrate and be proud of, as I saw for myself the sheer determination and dedication teams have in delivering the best possible services for the people of Cardiff.

I want to thank all the staff who took time out of their busy schedules to welcome me into their workplace and to tell me how things are going in their areas, highlighting both the successes and the challenges. I am looking forward to visiting more service areas over the coming weeks and months, and learning more about how we are all working for Cardiff.

## **Music Strategy / PRS Foundation Talent Development Conference**

I was delighted to be asked to open the PRS Foundation Talent Development Conference, 'Investing in the Future of Music', at the Royal Welsh College of Music and Drama earlier this month. This event brought together UK music organisations, policy-makers and cultural pioneers to take a fresh look at the issues faced by music creators at the start of their careers and the help which is currently available. Investing in the future of music is something very close to my heart, and my Administration has committed to developing a music strategy for Cardiff. Our work developing this strategy with Sound Diplomacy has been ongoing for over 10 months and I look forward to sharing the findings and recommendations of the music strategy later in the year.

**Councillor Huw Thomas**  
**Leader of the Council**  
**19 October 2018**

**COUNCIL: 25 OCTOBER 2018**

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## **EDUCATION, EMPLOYMENT & SKILLS STATEMENT**

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### **Schools Update**

I am pleased to report that a number of schools have now moved into their newly built accommodation – these schools include: Ysgol Glan Morfa, Howardian Primary School and Gabalfa Primary School & Ysgol Glan Ceubal.

The type of Special Educational Needs provision at Meadowbank Special School has changed from speech, language and communication needs to speech, language, communication needs and complex learning disabilities. Ty Gwyn Special School has also increased places from 150 to 198.

A Specialist Resource Base (SRB) has been established at Ysgol Gymraeg Pwll Coch providing up to 20 places for children aged 4–11 with complex learning disabilities and autism spectrum conditions in the Welsh-medium sector. A further SRB has also been established at Ysgol Gyfun Gymraeg Glantaf providing up to 30 places for children aged 11–19 with complex learning disabilities and autism spectrum conditions in the Welsh-medium sector.

### **Cardiff Education Convention 2018 – Shaping the New Curriculum**

The Cardiff Education Convention 2018 is due to be held on 23<sup>rd</sup> October 2018 at Sophia Gardens Cricket Ground, which will bring together educators and partners from across the city to capture perspectives around shaping a new curriculum for Wales. This is a once in a generation opportunity to ensure that we are preparing children and young people for the uncertainty of the future, and to foster creativity and resilience to enable our learners to respond to change. It is promising to see the continued commitment of partners and stakeholders, including employers, children and young people, communities and parents, to this enterprise.

### **School Holiday Enrichment Programme**

I am delighted that the Schools Holiday Enrichment Programme (SHEP) won the Corporate and Social Responsibility Award at the Foodservice Catey Awards on 12<sup>th</sup> October 2018. I want to congratulate all the team on their hard work in making this programme a great success.

## **Period Dignity Programme**

Cardiff Council has accessed Welsh Government funding to implement a Period Dignity programme across the city. This includes revenue grant funding of £23,778 in 2018/19 for feminine hygiene products, which is being matched in 2019/20. In addition, a one-off capital grant of £70,385 will be spent on improving the provision of sanitary equipment and toilet facilities in schools.

We are using a child rights based approach to pilot a programme from September to November 2018 in two primary schools (Adamsdown Primary School and Grangetown Primary School) and two secondary schools (Eastern High School and Cathays High School) in the city. This seeks to ensure that young women are treated with respect and dignity, including having access to free feminine hygiene products.

A Period Dignity Task & Finish Group, including Public Health and School Nursing representatives, has been established and is using survey data from school staff and female students in secondary schools across the city to help shape the pilot programme. Alongside piloting access to free sanitary products, the Task and Finish Group is working with students to ensure that education on menstruation is meeting the needs of young people and starts to address the historic stigma associated with this subject.

The Council is also considering how this work can be extended beyond schools to ensure that feminine hygiene products are available to people who would otherwise be unable to afford them or who face difficult choices in what essentials they can afford for their families.

## **Bee Friendly City**

As part of the Cardiff Commitment, the Council has embarked upon an innovative school outreach programme in partnership with Cardiff University and Wilmott Dixon, which aims to inspire the next generation of Welsh scientists, promote the take-up of STEM (Science, Technology, Engineering and Mathematics) subjects and help keep Cardiff a green and pleasant city.

This exciting collaboration with the School of Pharmacy at Cardiff University will introduce pupils to the award-winning Pharmabees project, which aims to encourage the production of super-honey and aid research by placing bee hives around the city. Children will learn about the importance of pollinators and biodiversity by enjoying first-hand experiences that they can share with their families and communities.

So far, nine bee hives or bug houses have been placed in Cardiff schools, highlighting the importance that these creatures have in an urban environment, whilst also helping to establish Cardiff as a Bee Friendly City. Science sessions are currently being delivered in five primary schools and the high school within the Cathays cluster to pilot the programme of work. Our intention is to develop a city-wide programme next year.



## **Summer Arts Learning Festival of Workshops**

During the school holidays, Llanover Hall hosted its first Eco-themed Summer Arts Learning Festival of Workshops, which was open to all children aged 5 and above for three weeks. Each week focused on a different theme: 'Nature and the Garden' (Week 1); 'Arts around the World' (Week 2); and 'Artsci Fun' (Week 3). Morning sessions for under 8's ran from 8.45am to 12 Noon for £12.50 per day. Over 8's were able to stay for a full day from 8.45am to 4:00pm for just £25 per day.

Llanover Hall also ran the ever popular "Lights, Camera, Action" course for children aged 8+ who had the opportunity to become film stars for the week by devising a fantastic storyboard, rehearsing and creating their own movie, "The Lost Souls". Family and friends were invited to the big screen premiere on the final day and were also given a copy of the film to keep.

Feedback on these workshops was fantastic. Tutors and staff also received many lovely comments as the children proudly presented their pottery and art & craft creations.

**Councillor Sarah Merry**  
**Cabinet Member for Education, Employment & Skills**  
**19 October 2018**

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## **FINANCE, MODERNISATION & PERFORMANCE STATEMENT**

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### **Cardiff Gov Mobile App**

Take up for the mobile app has now reached over 5,000 downloads by residents, with a marked increase already in October 2018 as our customers transition from the Tidy Text service to the app for reminders about waste collections.

We remain on course to deliver a new version of the app at the end of October 2018, which will allow Council Tax users to sign-up for e-billing and view their bills via the mobile app. Later versions of the app will contain additional waste services and provide customers with the ability to report problems with highways and pavements.

### **Website**

Usage figures for September 2018 include:

- £1.58m in 16,021 online payments
- 731,000 page views from 197,000 visitors (60.47% from a mobile device)
- 82.72% requests for waste bags online – highest ever online percentage
- 62.7% parking permit applications online
- 71.8% Penalty Charge Notice (PCN) appeals online
- 26,000 waste collection lookups online (2,107 using the Cardiff Gov app)
- 24,000 documents downloaded.

Content on proposed Public Space Protection Orders (PSPOs) for dog controls received 10,228 page views and information around the pilot scheme for separate glass recycling collections was viewed over 5,000 times.

### **Social Media**

The Council received 6,744 inbound messages last month and we have seen a continued increase in social media followers across Council platforms.

The consultation on proposed PSPOs for dog controls has generated a lot of interest on social media (357 messages). Consultations have been promoted heavily through social media and this is demonstrated by the responses received.

Bulky waste collections continued to be the most popular request through social media in September (529 messages) and the tag 'waste\_bulky' was the second most used (259 messages).

The volume of webchats being received by Connect-to-Cardiff (C2C) remains consistent, with 848 handled in September 2018. This provides a clear indication that the use of webchats as a channel has an established customer base.

### **Credit Unions of Wales Awards 2018**

I was delighted to accept the Best Public Sector Payroll Partner Award on behalf of the Council at a ceremony held at the Pierhead building in Cardiff Bay on 18<sup>th</sup> October 2018. Cardiff Council was nominated for the award by Cardiff & Vale Credit Union in response to the support from the Council to promote financial inclusion in the city. Our joint working has helped the Credit Union to grow year-on-year to the point where they now have over 10,000 adult and junior members. The work of the Cardiff & Vale Credit Union supports our ambitions to tackle poverty and to make the Cardiff economy more inclusive.

**Councillor Chris Weaver**  
**Cabinet Member for Finance, Modernisation & Performance**  
**19 October 2018**

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## **HOUSING & COMMUNITIES STATEMENT**

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### **WLGA Housing Cabinet Members Network**

Earlier this month, I attended a meeting of the WLGA Housing Cabinet Members Network, which brought together fellow Cabinet portfolio holders and senior officers from all over Wales to discuss the pressing issues facing housing in Wales, including addressing homelessness and the need for new homes. The Welsh Government Minister for Housing and Regeneration, Rebecca Evans AM, attended the meeting and I was pleased that she made clear her commitment to supporting councils to build new homes.

The Prime Minister also announced recently that the UK Government plans to scrap the current cap on how much councils can borrow against the value of their housing stock, which was implemented in 2012. This would allow councils to build more council homes and, whilst no details have yet been given about this proposed change, it appears to be very positive news. This will remove a major barrier to the delivery of our commitment to build 2,000 new council homes in Cardiff.

### **Development of New Council Homes**

I was really pleased with the announcement made by the Welsh Government on 16<sup>th</sup> October 2018 that Cardiff's two bids for a total of £2.6 million of Innovative Housing Programme funding have been successful. We are always looking at new and innovative ways to deliver more council housing and I'm delighted that both the PassivHaus scheme on the site of the former Highfields Centre in Heath and the proposed modular scheme at Crofts Street in Plasnewydd will benefit from this funding. These schemes will help tackle current housing pressures in the city and contribute to our aim of delivering 1,000 new council homes by 2022, and 2,000 new council homes in the longer term.

Our plans for both the Highfields and Crofts Street sites are inventive and exciting. The environmentally-friendly development of 30 flats and 12 mews homes at the Highfields site will be built to rigorous PassivHaus energy efficiency standards. Ten flats will be available for rent from the Council, while the remainder will be sold on the open market.

The proposed development of 17 properties (12 flats and 5 houses) at the Crofts Street site will be built using a modular system, which is highly energy efficient, larger than standard properties and quicker to construct than traditional building methods. As a result, we hope to make significant time savings on site, thereby delivering new homes more quickly and reducing the impact on local residents.

The £2.6m grant funding awarded by the Welsh Government is on top of the £1.2m in Innovative Housing Programme funding that Cardiff received last year for two schemes to provide housing solutions for homeless families in shipping container units. I am really pleased that our new build programme is progressing at pace and new council homes will be delivered in volume. This means that we are well on the way to meeting the target that was set out in Capital Ambition.

On 25<sup>th</sup> October 2018, I will also be accompanying the First Minister on a visit to our new housing development at Willowbrook West in Trowbridge, which is being delivered through Cardiff Living, our innovative partnership with Wates Residential. The First Minister will not only have the opportunity to see first-hand the quality of the new homes that we are delivering both for the market and for social rent, but also how our schemes are helping to regenerate local communities, whilst providing quality affordable new homes.

### **Letting of New Council Homes**

I am pleased to announce that our first new council homes delivered through the Cardiff Living programme will be let in November 2018. A special letting policy was developed for the new properties which gives some local people a chance to move into the new homes. Thirteen homes will become available next month on the following sites: Captains View/Walk, Upper Llanrumney; Willowbrook, St Mellons and Ty To Maen, Old St Mellons.

All council homes will be allocated under the policy and suitable applicants have already been identified for the properties on Captains Walk and Ty To Maen. It is particularly pleasing that it has been possible to offer two of the homes to families with disabled children, as they can easily be converted to accessible homes with through floor lifts. Another property has also been allocated to a council tenant with a high need to move who lives locally and wishes to stay in the area. These applicants have accepted the properties and will view their new homes in the next few weeks.

### **Long Term Empty Properties**

Since June 2017, Shared Regulatory Services have been working to address the ongoing blight and concern that empty properties can cause by dedicating resources specifically to tackle this issue. The additional resources have allowed us to not only respond reactively to complaints about empty properties, but also to work proactively to target empty property owners with advice and support for bringing these properties back into beneficial occupation. Despite the various complex reasons for properties being left empty, this two-pronged approach has resulted in 80 long term empty properties being brought back into use during the 12 month period from October 2017 to October 2018, and I am pleased to confirm that the team is on track with their targets for this year. Whilst we seek to work informally and sensitively with owners to assist them in bringing these properties back into beneficial use wherever possible, we will also utilise enforcement powers where necessary and appropriate, as demonstrated by the two Compulsory Purchase Orders that are currently being processed.

### **Community Well-being Hubs**

I am pleased to confirm that the new and improved join up of Hubs and libraries in the city will start on 29<sup>th</sup> October 2018 following completion of a staff restructuring process. This will ensure that good practices from both our Hubs and libraries are embedded equally with full support and staff integration. Alongside this, Community Inclusion Officers will be working closely with all Hub teams to enhance social activities and promote health & well-being.

From the middle of November 2018, we will also be analysing services and scoping the enhancement of local service provision. This will include consulting with communities and ensuring that the services we offer meet local needs, such as being able to apply for a bus pass in all locations and offering additional help such as money advice. We anticipate that the new services will be in operation from the New Year.

### **Community Safety Workshop**

On 4<sup>th</sup> October 2018, the Police & Crime Commissioner and I led a very successful community safety workshop that was held as part of the Cardiff Public Services Board partnership arrangements. This provided an excellent opportunity for members of the Community Safety Leadership and Delivery Boards to reflect on our community safety priorities for the city and, equally as important, to understand if we have the right governance structures in place to deliver on them. This is particularly important in the context of continued austerity and decreasing resources for public services, which means that all partners need to do more with less. Some clear themes emerged from the workshop, such as identifying and managing the vulnerabilities of individuals and communities. It is clear to me that we all have a stake in keeping vulnerable individuals and communities safe and resilient. We need to ensure that there is a consistent approach among partners and, in the coming months, we will be focusing on developing improved understanding and awareness of our priorities here in Cardiff.

### **Cardiff Job Fair 2018**

The 2018 Cardiff Job Fair, hosted by the Into Work Advice Service in partnership with Job Centre Plus, was held at St. David's Hall on 12<sup>th</sup> September 2018 and attracted over 1,100 jobseekers. Forty major employers (including Admiral, Hilton, Lidl, Marks and Spencer, S.A. Brain & Co, Subway and the NHS) were represented at the event, offering thousands of employment opportunities across a wide range of sectors. In addition, 22 partner organisations were in attendance, including Foster Care Services, Careers Wales, Open University and Wates Construction. The Into Work Advice Service was also in attendance and provided attendees with advice on getting the most from the event and information on the range of services it offers, as well as the Council's advice and support services as a whole.

**Councillor Lynda Thorne**  
**Cabinet Member for Housing & Communities**  
**19 October 2018**

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**COUNCIL: 25 OCTOBER 2018**

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## **CLEAN STREETS, RECYCLING & ENVIRONMENT STATEMENT**

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### **Greener Grangetown**

The completion of the award winning Greener Grangetown project was marked by Welsh Government Minister for Environment, Hannah Blythyn AM, on 10<sup>th</sup> October 2018. Greener Grangetown is an innovative £2 million partnership project between Cardiff Council, Dŵr Cymru Welsh Water and Natural Resources Wales, supported by the Landfill Communities Fund. The project uses the latest sustainable drainage (SuDS) techniques to catch, clean and divert rainwater directly into the River Taff, instead of collecting and pumping it 8 miles to a treatment works in the Vale of Glamorgan and then discharging it out to sea. This is the first time that these techniques have been retrofitted into an urban environment at this scale.

The Greener Grangetown scheme has resulted in:

- 42,480m<sup>2</sup> of surface water being removed from the combined waste water network (the equivalent of 10 football pitches);
- An additional 1,600m<sup>2</sup> of green space (the equivalent of 4 basketball courts);
- The creation of Wales' first ever 'bicycle street' along one of the busiest sections of the Taff Trail Active Travel route, slowing traffic by design and improving conditions for pedestrians and cyclists;
- Increased biodiversity with 135 new trees and thousands of shrubs and grasses planted;
- Creation of a community orchard;
- 26 new cycle stands;
- 12 new litter bins;
- 9 new seats and benches; and
- Increased provision of resident-only parking spaces.

### **Cardiff Half Marathon – Cleansing and Recycling**

The cleansing and waste teams worked to recycle a staggering 96% of the waste from the Cardiff Half Marathon. A total of 13 tonnes of mixed recycling; food waste; cardboard; wood and silt was collected by council staff on behalf of the event organiser, Run4Wales. Recycling pods were located at both the start and finish race village, with staff on hand at each pod to ensure that the correct materials were being put in each container. The waste collected was then recycled through different processes and at different locations as follows:

- The food waste collected was processed at the anaerobic digestion plant on Rover Way to create green electricity.
- The mixed recycling was separated at Cardiff's Materials Recycling Facility (MRF) and baled for reuse.

- The waste collected from the mechanical street cleansing vehicles was sent to the de-watering plant at Lamby Way, where the recyclable material was separated from the silt. The silt was then recycled by Neil Soils.
- The remaining 4% of the waste was then sent to the Viridor energy from waste facility on Ocean Way.

Arranged visits by Members to the MRF and the Viridor energy from waste facility are continuing and provide an opportunity to learn more about what happens to litter and waste collected in Cardiff.

### **Pilot Scheme for the Recycling of Glass Bottles and Jars**

On 15<sup>th</sup> October 2018, around 17,000 properties in Cardiff started the new pilot scheme for the recycling of glass bottles and jars. Each household taking part in the pilot scheme received a new blue caddy and detailed leaflet explaining how the separate collection of glass bottles and jars would work. Residents are asked to separate out their used glass bottles and jars and put them into the lockable blue caddy, instead of the green recycling bags. The separated glass waste will then be collected fortnightly on the same day as their general waste (black bin/red striped bag) collection. The pilot scheme will assess whether collecting glass separately from other recyclable products will increase the quality of the product, thereby reducing the cost to the Council.

Currently, the green recycling bags are taken to the MRF where a machine separates the recyclable materials by size and weight using rotating axles and conveyor belts. With the exception of the glass, the recycled material is baled and then sold on to be made into new products. Through this separation process at the MRF, the glass is broken into small pieces, but often becomes mixed with other materials. This means that the Council has to pay a company to clean it before it can be recycled. The broken glass is eventually used as aggregate to build roads or in insulation products. Through the new collection method that is being piloted, the Council intends to sell the higher quality recycled glass, generating income that can be reinvested in council services. Glass can be recycled an infinite number of times, unlike paper and plastics, which degrade through the recycling process. Paper can be recycled about 4 or 5 times and plastic can be recycled 8 or 9 times.

The pilot scheme is showing early signs of success, with good recycling rates and limited contamination from other materials. However, we will be asking those residents participating in the pilot scheme for their views, both during and after the pilot scheme, which will run for at least 12 weeks and, if successful, will be expanded across Cardiff.

### **Cardiff Dogs Home**

The newly launched website for Cardiff Dogs Home listing 66 dogs for re-homing received over 46,000 page views in the first 8 weeks and 503 form submissions, including 186 online applications applying to be a dog walker. This has reduced time and administration costs for the Dogs Home by going digital.

**Councillor Michael Michael**  
**Cabinet Member for Clean Streets, Recycling & Environment**  
**19 October 2018**

**COUNCIL: 25 OCTOBER 2018**

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## **CHILDREN & FAMILIES STATEMENT**

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### **Family Help and Support**

Children's Social Services in Cardiff are working with increasing numbers of referrals, undertaking an increasing number of assessments and the Council is responsible as Corporate Parent for the highest ever level of looked after children.

On 11<sup>th</sup> October 2018, the Cabinet agreed a new delivery model for Family Help and Support in Cardiff. The new approach aims to:

- Reduce the number of children who experience poor outcomes through their childhood because they have experienced abuse, trauma, neglect or exploitation for longer than they needed to.
- Raise educational attainment and aspirations of children, young people, and their parents, thereby enabling access to better employment opportunities in the longer term.

The service provided will be proportionate to the needs of the individual family or child. For some families, simple signposting and advice will be sufficient; others will need a greater degree of intervention. The service will have a strengths based approach and will use proven techniques to help families build resilience and avoid the need for ongoing support. More intensive support will be provided where needed, to avoid future safeguarding issues.

The new model contains a new approach to family help and support based on three new family support services:

- A Family Gateway service to respond to all referrals and enquiries and offer information and advice.
- A closely-linked Family Help service to respond promptly to families who need some short-term support, including a combination of signposting, practical assistance and help with parenting.
- A Family Support service which is able to work with families with more complex or severe problems and where there is a real risk that without intensive support, more significant intervention would be needed.

### **Assistant Director of Children's Services**

As you will be aware, after four years of working with the Council as the Assistant Director of Children's Services, Irfan Alam, has left the Council to take up a new role with Birmingham Children's Trust. I would like to take this opportunity to thank Irfan for all his hard work and commitment. His contribution is very much appreciated by staff, colleagues and Members alike.

Deborah Driffield, formerly Statutory Director of Social Services in City and County of Swansea, has taken up the role. She has worked at a senior level in both Adult and Children's Services and has a strong practice background in Children's Services. We welcome Deborah to Cardiff Council.

**Councillor Graham Hinchey**  
**Cabinet Member for Children & Families**  
**19 October 2018**

**COUNCIL: 25 OCTOBER 2018**

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**SOCIAL CARE, HEALTH & WELL-BEING STATEMENT**

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**RISE-Cardiff**

The new commissioned specialist service for female victims of violence against women, domestic abuse and sexual violence, RISE (Recovery, Information, Safety, Empowerment), has now been operational in Cardiff for six months.

On 1<sup>st</sup> October 2018, a formal launch of the service provided an opportunity to showcase to funders and key stakeholders the different elements of the new service and how it delivers innovation. The event was attended by the South Wales Police and Crime Commissioner and representatives from South Wales Police, Cardiff Council and the Welsh Government's Violence Against Women, Domestic Abuse and Sexual Violence Team.

In opening the launch event I was pleased to acknowledge the successful implementation of the new service, and to welcome partners to the new one-stop shop facility in Riverside. I was especially pleased to learn from the Chief Executive of Cardiff Women's Aid, as the lead provider for the RISE service, and a number of operational staff, how the new service can, and has, supported victims and their children with the provision of advice and information, safety planning, safe accommodation, support through the courts, psychological counselling and group work.

Partners were really complimentary about the service: how it had fully integrated into the partnership arrangements at the Multi-Agency Safeguarding Hub (MASH) and how it was providing an essential safety net for all Police referrals. The Chief Executive of Cardiff Women's Aid was complimentary in turn about how the Council had managed the commissioning process and had drafted a robust and comprehensive service specification.

I took the opportunity to talk to a former service user who acknowledged the support she had received from the service and how she had benefitted from being referred via an IRIS-trained GP surgery – the RISE service delivers the Identification and Referral to Improve Safety (IRIS) training to GPs and provides ongoing support to staff. Finally, we had a tour of the one-stop shop and were able to speak to all staff across the service.

I am so proud of this service, and am sure that it will go from strength to strength as it becomes fully integrated into our services for vulnerable people across the city.

### **Grand Avenue Older People's Day Centre**

Earlier this month, I was really pleased to visit the new integrated dementia day service at the Grand Avenue Older People's Day Centre in Ely, which is now open. This follows a successful Integrated Care Fund (ICF) capital bid, as well as capital financing by the Council, which has enabled the complete redesign and refurbishment of the day centre.

The result is truly a stunning example of a best practice dementia friendly environment, appropriate to meet the needs of people with moderate to high care and support needs. The centre has contemporary bathing and toileting facilities, a cinema, space for therapeutic interventions, and a beautiful, accessible garden and patio.

This is very much a joint venture with Cardiff & Vale University Health Board and the centre will be staffed both with nurses and care assistants. Transport to and from the centre will be by council vehicles, and in collaboration with Welsh Ambulance Services NHS Trust (WAST). A considerable amount of training has been offered to staff to ensure that the service offered will be of the highest quality, and emphasis will also be on the enhanced support available to informal carers.

### **Tremorfa Day Centre**

Also this month, I had the opportunity to visit the complex needs day service in Tremorfa. This facility offers high quality, person centred daytime opportunities to people who have a learning disability with complex health needs and behaviours, on the dementia pathway or with an autistic spectrum condition.

The service supports over 65 people with intensive support needs to remain living at home, and works to support them to feel valued and included in their communities. Individuals access a wide range of community activities from: swimming to music sessions, volunteering and therapy appointments. People are supported using person centred plans to develop individualised services focused on skill building and outcomes. The consistent staff team are highly trained to meet communication, health and behavioural needs. The service has high satisfaction levels.

The service base has just undergone significant refurbishment using capital and ICF monies. The smart new look and modern facilities have improved safety and made the building far more welcoming and pleasant to spend time in. The addition of automatic doors and ceiling mounted tracking systems also enable people to move freely through the building, thereby supporting independence. Feedback from individuals, families and staff is very positive and people are reported to be relaxed and happy in the building.

### **Canterbury Outcomes Framework**

Last week, I was delighted to chair a special meeting of the Regional Partnership Board (RPB) when members had the opportunity to meet members of the senior management team from Canterbury District Health Board, New Zealand. It was a fantastic opportunity for RPB members to listen and learn, and to discuss how the Canterbury Outcomes Framework was developed, and how it has delivered significant improvements for residents.

The Canterbury approach has helped inform the development of our own 'Me, My Home, My Community' strategy, which also formed the basis of the RPB's recent bid for Welsh Government Transformation Funding. I am delighted that the RPB's submission was fully supported by Welsh Government and that all of the RPB projects were successful in being awarded funding that amounts to almost £7 million over two years.

### **Mental Health & Wellbeing Minority Ethnic Communities Annual Health Fair**

I was very pleased to attend the Minority Ethnic Communities Health Fair earlier this month. The event was opened by the Cabinet Secretary for Health and Social Services, Vaughan Gething AM, and former Olympic athlete, Christian Malcolm, with an additional opening address from my Canton ward colleague, Councillor Ramesh Patel. A number of presentations from sponsors including Marie Curie, Guide Dogs and Race Equality First, as well as expert presentations on topics including Stress Control, Housing & Mental Health, Bereavement & Mental Health and Mental Health in Children, were provided during the event and were interesting and informative to the colleagues and partners in attendance. The day was rounded off with a number of taster sessions, including Laughter Therapy, Mental Health and Wellbeing & Mindfulness.

**Councillor Susan Elsmore  
Cabinet Member for Social Care, Health & Well-being  
19 October 2018**

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**COUNCIL: 25 OCTOBER 2018**

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## **STRATEGIC PLANNING & TRANSPORT STATEMENT**

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### **SPG Consultations**

The proposed Supplementary Planning Guidance (SPG) on Student Accommodation and Flat Conversions are both currently subject to public consultation, with the deadline for comments on 1<sup>st</sup> November 2018.

### **Guildford Crescent**

Public consultation is also currently underway on the proposed new Conservation Area at Guildford Crescent, with the deadline for comments on 28<sup>th</sup> November 2018. Guildford Crescent is the only remaining historic part of the inner city centre which isn't protected through planning legislation. The 15 buildings were built between 1851 and 1880 and are recognised as architecturally significant as they are traditional low rise terraces. By designating this crescent as a conservation area, the Council aims to preserve the area's special architectural and historic interest.

### **Segregated Cycling Routes**

A new segregated cycle track has been constructed adjacent to North Road, between the Royal Welsh College of Music and Drama and the access road to the Ambulance Service depot at Blackweir. The scheme replaces a painted cycle lane with a much wider two-way track, which is fully segregated from the adjacent public car park and pedestrian path. The new track is integrated with the provision of new crossing facilities at the junction of North Road and Corbett Road, which enable pedestrians and cyclists to cross North Road safely and gain access to/from the new cycle track and Bute Park.

This scheme provides an illustration of the type of segregated facility which will be developed as part of the planned Cycle Superhighways. In terms of progress on developing these within Cardiff, we are continuing work to progress the delivery of the first section of Cycle Superhighway between St Andrews Crescent and Cathays Terrace, via Senghennydd Road. We aim to commence construction in the first quarter of 2019.

### **Nextbikes**

The nextbike on-street cycle hire scheme reached a major milestone this month with the number of rentals passing 100,000 since the scheme was launched in May 2018. In the last week of September, the Cardiff nextbike scheme was the most successful nextbike scheme in the UK.

There are now 500 bikes in circulation and additional docking stations have been installed in a number of locations across the city. We are also bidding for Welsh Government funding to increase the size of the bike fleet and expand the network of docking stations.

### **Wales' First Bicycle Street**

The completion of the Greener Grangetown project was marked officially on 10<sup>th</sup> October 2018 by Welsh Government Minister for Environment, Hannah Blythyn AM. The scheme includes the creation of Wales' first ever 'bicycle street' along Taff Embankment, one of the busiest sections of the Taff Trail. The scheme includes a central rumble strip on the carriageway, a number of raised speed tables at junctions and informal crossings, which together help slow traffic and make the street more conducive to walking and cycling.

### **Taff Trail Maintenance**

Weekly sweeping of sections of the Taff Trail between Bute Park and Tongwynlais has commenced. This will continue throughout the autumn in order to minimise the build-up of leaves on the pathways.

### **Air Quality**

The Council is continuing work on a feasibility study of Nitrogen Dioxide compliance following a legal direction received earlier this year from the Welsh Government. This study will provide the Council with a detailed understanding of air quality across the city and will assess in detail measures to improve air quality in the shortest possible time. A preferred option to deliver compliance needs to be agreed with the Welsh Government by the end of June 2019 at the latest.

We submitted our Clean Air Feasibility Study to Welsh Government as per the deadline; however, the consultants are still confirming some of the figures and the modelled impacts of our proposed mitigating measures. We intend to bring this to the next possible Cabinet meeting.

### **Rail Services**

I welcome the start of the new rail franchise overseen by Transport for Wales, which heralds the start of a new way of delivering rail services in Wales. This will bring benefits to users in terms of new trains, increased frequencies and improved facilities, as well as the creation of new high quality jobs in Wales. The Council has built a close working relationship with Transport for Wales to help improve all aspects of transport in Cardiff and the south east Wales region.

**Councillor Caro Wild**  
**Cabinet Member for Strategic Planning & Transport**  
**19 October 2018**

**COUNCIL: 25 OCTOBER 2018**

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## **INVESTMENT & DEVELOPMENT STATEMENT**

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### **Cardiff Workday Population**

Councillors will be interested to learn that latest government statistics published this month show that over the past year an additional 13, 600 people were added to the city's workday population – a growth rate of 6%. This is more than five times the UK average. Councillors will appreciate that this reflects the confidence business has in the city and in the new administration formed after the 2017 county council elections.

Councillors will understand that it is vital that confidence in Cardiff as a business destination is essential if we are to maintain the momentum and continue to persuade new business to invest in the city. To help the city succeed in that endeavour, I am pleased to inform councillors that the Administration has been successful in securing private sector partners to be part of Cardiff's MIPIM delegation next year, where together we will showcase the City's investment potential.

### **New Investment Announcement**

I am advised that, thanks to the efforts of the Council's economic development team, we can expect an announcement soon regarding a major new investment in Cardiff by a leading fin-tech business. Councillors will be pleased to learn that this comes on the back of a flourishing digital start-up sector that has been recognised by Forbes magazine as one of the best in the UK.

### **Delivering Capital Ambition Priorities**

We continue to make good progress in delivering the Administration's Investment & Development Capital Ambition priorities. In early November, Cabinet will consider a further report regarding the delivery of its Indoor Arena project. The report will outline the delivery mechanisms that we intend to pursue to secure the realisation of this long-standing ambition, which will provide the city with a facility befitting the Cardiff Bay project, which has been allowed to stall in recent years.

I will present the Administration's Economic White Paper this year, which has been informed by both the Green Paper consultation exercise and by direct conversation with business leaders and business representative organisations. I am convinced that this will allow us to ensure that Cardiff is well placed, within the Cardiff Capital Region, to take advantage of the opportunities presented by the UK Government's Industrial Strategy and to ensure that Cardiff can maximise the benefits that the

Shared Prosperity Fund will deliver as it replaces the EU's Structural Fund Programme post Brexit. In addition, in response to that, I will present the Administration's own Economic Strategy for the east of the city early in the New Year.

**Councillor Russell Goodway**  
**Cabinet Member (Investment & Development)**  
**19 October 2018**

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**CULTURE & LEISURE STATEMENT**

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**APSE Apprentice Awards 2018**

I am delighted to confirm that two of our Parks Trainees, Rhian Colledge & Caroline Evans, have been shortlisted for the 2018 Association for Public Service Excellence (APSE) Apprentice Awards in the Horticultural category. This is an excellent achievement for both trainees to be shortlisted within the top six in the UK. The Parks Service has also been nominated for an Employers Award in recognition of provision of a quality training scheme and its commitment to local employment.

**Events**

The Made by Hand Contemporary Craft Festival will return to City Hall on 2-4 November for its fifth year. This annual contemporary craft event provides a unique opportunity to showcase the excellence of Welsh craft artists, and also affords the opportunity for visitors to try a craft for themselves.

I am sure that Members would wish to join me in congratulating the South Wales Fire & Rescue Service for their successful hosting of the annual UK Rescue Organisation (UKRO) Challenge in Roald Dahl Plass in Cardiff Bay on 27-29 September 2018. UKRO is a charitable organisation, which aims to drive the national agenda on road death reduction, by pushing vehicle extrication to its professional pinnacle and showcasing other rescue disciplines. The Challenge is a prestigious annual event, which has greatly assisted in the improvement of rescue standards and technical skills within fire and medical professionals. The 2018 Cardiff Challenge brought added value for competitors and attending Service personnel with a comprehensive suite of education workshops and training events. It also offered a chance to engage with our communities and share key safety messages. My appreciation also goes to the Events Team for their support in helping to advise on, and facilitate, the delivery of this event.

**Councillor Peter Bradbury  
Cabinet Member for Culture & Leisure  
19 October 2018**

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**COUNCIL:****25 OCTOBER 2018**

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**REPORT OF THE DIRECTOR OF GOVERNANCE & LEGAL SERVICES**

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**COMMITTEE APPOINTMENTS****Reason for Report**

1. To receive and approve in accordance with political group wishes nominations to current committee vacancies and elect a Deputy Chair for the Pension Committee.

**Background**

2. The Annual Council 24 May 2018 established the Committees and Panels of the Council and their composition. The seats allocated on Committee were made in accordance with political balance and nominations were received to each committee from the political groups.
3. In accordance with the Welsh Audit Office Statement of Action P3b (report March 2016) - Membership of Committees is a standing item on monthly Group Whips meetings and Full Council as appropriate.

**Issues**

## Committee Membership

4. There is a vacancy on the Council's Pension Committee and any nominations to fill this vacancy received prior to Full Council on 25 October 2018 will be reported on the amendment sheet.

## Deputy Chair – Pensions Committee

5. In addition, a request has been received from the Secretariat to the Wales Pensions Partnership Joint Governance Committee (Carmarthenshire County Council) via the Section 151 Officer for a nominated Deputy Chair of the Council's Pension Committee who could deputise for the Chair of the Pension Committee, currently the Cabinet Member for Finance, Modernisation and Performance, at meetings of the Pensions Partnership Joint Committee.

**Legal Implications**

6. The Council is under a duty to make appointments to Committees, in accordance with the approved allocation of seats to political groups, so as to give effect to the wishes of the political groups (pursuant to Section 16 of the 1989 Act).

7. Under the Council and Committee Meeting Procedure Rules (Rules 2(b)(xv) and 1.2 respectively), the Council may elect a Chair and Deputy for each of its committees. The Council may elect any member of the Pension Committee as its Deputy Chair.
8. Members will note that the recommendation is for the Pension Committee Deputy Chair to be nominated to deputise for the Chair at meetings of the Wales Pensions Partnership Joint Committee ('the Joint Committee'). The Inter-Authority Agreement which establishes the Joint Committee allows each participating authority to nominate one representative and a named deputy to sit on the Joint Committee, provided that the representative must be a member of the authority's Pension Committee. The Chair of the Pension Committee was nominated as Cardiff's representative on the Joint Committee by Council in February 2017.
9. The rules on political balance do not apply to this Joint Committee (pursuant to the Local Government and Housing Act 1989, section 15 and Schedule 1 paragraphs 1(c) and 2(h)). This means that Council may nominate any member of the Pension Committee as the Council's deputy representative on the Joint Committee.

### **Financial Implications**

10. There are no financial implications directly arising from this report

### **RECOMMENDATIONS**

The Council is recommended to

1. appoint to the vacancy on the Pension Committee in accordance with Party Group wishes and as set out on the Amendment Sheet;
2. elect a Deputy Chair from the membership of the Pension Committee and nominate this Member to deputise for the Chair at meetings of the Wales Pensions Partnership Joint Governance Committee.

### **DAVINA FIORE**

#### **Director Governance and Legal Services**

18 October 2018

### **Background Papers**

Annual Council Reports 24 May 2018

Minutes of Annual Council 24 May 2018

Minutes Council 21 June 2018

Minutes Council 19 July 2018

Wales Pensions Partnership Joint Governance Committee, Inter-Authority Agreement 28 June 2017