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## SUPPLEMENTARY PAPERS

<b>Committee</b>	POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE
<b>Date and Time of Meeting</b>	TUESDAY, 15 SEPTEMBER 2020, 2.00 PM
<b>Venue</b>	REMOTE MEETING VIA MS TEAMS
<b>Membership</b>	Councillor Walker (Chair) Councillors Ahmed, Berman, Bowen-Thomson, Henshaw, Lister, Mackie and McKerlich

The following papers were marked 'to follow' on the agenda circulated previously

- 4 Financial Strategy - to follow** (Pages 3 - 132)  
Monitoring & pre-decision scrutiny
  - Month 4 monitoring
  - Budget Strategy
- 5 Annual Wellbeing Report 2019-20 - to follow** (Pages 133 - 344)  
Pre decision Scrutiny.
- 6 Equalities Plan - to follow** (Pages 345 - 462)  
Pre decision Scrutiny
- 7 Senior Management Arrangements - to follow** (Pages 463 - 494)  
Pre decision Scrutiny

**Davina Fiore**

**Director Governance & Legal Services**

Date: Wednesday, 9 September 2020

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

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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**15 September 2020**

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**Budget Monitoring 2020/21 - Month 4**

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**Reason for the Scrutiny**

1. To provide Members with an update on the Council's financial monitoring position at Month 4 of 2020/21. This report is going to Cabinet at its meeting on 17 September 2020.

**Background**

2. The Policy Review and Performance Scrutiny Committee's Terms of Reference includes responsibility for monitoring the overall Council budget, both Revenue and Capital budgets, as well as responsibility for monitoring specific service areas. For Revenue budget monitoring purposes, those services fall within the *Corporate Management, Economic Development* (Corporate Landlord, Strategic Estates, Facilities and Operational Management), *Communities & Housing* (Performance & Partnerships), *Governance & Legal Services*, and *Resources* (Finance, Digital Services, Customer Services, Human Resources, Commissioning & Procurement) budgets.

**Structure of the Papers**

2. To facilitate the scrutiny the following appendices are attached to this report:

**Appendix A – Cabinet report – Budget Monitoring – Month 4**

- Appendix 1 – Revenue position
- Appendix 2 – Directorate Commentaries
- Appendix 3 – 2020/21 Budget Savings Position
- Appendix 4 – Capital Programme Summary
- Appendix 5 – Capital Schemes Updates

3. The report to Cabinet has a different format to usual, to enable the pressures arising from the ongoing Covid-19 pandemic to be set out. The financial impact of the crisis is outlined, in terms of additional expenditure and reduced income generation and the Welsh Government (WG) funding response to these. The unfunded impacts of Covid-19 are also set out in the overall revenue position.

### **Impact of Covid-19 Pandemic**

4. **Points 3-12** of the report to Cabinet detail the financial impacts resulting from the pandemic, up to end of July 2020. This includes additional expenditure such as the procurement of personal protective equipment (PPE), social distancing and infection control measures, support for providers and suppliers, support for vulnerable citizens, and staffing costs to provide cover for employees who have had to shield or self-isolate. It also includes income losses due to closed venues, unused car parks and services, such as school catering and trade waste, not being in operation.
5. These points provide the following information:
  - a Points 4-5 – WG funding overview
  - b Points 6-8 – Council claims for expenditure and results of these claims
  - c Points 9- 10 – Council claim for loss of income
  - d Points 11-12 – Estimate of further Covid related costs.
6. These show that the Council submitted expenditure claims to WG totalling **£25.842 million**, up to the end of July 2020. As at the end of June 2020, out of £21.374 million revised claims, the Council will receive **£19.594 million**.
7. With regard to the Council claim for loss of income, **£8.712 million** is being reimbursed in full, with the claim for Arts venues being redirected to the recently established Arts Council of Wales scheme.
8. **Points 11-12** set out that any additional expenditure or income losses not funded by WG will need to be met from existing Council resources. The Month 4 report

sets these out within the projected directorate outturn positions. Members are asked to note that these do not incorporate other potential Covid19-related pressures that may occur during the remainder of the year. Instead, a table provides an indication of the financial impact that may result, which shows an estimated **£34.163 million** overall additional costs, were the Council to have to meet 100% of these costs.

## **Revenue budget**

9. Attached at **Appendix A** is the 2020/21 month 4 budget monitoring report. The Committee will note that, at this point, a net overspend of **£1.982 million** on the revenue account is projected for the end of the 2020/21 financial year. Directorate budgets are projected to overspend by **£5.082 million**, with Covid costs of **£1.677 million** that are not funded by WG are included in this total. In-year savings of **£3.130 million** have been achieved as at Month 4. The projection includes a balanced position for Council Tax collection, as set out at **Point 21**.
10. The service areas predicting the most significant overspends are Social Services (£3.238 million), and Education & Lifelong Learning (£1.521 million). There is also an overspend of £300,000 on the Capital Financing budget, with details of this provided at **Point 20**. These are partly offset by projected underspends in other service areas, the £3 million general contingency fund provided within the 2020/21 budget and a £400,000 underspend on the Summary Revenue Account.
11. Members may wish to note the table at **point 15** of the report to Cabinet that shows the Directorate positions, including Covid costs not funded by WG, unachieved savings and other overspends; underspends are reported in brackets. Further details are provided in **Appendix 2**.

## **Savings**

12. An overall shortfall of **£4.276 million** is currently anticipated against the **£8.557 million** directorate savings target; more details are provided in **Appendix 3** of the report to Cabinet. The report states that *'In some cases, these shortfalls are the*

*direct consequence of COVID-19, such as proposals centred on increased income generation at venues that have been closed during the period of lockdown. In other cases, there have been indirect consequences of the pandemic, such as the lockdown period making it challenging to progress staffing restructures, for example' (point 18).*

13. The report to Cabinet highlights that the majority of efficiency savings are projected to be achieved, with £3.233 million out of a target of £3.841 million. The income generation and service change savings are more significantly affected, with shortfalls of £1.643 million (target £2.541 million) and £2.025 million (target £2.175 million) respectively.

### **Contingency**

14. **Point 22** sets out that, in response to increased claims resulting from the financial hardship caused by the pandemic, £3.042 million has been transferred from the Council Tax Reduction Scheme (CTRS) contingency budget. £2.175 million has been transferred into the Children's Services budget to meet the additional costs arising from external placements. An updated position on contingency budgets will be included in the Month 6 monitoring report.

### **Capital**

15. The adjusted 2020/21 Capital Programme (General Fund and Public Housing) is £182.387 million. Within this, the projected outturn for the General Fund of £125.612 million at month 4 is **£101.706 million** resulting in a variance of **£23.906 million**, which is predominantly slippage. Capital expenditure at month 4 is **£12.379 million**, with several large expenditure items due later this year. The Public Housing element of the capital programme is forecasting an overall slippage of £3.992 million. Members will find detail of the Council's Capital Programme in **Appendices 4 and 5** of the papers.

16. The impact of Covid-19 pandemic on the Capital Programme has varied according to the nature of the capital project, as set out in **Points 33-36**, including

details of WG capital funding available for pandemic related projects, such as increased homelessness provision and transport infrastructure projects.

17. Directorates have been reminded of the need to set achievable profiles of expenditure and to identify slippage at an early stage.

### **Response to Emerging Financial Position**

18. **Points 24 -28** outline the measures taken by the Council to deal with the emerging financial position. These include:

- a. Financial Issues Log
- b. Furloughing some staff from income generating areas, including School Catering, Storey Arms Outdoor Pursuits Centre, Cardiff Castle, Venues, St David's Hall and New Theatre
- c. Directorate review of in-year budgets to identify in-year savings
- d. Internal review and monitoring of variance against planned spend
- e. Review of earmarked reserves and other corporate funding sources.

### **Way Forward**

19. Councillor Chris Weaver, Cabinet Member, Finance, Modernisation and Performance, Christopher Lee, Corporate Director Resources, and Ian Allwood, Head of Finance, will be in attendance to present the report and answer Members' questions.

### **Legal Implications**

20. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural

requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

21. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

### **RECOMMENDATION**

15. The Committee is recommended to:
- i. note the 2020/21 budget monitoring month 4 report;
  - ii. consider whether it wishes to make any comments to the Cabinet; and
  - iii. consider whether it wishes to use information contained in the report to inform future scrutiny items.

**DAVINA FIORE**

Director, Governance & Legal Services

**9 September 2020**



**BUDGET MONITORING - MONTH 4 REPORT 2020/21**

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

**AGENDA ITEM: 7**

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**Reason for this Report**

1. To provide the Cabinet with details of the financial monitoring position for the authority as projected at the end of July 2020, and adjusted for any significant movements since that date, compared with the budget approved by Council on 27<sup>th</sup> February 2020. This report includes the financial impact arising from the ongoing response to the COVID-19 crisis.

**Background**

2. Due to the ongoing COVID-19 pandemic, the financial context within which the Council is operating is significantly different when compared to previous years. Because of this, this report takes a different format than usual, by setting out the pressures arising from responding to the crisis separately from those relating to operational service delivery. As such, the first part of the report addresses the financial impact of the crisis, both in terms of additional expenditure and reduced income generation, as well as the Welsh Government (WG) funding response to this. The report then provides details of the overall revenue position, including any unfunded impacts of COVID-19 and any emerging operational issues that have arisen for reasons other than the pandemic. An outline of the actions taken by the Council in response to the emerging financial position is then provided, followed by an update on the position in relation to the Capital Programme.

**Issues**

**COVID-19 Financial Impact**

3. The ongoing COVID-19 pandemic continues to have a significant financial impact on the Council. This is being evidenced through both additional expenditure pressures and reduced income generation across services. These additional expenditure pressures have varied in nature, but have included the procurement of personal protective equipment (PPE), social distancing and infection control measures, support for providers and suppliers, support for vulnerable citizens and staffing costs to provide cover for employees who have had to shield or self-isolate. In relation to income, losses have been experienced in a number of directorates, due to, for

example, venues being closed to the public, car parks not being used and services, such as school catering and trade waste, not being in operation.

4. In response to these financial pressures, the Welsh Government (WG) has made various funding commitments to local authorities across Wales. To begin with, a Local Government Hardship Fund was created, totalling £110 million, and covering the first three months of the financial year. Within this figure were earmarked sums for homelessness provision (£10m), free school meal provision (£40m) and adult social care support (£40m). The balance of funding was available to provide general support for local authorities. This fund was exclusively for expenditure pressures. Local authorities have been required to submit monthly expenditure claims to WG, in order to access the fund.
5. Subsequent to that commitment, WG made further funding available for adult social care, totalling £27.731 million, covering the period to the end of September 2020. In addition, £7 million was made available to cover the costs associated with excess deaths, a further £8 million was added to the general fund, £1.6 million was provided for summer holiday childcare provision for vulnerable children and a further £400,000 for free school meals. In terms of income, WG announced a fund totalling £78.1 million to assist local authorities with income losses experienced during the first quarter of the year. However, it was also stated that this fund was to be used by the sector to take advantage of opportunities for change, arising as a consequence of the pandemic, and, therefore, was not available solely for covering income losses. Furthermore, financial support has been confirmed in relation to additional costs arising, during the first quarter of the year, in connection with the Council Tax Reduction Scheme (CTRS). A more recent announcement has also been made, outlining a further £264.2 million for local government, to provide financial support for the remainder of the financial year. Specific details of this fund have not yet been made available. In overall terms, therefore, to date, just under £500 million of financial support has been committed by WG to support local authorities in Wales.
6. This financial year, to date, the Council has submitted expenditure claims to WG totalling £25.842 million, with the table below providing an overview of claims made to July 2020:

	<b>April (£000)</b>	<b>May (£000)</b>	<b>June (£000)</b>	<b>July (£000)</b>	<b>Total (£000)</b>
PPE	1,937	949	2,078	264	<b>5,228</b>
Free School Meals	721	1,220	785	629	<b>3,355</b>
Body Storage Costs	749	30	773	122	<b>1,674</b>
Homelessness	482	111	669	666	<b>1,928</b>
Adult Social Care	579	1,281	3,409	1,046	<b>6,315</b>
Waste	309	370	647	581	<b>1,907</b>
Supplier Relief	0	0	1,505	0	<b>1,505</b>
Other	424	566	2,773	167	<b>3,930</b>
<b>Total</b>	<b>5,201</b>	<b>4,527</b>	<b>12,639</b>	<b>3,475</b>	<b>25,842</b>

7. It can be seen from the table above that the expenditure incurred peaked during June 2020 and has decreased since then. This is partly due to the

Council moving beyond the crisis phase of the response, and some costs reducing as a consequence, but is also due, in part, to the WG reducing the scope of the general element of the Hardship Fund from July onwards. The table below provides an overview of the status of claims to June 2020, with the amounts reimbursed by WG. The July claim is excluded as feedback from WG has not yet been received.

	<b>April (£000)</b>	<b>May (£000)</b>	<b>June (£000)</b>	<b>Total (£000)</b>
Total value of original claim	5,201	4,527	12,639	<b>22,367</b>
Amendment to claim	(376)	0	(505)	<b>(881)</b>
Funded via alternative source	0	(112)	0	<b>(112)</b>
<b>Revised claim</b>	<b>4,825</b>	<b>4,415</b>	<b>12,134</b>	<b>21,374</b>
Amounts currently held by WG	0	(17)	(21)	<b>(38)</b>
Amounts disallowed by WG	(41)	(55)	(1,150)	<b>(1,246)</b>
LA Contribution (50% ICT)	0	(84)	(412)	<b>(496)</b>
<b>Total reimbursed to date</b>	<b>4,784</b>	<b>4,259</b>	<b>10,551</b>	<b>19,594</b>
<b>Potential amount to be funded by LA</b>	<b>41</b>	<b>156</b>	<b>1,583</b>	<b>1,780</b>

8. As can be seen from the table above, the claims for both April and May were largely paid in full, aside from some smaller items that were disallowed by WG, on the basis that these were items that did not fit within the scope of the fund. In addition, an agreement was reached with WG that local authorities would contribute towards the cost of any new ICT equipment purchased, on the basis that this equipment would provide a benefit to the Council beyond the period of crisis. The June claim contained more items that were ultimately disallowed by WG, including some supplier relief paid, which is being pursued via an alternative funding stream. Some smaller items are currently held by WG, pending requests for further information, and may be reimbursed in future months.
9. In addition to the expenditure claims submitted between April and July, the Council has also submitted a claim for lost income, net of any expenditure savings made, covering the first quarter of this financial year. The table below provides a breakdown of the income loss included within that claim. As well as this, WG requested details on any income that may have been delayed in its receipt, but not permanently lost.

<b>Income Source</b>	<b>Lost Income (£000)</b>	<b>Savings on Lost Income (£000)</b>	<b>Net Income Loss (£000)</b>	<b>Delayed Income (£000)</b>
Parking	3,872	(355)	<b>3,517</b>	
School Catering	3,021	(1,272)	<b>1,749</b>	
Waste Services	862	(95)	<b>767</b>	
Cultural Services	3,524	(845)	<b>2,679</b>	
Arts Venues	1,371	(482)	<b>889</b>	
Other	3,904	(154)	<b>3,750</b>	1,698
<b>Total</b>	<b>16,554</b>	<b>3,203</b>	<b>13,351</b>	<b>1,698</b>

10. To date, the Council has received confirmation that the claims made in relation to Parking, School Catering, Waste Services and Cultural Services (including recreational and sporting activities) will be reimbursed in full. This represents a total reimbursement of £8.712 million. In addition, confirmation has been provided that the claim made in relation to Arts Venues (St David's Hall and New Theatre) will be considered under a separate scheme being administered by the Arts Council for Wales.
11. Any additional expenditure or income losses that the WG has decided not to fund will need to be met from existing Council resources and the relevant amounts are reflected within the projected directorate outturn positions that are outlined later in the report. Despite the recent announcement that further funds will be made available to local authorities, there remains a significant degree of uncertainty as to what cover WG will provide for both ongoing additional expenditure and loss of income. Because of this, the projected directorate positions included within the report do not incorporate the potential COVID 19-related pressures that may occur during the remainder of the year. Instead, because of the range of potential scenarios that could occur, the table below has been prepared to provide an indication of the financial impact that may result. This position will continue to be kept under review and monitored closely.

	<b>Estimate Q2-Q4 (£000)</b>	<b>25% Council Cont (£000)</b>	<b>50% Council Cont (£000)</b>	<b>75% Council Cont (£000)</b>	<b>100% Council Cont (£000)</b>
Projected Cost	14,462	3,616	7,231	10,847	14,462
Projected Income Loss	19,701	4,925	9,851	14,776	19,701
<b>Total</b>	<b>34,163</b>	<b>8,541</b>	<b>17,082</b>	<b>25,623</b>	<b>34,163</b>

12. As can be seen from the table below, the decisions made by WG, in respect of the level of financial support to be provided, will have a significant impact on the overall Council financial position during 2020/21. Because of the large range in values between full WG financial support and zero WG support, it is not possible, with sufficient confidence, to be able to incorporate an absolute figure into the overall monitoring position at this time. However, as the year progresses, it will be possible to make projections with a greater level of confidence and this will be reflected in future monitoring reports.

### **Revenue Position**

13. The overall revenue position reported in the paragraphs that follow primarily reflect projected variances that have arisen irrespective of the pandemic. The only COVID 19-related figures within these projections are where it is already known that certain items of additional expenditure or lost income are not likely to be funded by WG. In addition, these variances include shortfalls against 2020/21 budget savings proposals and any in-year savings or efficiencies that have been identified at this point of the year.

14. The overall monitoring position, as at Month 4, reflects a total, net, overspend of £1.982 million. This position is detailed in Appendix 1 and is made up of a total directorate net overspend of £5.082 million and a projected overspend of £300,000 in relation to Capital Financing, partially offset by the £3 million general contingency budget and an overall underspend of £400,000 within the Summary Revenue Account.
15. The table below provides a summary of the overall position and outlines the component parts of each directorate's total variance.

<b>Directorate</b>	<b>COVID-19 Impact (£000)</b>	<b>Directorate Position (£000)</b>	<b>In-year savings (£000)</b>	<b>Total Variance (£000)</b>
Corporate Management	1,034	(21)	0	<b>1,013</b>
Economic Development	45	(150)	(399)	<b>(504)</b>
Education & Lifelong Learning	155	2,401	(1,035)	<b>1,521</b>
People & Communities:				
Housing & Communities	19	(432)	(536)	<b>(949)</b>
Performance & Partnerships	0	0	0	<b>0</b>
Recycling & Neighbourhood	6	(6)	0	<b>0</b>
Social Services	117	3,874	(753)	<b>3,238</b>
Planning, Transport & Env	134	(43)	(91)	<b>0</b>
Resources:				
Central Transport Services	0	327	0	<b>327</b>
Governance & Legal Services	0	512	(11)	<b>501</b>
Resources	167	73	(305)	<b>(65)</b>
<b>Total Directorate Position</b>	<b>1,677</b>	<b>6,535</b>	<b>(3,130)</b>	<b>5,082</b>
Capital Financing	0	300	0	<b>300</b>
General Contingency	0	(3,000)	0	<b>(3,000)</b>
Summary Revenue Account	0	(400)	0	<b>(400)</b>
<b>Total Council Position</b>	<b>*1,677</b>	<b>3,435</b>	<b>(3,130)</b>	<b>1,982</b>

16. From the table above, it can be seen that the impact of COVID-19, in terms of unrecoverable costs and income losses, has added £1.677 million to the overall overspend (\*it should be noted that the total held or disallowed by WG from the Hardship Fund includes £103,000 in relation to the Housing Revenue Account, which does not feature in the table above). It is, however, clear that non COVID-19 related issues are the main drivers behind the overall net overspend, with particular pressures evident in Children's Services, Education, Adult Services, Governance & Legal Services and Central Transport Services. Partly offsetting these pressures and overspends are in-year savings amounting to £3.130 million. These savings have been identified following a request for directorates to review their budgets and implement measures to reduce expenditure and increase income, wherever possible.
17. The specific overspends and underspends within each directorate's position are outlined in more detail within Appendix 2. However, the main pressures relate to the additional cost and number of residential and internal fostering placements within Children's Services, as well as additional expenditure in

relation to agency staffing within that directorate. In addition, Education is experiencing pressures in relation to Out of County Placements, again both in terms of cost of individual placements and the overall number of pupils requiring specialist provision. In addition, there are underlying pressures evident within School Transport, due to the number of pupils with additional learning needs requiring transport, and Services to Schools, where certain traded services are demonstrating underlying deficits, irrespective of the impact of the pandemic. Within Adult Services, pressures are evident against the Older Peoples' budget, reflecting the inability to take forward savings proposals, increasing costs with respite care and previous reliance upon grant funding. The main reason for the overspend within Governance & Legal Services is the continued need for external legal services, particularly in relation to complex children's cases. In the case of Central Transport Services, the service is experiencing the knock on effects from COVID-19, including much lower vehicle usage and income recovery across services, and loss of external income during the period.

18. As well as these specific pressures, there are pressures in most directorates arising from not being able to fully deliver the savings proposals agreed as part of the 2020/21 budget. In some cases, these shortfalls are the direct consequence of COVID-19, such as proposals centred on increased income generation at venues that have been closed during the period of lockdown. In other cases, there have been indirect consequences of the pandemic, such as the lockdown period making it challenging to progress staffing restructures, for example. As outlined in Appendix 3, there is an overall projected shortfall of £4.276 million against the target of £8.557 million. At the time of setting the budget, the savings proposals were split into three categories (efficiencies, income generation and service change) and the level of performance varies significantly across the three categories. In the case of efficiency proposals, the majority are projected to be achieved, with an overall shortfall of £608,000 against the target of £3.841 million currently being reflected. However, in the case of income and service change proposals, the level of achievement has been more significantly impacted, with shortfalls of £1.643 million (against a target of £2.541 million) and £2.025 million (against a target of £2.175 million), respectively. These shortfalls are contained within each directorate's overall position and, in some cases, there will have been the opportunity to mitigate the impact via the COVID-19 Hardship Fund.
19. Although some directorates are presenting significant overspends, others are presenting underspends or balanced positions. The main underspends relate to Housing & Communities and Economic Development, who, once removing the potential impact of COVID-19 during the remainder of the year, are reporting sizeable underlying underspends. These positions are largely due to in-year savings against staffing budgets, due to vacancies, and anticipated underspends against one-off allocations made from the Financial Resilience Mechanism (FRM), as part of the 2020/21 budget. The Resources directorate is also projecting an underspend, again largely due to in-year staffing savings, as well as additional internal recharge income. Whilst other directorates, such as Planning, Transport & Environment, are reporting balanced positions, this is largely due to having managed

emerging pressures within their overall budget by identifying in-year mitigations.

20. As well as the individual directorate variances, there are also some corporate variances contained within the position. The first of these is the Capital Financing overspend of £300,000. This budget supports the Council's Capital Programme and treasury management activities, including external interest payable, prudent provision for the repayment of any debt in line with Council policy, as well as interest earned on temporary investments. The position against the budget is impacted by a number of variables such as interest rates, the level of investment balances, share of interest chargeable to the Housing Revenue Account (HRA), the need and timing of external borrowing, as well as performance in achieving capital expenditure projections. The projected overspend includes £200,000 of lower interest receivable on investments, given the significant reduction in the Bank of England base rate to 0.10%, as a result of COVID-19. The remainder of the overspend is the result of a number of factors, including the HRA picking up a lower share of projected external interest costs and lower levels of interest recoverable from directorates in relation to invest to save schemes expected to be completed during 2020/21.
21. In terms of Council Tax Collection, a balanced position is currently being reported. This is because there is a significant amount of uncertainty regarding likely collection rates throughout the remainder of the year. Until more time has elapsed, and the impact of the pandemic on collection rates becomes clearer, any variance in relation to Council Tax will not feature as part of the position. In addition, although Council Tax court cost income is also low at this point of the year, any variance against the budget will not be brought into the position until there is further clarity.
22. As part of the reported directorate positions, certain contributions from contingency budgets have been assumed. These include a transfer from the Council Tax Reduction Scheme (CTRS) contingency, of £3.042 million, to meet the increasing demand from residents for financial support, largely as a direct consequence of the pandemic and financial hardship that people are experiencing. In addition, the Children's Services position includes the £2.175 million contingency held for meeting the additional costs arising from external placements. The recommendations to this report seek Cabinet approval for these transfers. It should be noted that the position in relation to the CTRS contingency is likely to change significantly during the remainder of the year, particularly with WG funding now likely to be forthcoming in respect of the first quarter of the year, as a minimum. An updated position on this contingency will be incorporated within the Month 6 monitoring report.
23. In addition to the general fund directorate positions are the positions of ringfenced and grant funded accounts, in particular the Housing Revenue Account (HRA), Civil Parking Enforcement (CPE) and Harbour Authority. Further detail is provided on these accounts as part of Appendix 2. However, in summary, the position on the HRA is for an in-year surplus of approximately £2.2 million, which is due, primarily, to in-year savings against repairs and maintenance budgets. This surplus would be transferred

to the HRA General Balance at the end of the financial year. In the case of CPE, the current position reflects an in-year trading loss of £306,000, compared to the budgeted surplus of £8.022 million. However, this is an area that has been significantly affected by the COVID-19 pandemic and, as a result, financial support from WG has been available during the first quarter of the year. If this support continues to be available for the remainder of the year, the account will be in surplus and will not result in an overspend within the Planning, Transport & Environment directorate. In the case of the Harbour Authority, an overall deficit of £251,000 is projected, due to reductions in income received. This overspend will either be managed via additional funding from WG or through the Contingency & Projects Fund.

## **Response to the Emerging Financial Position**

24. As the magnitude of the pandemic became clear, and particularly once the UK Government's lockdown measures were introduced, it became evident that the financial impact on all local authorities was going to be significant. To ensure that the Council was able to keep track of the financial impact, a financial issues log (as outlined in the financial report received by Cabinet on 11<sup>th</sup> June 2020) was introduced, to capture all issues arising with the potential for a financial impact. Even at that early stage of the year, it was evident that there would be a wide-ranging financial impact, including direct impacts such as the aforementioned additional expenditure and income losses, but also indirect impacts, such as not being able to fully deliver on directorate savings proposals. Whilst, through close partnership working with WG, it was clear that financial support would be made available, it was always likely that this financial support would not have a wide enough scope to be able to cover the entire impact. Because of this, a number of steps have been taken by the Council in response to this financial crisis, with the aim of minimising that impact.
25. One of the measures taken by the Council was to explore the possibility of furloughing staff and recovering the cost via the UK Government's Job Retention Scheme (JRS). Whilst it was clear that the expectation was for local authorities not to access the scheme in relation to staff funded from public money, there was scope to participate in the scheme in relation to staff funded via external fee generation. This was also a view supported by WG. For that reason, the Council decided to furlough staff from income generating areas, once the opportunity to redeploy these staff to other parts of the Council, in the first instance, had been fully exhausted. This took effect from May 2020 and the services that have furloughed staff include School Catering (including individual school catering operations), Storey Arms Outdoor Pursuits Centre, Cardiff Castle, Venues (predominantly functions catering), St David's Hall and New Theatre. The amounts recovered via the JRS to date total £1.134 million in relation to May, June and July. It is the Council's intention to continue to furlough staff, where services have not restarted, until 31<sup>st</sup> October 2020, at which point the JRS ceases.
26. As well as considering external options, the Council has also looked at internal measures for reducing the overall impact arising from the pandemic. The first of these was to request each directorate to review their in-year



budgets and identify savings, or introduce measures to generate savings, which could assist with alleviating the overall overspend. Whilst each directorate was given a notional target, the intention was for the level of savings to be maximised. As referenced earlier in this report, a total of £3.130 million has been identified and incorporated within the Month 4 position. These savings can be classified as efficiency savings that have arisen in the normal course of business.

27. An internal review of the amounts allocated as part of the 2020/21 budget, in relation to the Financial Resilience Mechanism (FRM) and the Capital Ambition Policy, has been undertaken to ensure any variance against planned spend is being monitored closely. In addition to this exercise, officers are also coordinating a review of earmarked reserves and other corporate funding sources with the aim of identifying other amounts that could be released or repurposed to help mitigate the overall financial position.
28. Throughout the remainder of the year, the Council will continue to consider its options for mitigating the overspend position, particularly if the impact of COVID-19 related additional expenditure and lost income during the coming months results in a deterioration of the overall position. These options will include those listed in the previous paragraphs, as well as ensuring that the appropriate amounts are recovered from WG via the Hardship Fund. As well as this, officers will continue to ensure that any potential opportunities for improving the situation are identified during the year and factored into the position, as appropriate.

## **Capital**

29. The Council in February 2020 approved a new Capital Programme of £194.304 million for 2020/21 and an indicative programme to 2024/25. The budget for the General Fund and Public Housing has since been adjusted to £182.387 million to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.
30. The sections below indicate a forecast position for 2020/21 for the General Fund and Public Housing.

## **General Fund**

31. The projected outturn for the year is currently £101.706 million against a total programme of £125.612 million, a variance of £23.906 million, which is predominantly slippage. Expenditure at the end of Month 4 was £12.379 million which represents only 12% of the projected outturn, a third of the way through the financial year. However, there are a number of large expenditure items which are likely to progress during the latter part of the year.

## Capital Schemes Update

32. Delivery of capital projects is complex, may span a number of years and is influenced by a number of external and internal factors, such as weather, statutory and non-statutory approval processes. Directorates continue to be reminded of the need to set achievable profiles of expenditure and to identify slippage at an early stage.
33. The impact of COVID-19 on the programme has been dependent on the nature of the works being undertaken. Following initial delays on schemes during lockdown, contractors are adapting to COVID-19 work restrictions, although issues with labour and materials still remain a risk as the winter period approaches. This had, and is likely to have, an impact on the costs of works which is likely to impact on managing within estimated budgets. This may require reprioritisation of schemes to be undertaken and new contracts being entered into have been amended to make allowance for COVID-19 restrictions, to mitigate the risk of compensations events and additional costs.
34. Capital expenditure can play an important part in helping to kick-start economic activity as well as making improvements and achieving the outcomes intended. Accordingly, it is important that directorates continue to allocate sufficient capacity and resource to ensuring that projects progress within the timescales intended and consider opportunities to bring forward expenditure wherever possible. Robust business cases continue to be essential, particularly where schemes are undertaken on the basis of generating income or savings.
35. A number of specific WG grants in relation to the COVID-19 response have either been included in the programme or approved in principle, pending formal confirmation. These are for projects such as homelessness and transport infrastructure improvements. The likelihood and precedent from previous years is that additional grants will be available during the year and very often late in the year. This may require the need to switch funding resources in order to ensure that such grants can be utilised in full, especially if they are subject to timescales for use. There are other projects, for example those assumed to be paid for from the Parking Reserve, which may need to be reprioritised due to loss of income in these areas, as referenced earlier in this report.
36. The level of capital receipts is a key assumption in the affordability of the capital programme. The annual property plan to be considered by Cabinet will highlight the impact of COVID-19 on the property market, as well as set out assumptions for capital receipts targets for 2020/21 and for future years.
37. Assumptions have been made about projected expenditure on a number of projects, but the programme does include a number of projects where future decisions to be taken will have a significant impact on the level of expenditure during the year. These will be updated as part of future monitoring reports.

38. Further detail on progress against significant capital schemes included in the programme is included in Appendices 4 and 5 to this report.

### Capital Receipts

39. The Capital Programme, approved by Council in February 2018 and in subsequent years, set a target for non-earmarked General Fund capital receipts of £41 million, after making a deduction for eligible revenue costs of disposal. Up to 31<sup>st</sup> March 2020, a total of £6.887 million has been generated against this target. The forecast for receipts when setting the 2020/21 resources was £7 million, from the disposal of land as well as a number of retail parades. No property receipts have been received in this reporting period. The Annual Property Plan for 2020/21 will update on the forecast of receipts during this financial year, and for future years, in order to determine the affordability of the Capital Programme, to be considered as part of future budget strategy.
40. In addition to the position outlined above, land appropriations to the Housing Revenue Account will take place for the development of affordable housing, with the main site being the former Michaelston Community College site, which was originally anticipated in 2019/20.
41. Sites to be disposed of during the year will be subject to Cabinet approvals where relevant, with proceeds from disposals such as Dumballs Road (subject to member approval) to be used to repay the initial investment in acquiring the site.

### Public Housing (Housing Revenue Account)

42. The 2020/21 capital programme for Public Housing is £56.775 million, with net overall slippage of £3.992 million currently forecast.
43. Expenditure of £3.186 million is forecast on a range of estate regeneration schemes to tackle issues of community safety, defensible space, waste storage and courtyard improvements to blocks of flats. Major schemes within the programme include the Roundwood Estate, Arnold Avenue and Bronte Crescent. Subject to contractor capacity, schemes may be brought forward from future years.
44. In respect to planned investment on Council dwellings, COVID-19 has resulted in a focus on the most urgent works, avoiding the requirement to enter properties. This has resulted in a delay to works, with slippage of £2.233 million currently anticipated, primarily in relation to flat roofs, tendered but to commence in 2020/21, window and door upgrades and works to BISF houses. Areas of expenditure forecast during the year include replacement boilers (£0.75 million), front door upgrades to flats following completion of testing for fire safety (£1 million) and a lift replacement programme at flats (£0.257 million). Expenditure of £1.5 million is forecast on the roof replacement programme, with opportunities to be considered to speed up the delivery of the programme. To ensure that Major Repairs Allowance grant funding for 2020/21 is utilised in full, options to bring

forward expenditure in line with contractor capacity will continue to be reviewed during the course of the year.

45. Expenditure on disabled adaptations for public housing is forecast to be £2.7 million. Due to COVID-19, demand in the first quarter has been weak, and the focus has been on the most critical cases. Assessments are now progressing as part of the service recovery plan.
46. Expenditure on the development of new housing over a number of sites during the year is estimated to cost £37.980 million in total. This includes completion of phase one living sites, preparation for future phases as well as specific developments, such as Caldicot Road, the former training and community centre sites in St Mellons, the paddle steamer, and the former Lansdowne Hospital site. The level of expenditure on specific sites to be developed by the Council is lower than initially planned, however additional expenditure on schemes identified below has enabled overall investment on new builds to be maintained at planned levels.
47. Cabinet, in June 2020, considered the impact of COVID-19 on the Council's housing delivery programme and agreed approval in-principle of a specific request from Wates Residential to the immediate purchase of a number of additional properties currently in development as part of the Phase 1 Cardiff Living programme. This estimated the acquisition of an additional 102 properties for Council homes or for Council approved assisted home ownership across 4 sites, namely Willowbrook, St. Mellons; Briardeane, North Road; Highfields, Heath and Llandudno Road, Rumney. To facilitate this, the level of open market buy backs of property over the medium term was to be curtailed, with £4 million expected to be spent in 2020/21 on completion of the buyback programme, for all but urgent cases and those facilitating comprehensive regeneration schemes such as at Channel View.
48. In March 2020, Cabinet agreed to acquire the freehold interest of the former Gas Works site at Ferry Road, Grangetown at a cost of over £10 million in order to deliver a Council led mixed tenure housing scheme. Budget has been brought forward from future years to pay for the acquisition and was completed in April 2020.
49. Cabinet considered in July 2020 a future service model for Homelessness and set out a range of schemes to offer long-term and sustainable housing options for homeless families and single people. COVID-19 has necessitated extreme urgency to deliver longer-term solutions for temporary accommodation to replace the leased hotels.
50. Two sites identified as suitable to deliver new-build temporary accommodation as a meanwhile use are Hayes Place, which will provide 19 new modular homes using the Beattie Passive 'Haus4studio' pods, and the Gasworks site, Grangetown which will provide 50 flats as temporary accommodation for homeless families.
51. Specialist supported accommodation for homelessness is proposed at Adams Court to create an integrated facility of approximately 103 self-

contained units with intensive support and an additional 49 flats for longer term more settled accommodation.

52. The Council submitted a number of grant bids to WG covering COVID-19 related homelessness recovery plans in order to support the costs of the above three projects, projects taken forward by partners as well as the development of affordable housing. Over £12 million of funding has been approved in-principle and subject to detailed terms and conditions. These will be included in the programme when confirmed and where schemes need to be underwritten prior to confirmation of funding, this will need to be managed within the existing HRA capital programme.

#### Section 106 Schemes and Other Contributions

53. The table below shows the Section 106 and other contributions forecast to be spent at the time of setting the budget. This has been reviewed by directorates and is reflected in the new projection at Month 4:

	<b>Budget</b>	<b>Projection at Month 4</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Parks & Green Spaces	1,600	1,343	(257)
Traffic & Transportation	601	582	(19)
Strategic Planning & Regulatory	77	31	(46)
Neighbourhood Regeneration	1,093	478	(615)
Economic Development	138	88	(50)
Education & Lifelong Learning	465	364	(101)
Public Housing (HRA)	1,407	1,407	0
<b>Total</b>	<b>5,381</b>	<b>4,293</b>	<b>(1,088)</b>

54. Some of the schemes included in the profile above are:

- Parks and Green Spaces – Schemes are proposed to be undertaken in a number of areas and include Adamsdown Open Space, Cogan Gardens, Llandaff Fields, Shelley Gardens, Kitchener Gardens, Cemaes Crescent, Llanishen Park and cycle improvements along the Roath Park Corridor. Capacity to deliver schemes continues to be reviewed.
- Traffic & Transportation – Public transport improvements, junction improvements, bus stops and bus borders; installation of CCTV and real time information, telematics and transportation schemes including the provision of bus routes in the city and strategic transport initiatives.
- Strategic Planning & Regulatory – Air Quality Monitoring around the city.
- Neighborhood Regeneration – Provision of a Library Service within the Cardiff Royal Infirmary, improvement of community facilities at Penylan

Library and Community Centre, St Peters Community Hall, Lisvane Old School Rooms and Llanishen Street.

- Economic Development – Support for small to medium enterprises in Adamsdown, Butetown and Llanishen.
- Education & Lifelong Learning – Condition works at Llanishen High School and Cathays High School.
- Public Housing – Development of new Council housing.

### **Scrutiny Consideration**

55. The Policy Review and Performance Scrutiny Committee is due to consider this item on 15 September 2020. Any comments will be reported to the Cabinet Meeting

### **Reasons for Recommendations**

56. To consider the report and the actions therein that form part of the financial monitoring process for 2020/21.

### **Legal Implications**

57. The report is submitted for information as part of the Authority's financial monitoring process. The Council's constitution provides that it is a Council responsibility to set the budget and policy framework and to approve any changes thereto or departures there from. It is a Cabinet responsibility to receive financial forecasts including the medium term financial strategy and the monitoring of financial information and indicators.

### **HR Implications**

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

### **Financial Implications**

59. In summary, this report outlines a projected Council overspend of £1.982 million at Month 4 of the 2020/21 financial year. This overspend reflects a net directorate overspend of £5.082 million, coupled with a Capital Financing overspend of £300,000. These overspends are partly offset by the general contingency of £3 million and a £400,000 underspend against the Summary Revenue Account. In the event that an overspend of this level exists at the end of the financial year, it would be offset against the Council Fund Balance. Currently, the Council Fund Balance is £14.255 million and would reduce to £12.273 million in such a circumstance. It is important to note that within the overall position are COVID-19 related costs, which have not been possible to recover from Welsh Government, totalling £1.677 million.

60. In response to the overspend and continued financial pressures, directorates were asked to identify in-year savings to mitigate the overspend and the reported position contains £3.130 million of such savings following that request. As the year progresses, it is essential that directorates maintain a focus upon both the delivery of identified savings and the

identification of further savings, wherever possible. Whilst, to date, the Council has been able to recover the majority of COVID-19 expenditure from Welsh Government, there remains a significant risk that this will not be possible during the remainder of the year. This is evidenced by the scenarios presented in the report, which outline the fact that, based on current estimates, the Council could be exposed to as much as £34.163 million in additional expenditure and lost income during the remainder of the financial year.

61. Although the Welsh Government have recently announced further funding for Local Government, in the absence of detail surrounding this commitment, it cannot be assumed that further costs, and losses of income, will be mitigated via further external funding. Therefore, the Council has to ensure that every opportunity is taken to manage the financial impact being experienced. This will require directorates to demonstrate tight financial control and exercise good judgement in relation to income generation. As well as risks directly connected to COVID-19, directorates will also need to manage underlying pressures and ensure that reported positions do not deteriorate later in the year.
62. In addition to directorate risks, there is also the potential for other pressures to emerge. One example is the Council Tax Collection position, which, at this early stage of the year and in the current context, is difficult to predict. Therefore, as outlined earlier in this report, it will be necessary for corporate solutions to be identified as well as directorate-led solutions. This will require a continual review of Council-wide issues and regular monitoring of the Council's balance sheet, including the debtors position and earmarked reserve levels.
63. In relation to the 2020/21 Capital Programme, a variance of £23.906 million is currently projected against the General Fund element, predominantly in relation to slippage against schemes. In terms of the Public Housing element of the programme, overall slippage of £3.992 million is currently forecast. Spend to date is also very low for this stage of the year and, therefore, there is a risk that the overall level of slippage could increase further. On that basis, it is critical that directorates take steps to minimise the risk of slippage and implement measures to ensure that budgets are utilised in a timely and appropriate manner. Where this is not possible, early reporting of emerging issues should take place and robust reprofiling of expenditure should be undertaken to inform the development of the overall programme for future years. This requirement is of even greater significance when considering externally funded schemes, as it is important to ensure that the opportunity to utilise such funding is not lost.
64. In addition to the traditional pressures that the Capital Programme would be exposed to, the situation in relation to COVID-19 presents a different range of challenges. For example, capital expenditure could be used as a way of kick-starting the economy and specific grants have already been made available to contribute towards particular issues, such as homelessness. As well as this, contractors are having to make allowances for specific challenges connected to COVID-19, such as implementing alternative working practices to ensure social distancing. It is of critical importance, in

light of this, that good contract management is undertaken and that issues that could give rise to cost increases or delays in schemes are identified and reported in a timely and appropriate manner. It will also be important to closely monitor the position in relation to capital receipts, as the programme is dependent upon particular targets being achieved in relation to this.

### **Property Implications**

65. The report is submitted for information as part of the Authority's financial monitoring process. The Strategic Estates Department continues to work with the Finance Department to monitor the on-going impact of Covid19 on the Council's estate related revenue and capital budget. There are no further specific property implications to report.

### **RECOMMENDATIONS**

The Cabinet is recommended to:

1. Note the COVID-19 financial impact at Month 4 and the ongoing response to the emerging financial position.
2. Note the projected revenue financial outturn based on the projected position at Month 4 of the financial year.
3. Note the capital spend and projected position at Month 4 of the financial year.
4. Note and approve the allocations from specific contingency budgets to the People & Communities - Housing & Communities and People & Communities - Social Services directorates, as set out in this report.
5. Reinforce the requirement for all directorates currently reporting overspends as identified in this report to put in place action plans to reduce their projected overspends.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>CHRISTOPHER LEE</b> Corporate Director Resources
	11 September 2020

The following Appendices are attached:

- Appendix 1 – Revenue Position
- Appendix 2 – Directorate Commentaries
- Appendix 3 – 2020/21 Budget Savings Position
- Appendix 4 – Capital Programme
- Appendix 5 – Capital Schemes Update



## Appendix 1

**REVENUE MONITORING POSITION 2020/2021**

Directorate	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Expenditure £000	Income £000	Net £000	Expenditure £000	Income £000	Net £000	Expenditure £000	Income £000	Net £000
Corporate Management	26,516	(101)	26,415	28,282	(854)	27,428	1,766	(753)	1,013
Economic Development	43,892	(39,791)	4,101	35,364	(31,767)	3,597	(8,528)	8,024	(504)
Education & Lifelong Learning	345,461	(58,049)	287,412	344,008	(55,075)	288,933	(1,453)	2,974	1,521
People & Communities									
- Communities & Housing	249,213	(201,228)	47,985	256,781	(209,745)	47,036	7,568	(8,517)	(949)
- Performance & Partnerships	8,820	(5,816)	3,004	8,755	(5,751)	3,004	(65)	65	0
- Recycling & Neighbourhood Services	41,251	(11,518)	29,733	42,500	(12,767)	29,733	1,249	(1,249)	0
- Social Services	213,581	(31,969)	181,612	224,117	(39,267)	184,850	10,536	(7,298)	3,238
Planning, Transport & Environment	62,951	(51,919)	11,032	58,925	(47,893)	11,032	(4,026)	4,026	0
Resources									
- Central Transport Services	991	(1,026)	(35)	1,111	(819)	292	120	207	327
- Governance & Legal Services	6,885	(1,180)	5,705	7,394	(1,188)	6,206	509	(8)	501
- Resources	30,780	(14,781)	15,999	32,176	(16,242)	15,934	1,396	(1,461)	(65)
Capital Financing	37,873	(6,937)	30,936	36,561	(5,325)	31,236	(1,312)	1,612	300
General Contingency	3,000	0	3,000	0	0	0	(3,000)	0	(3,000)
Summary Revenue Account	9,815	(928)	8,887	9,815	(1,328)	8,487	0	(400)	(400)
Discretionary Rate Relief	400	0	400	400	0	400	0	0	0
<b>Sub-Total</b>	<b>1,081,429</b>	<b>(425,243)</b>	<b>656,186</b>	<b>1,086,189</b>	<b>(428,021)</b>	<b>658,168</b>	<b>4,760</b>	<b>(2,778)</b>	<b>1,982</b>
Council Tax Collection	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,081,429</b>	<b>(425,243)</b>	<b>656,186</b>	<b>1,086,189</b>	<b>(428,021)</b>	<b>658,168</b>	<b>4,760</b>	<b>(2,778)</b>	<b>1,982</b>

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## **Appendix 2 – Directorate Commentaries**

### **Corporate Management**

**+£1,013,000**

1. The overall position for Corporate Management reflects an overspend of £1.013 million, largely due to supplier relief that was not approved by Welsh Government (WG), as part of the Council's June claim against the Hardship Fund. As outlined in the main report, it is hoped that there will be an opportunity to recover this amount from another funding stream. However, until that is confirmed, this figure is shown as part of the overspend position. The balance of the overspend reflects other items disallowed by WG as part of the monthly claims process. Aside from the COVID-19 impact, the directorate's budget is currently balanced, with no significant emerging pressures being reported. The 2020/21 savings target of £90,000, in relation to past service pension contributions, is currently projected to be achieved in full.

### **Economic Development**

**(£504,000)**

2. The reported Month 4 position for the Economic Development directorate is an underspend of £504,000. This is comprised of irrecoverable COVID-19 related costs totalling £45,000, an underlying underspend of £150,000 and in-year savings totalling £399,000. It should be noted that this directorate has been particularly badly affected by losses of income due to the closure of various facilities and venues, such as Cardiff Castle, St David's Hall and the New Theatre. For the purpose of this report, income losses associated with these closures, to date, have been assumed recoverable. Potential future income losses have been subject to the scenario analysis outlined in the main report and are not included within this position. Divisions with underspends include Parks, Facilities Management, Property & Office Rationalisation, Sport, Leisure & Development and Culture, Venues & Events. Overspends are being reported in relation to Major Projects and Projects, Design & Development. In terms of savings agreed as part of the 2020/21 budget, a shortfall of £746,000 is projected against the target of £1.478 million. Of this shortfall, £320,000 relates to efficiency proposals, with the majority relating to the delay in the transfer of the New Theatre to a third party, with the balance relating to income generation proposals, which have been significantly impact by the effects of the pandemic.
3. The largest underspend within the directorate position is £373,000 in relation to the Parks service. This underspend includes in-year savings against employee budgets, due to vacancies, and supplies and services budgets. As well as this, the £250,000 Financial Resilience Mechanism (FRM) allocation for ash die back works is not anticipated to be spent during this financial year. The Culture, Venues & Events division, overall, is projecting an underspend of £89,000 due to areas less impacted by the effects of the pandemic experiencing in-year savings against staffing budgets due to vacant posts. Sport, Leisure & Development is also projecting a net underspend, totalling £74,000, part of which

is the result of anticipated underspends against FRM allocations. As well as this, Property & Office Rationalisation is projected to underspend by £187,000 because of in-year savings against staffing budgets, additional internal recharge income and savings within the Office Rationalisation budget. Facilities Management is also projecting an underspend, totalling £91,000, largely due to in-year savings against repairs, maintenance and energy budgets, reflecting the reduced occupation of Council buildings during the lockdown period. Partly offsetting these savings within FM buildings is a deficit in relation to the Building Services trading account, reflecting reduced activity during the early part of the year.

4. Overspends within the directorate can be seen within Major Projects, where an overspend of £192,000 is forecast, and Projects, Design & Development, where an overspend of £100,000 is projected. The Major Projects overspend is due to unbudgeted non-domestic rates costs in relation to the Toys R Us building with the Projects, Design & Development deficit the result of reduced internal recharge income following a phase of reduced activity during the lockdown period. Other divisions are reporting minor, offsetting, variances or balanced positions. Although an overall underspend is reported, there is a significant risk that the position will worsen if the necessary level of financial support for lost income, in particular, is not forthcoming. The position will be kept under close review and any changes reflected in future reports.

## **Education & Lifelong Learning**

**+£1,521,000**

5. The Month 4 position for the Education & Lifelong Learning directorate reflects an overspend of £1.521 million. This can be broken down between irrecoverable COVID-19 costs amounting to £155,000, an underlying overspend of £2.401 million and in-year savings of £1.035 million. The main pressures within the position include inherent trading deficits within Services to Schools, which relate to School Catering, Music Service and the Storey Arms Outdoor Pursuits Centre. In addition, there is a significant overspend in relation to Out of County Placements and continuing pressures in relation to School Transport. Partially offsetting these pressures are underspends in relation to Achievement, School Organisational Planning (SOP) and the benefit of some of the in-year savings within other divisions. A savings shortfall totalling £265,000 is projected against the target of £951,000. These shortfalls all relate to income generation proposals and are unachievable largely because of the impact of COVID-19 and the traded services not being able to operate as normal.
6. The largest overspend totals £2.118 million and relates to Services to Schools and, specifically, the traded services within that division. This position reflects the continuation of issues that existed in previous financial years, as well as £134,000 of irrecoverable COVID-19 costs. This position does not include any COVID-19 related income losses that may be seen during the remainder of the year. The underlying position is due to income shortfalls against targets and, in

effect, non-achievement of savings proposed in previous years. These services have been particularly badly affected by the closure of schools and there remains significant uncertainty regarding the restart of these services and their financial viability over the forthcoming months. As well as this overspend, the Non-Delegated School Budget is projected to overspend by £173,000, due to a combination of additional transport costs and additional funding provided to schools.

7. In addition, there is an overspend of £615,000 projected in relation to Out of County Placements for pupils with additional learning needs (ALN). The underlying overspend is more significant than that reported, as a significant allocation of WG ALN grant funding has helped to mitigate the position in-year. The pressure has largely arisen due to an increase in the number of pupils requiring these placements, but also significant rises in the cost of such placements. Until capacity within Cardiff schools can be increased, it is likely that such pressures will continue to exist. The other main overspend relates to School Transport and totals £210,000. This is after allowing for an in-year saving on transport provider costs, during the period of inactivity whilst schools were closed. Therefore, the underlying pressure, which is primarily due to increased demand for transport routes for pupils with ALN, is greater than the amount reported.
8. There are a number of underspends within the directorate, the most notable of which is £525,000 in relation to SOP. This is the product of an in-year saving in relation to revenue funded school repairs and capital financing savings, which have arisen due to savings against Asset Renewal budgets in previous financial years. In addition, an underspend of £433,000 is projected against the budget for the Achievement Service. This underspend largely relates to the Youth Service, where additional grant funding has been available to offset base funded costs. As well as this, a number of sections within this division are reporting in-year savings in relation to vacancy management and other expenditure controls. The other mitigating factors within the overall position relate to the in-year savings proposals put forward by the directorate. One is to maximise the use of grant funding, saving £100,000, and the other is to capitalise upon a likely in-year underspend against the redundancy budget held for school redundancies. This proposal could potentially save £500,000.

## **People & Communities**

### **Housing & Communities**

**(£949,000)**

9. The Housing & Communities directorate is reporting an overall underspend of £949,000 at Month 4. This position comprises an underspend of £432,000, after assuming an in-year underspend against Financial Resilience Mechanism allocations, in-year savings proposals totalling £536,000 and irrecoverable costs relating to COVID-19 amounting to £19,000. The main directorate variances, after allowing for in-year savings, include overspends within Advice & Benefits

and Housing Strategy & Service Development, and underspends within the Independent Living Service, Homelessness & Hostels and Hubs & Community Services. In terms of savings, a shortfall of £129,000 is projected, in relation to a planned restructure and additional income generation within Cardiff Works and charging for equipment. The other proposals, of which the majority are efficiency savings, are projected to be achieved in full.

10. The largest underspend within the directorate relates to the Independent Living Service and totals £264,000. This underspend is the result of a review of available grant funding and the staffing establishment, which identified in-year staffing savings and the opportunity to offset base funded costs with grant funding. Homelessness & Hostels is also projecting an underspend, totalling £128,000, based on the assumption that all COVID-19 costs associated with temporary accommodation for homeless people will be reimbursed by WG. The underlying underspend is due to in-year staffing savings, which have arisen because of delays in recruiting to posts relating to Housing Options. Should there be further delays, this underspend will increase. In addition, an underspend of £115,000 is projected in relation to Hubs & Community Services, due to the in-year supplies and services savings, and Early Help is projecting a £91,000 underspend due to in-year vacancies. In addition to these divisional underspends is the assumption that the FRM allocation for estates management will not be utilised this year, saving a further £454,000.
11. Overspends within the directorate include £94,000 in relation to Advice & Benefits. This is due to an unachievable income target in relation to Into Work Services and a reduction in internal income against the Cardiff Works budget. Although Adult & Community Learning has experienced income losses, it is currently assumed that these will be reimbursed by WG. The other overspend relates to Housing Strategy & Service Development, where the aforementioned restructure has not been possible to progress. This overspend is almost entirely offset by an underspend within Business, Performance & Support, due to in-year staffing savings. Also contained within the directorate position is a significant increase in expenditure in relation to the Council Tax Reduction Scheme. At this stage of the year, this would require the full contingency allocation of £3.042 million to cover costs and, therefore, this report recommends that the contingency budget is transferred in full. However, this is a developing situation and, therefore, it will be kept under close review throughout the year, both in terms of the level of expenditure likely to be incurred and the prospects for recovering this via WG.

## **Performance & Partnerships**

**Balanced**

12. Performance & Partnerships is reporting a balanced position overall, with overspends against Policy & Partnerships, Prevent, Cohesion & Engagement and Bilingual Cardiff offset by projected underspends against Cabinet Office & Performance Management and Media & Communications. The largest

overspend totals £29,000 and relates to Bilingual Cardiff. This is due to shortfalls in both internal and external income, although this is partly offset by in-year staffing savings and reduced expenditure on supplies and services. Cohesion & Engagement's overspend is projected at £26,000 and is largely due to income shortfalls, with the other overspends due to additional employee costs. The underspends within Cabinet Office & Performance Management and Media & Communications are projected to be £69,000 and £14,000, respectively, and are both due to in-year staffing savings. The two budget savings proposals, amounting to £99,000, and both of which were classified as efficiencies, are projected to be achieved in full.

### **Recycling & Neighbourhood Services**

**Balanced**

13. The Recycling & Neighbourhood Services directorate is current projecting a balanced position. Within this position is a net £6,000 impact due to irrecoverable COVID-19 costs, offset by an overall £6,000 underspend, which is aided, in particular, by an in-year underspend against allocations from the Financial Resilience Mechanism (FRM). Particular in-year pressures include a projected overspend in relation to Waste Treatment & Disposal, offset by an underspend against Street Cleansing. Other divisions, including Domestic Collections, Trade Service Environment Enforcement and Strategy & Support are projecting minor variances or balanced positions. The savings proposals for 2020/21, classified as efficiency savings, amounted to £78,000 and are projected to be achieved in full.
14. The Waste Treatment & Disposal overspend is £141,000 and reflects the overall increased cost of processing materials caused by an increase in the volume of mixed recycling. The increased number of residents at home during the period of lockdown is assumed to be the cause. In addition, the new digital booking arrangements introduced at the recycling centres to ensure social distancing have required additional staff resources, although these are more than offset by the saving on processing costs through improved control measures and quality of material collected and processed. The Street Cleansing underspend totals £138,000 and will be achieved by delaying the creation of a new city centre team, thereby releasing the funding from the FRM. Environmental Enforcement is projecting a small overspend, due to additional staffing costs, with Strategy & Support projecting a small underspend due to in-year staffing savings.

### **Social Services**

**+£3,238,000**

15. The overall position for Social Services reflects a total overspend of £3.238 million. This comprises an overspend of £897,000 within Adult Services, an overspend of £3.741 million within Children's Services and additional, unallocated, grant totalling £1.400 million, to be split across both directorates. Within that overall position is a significant amount of expenditure in relation to COVID-19, particularly within Adult Services. However, the majority of this has

been fully reimbursed by WG, with only a total of £113,000 not reclaimable, with the majority of this sitting within Children's Services. Therefore, the majority of the overspend relates to underlying issues, although there is some mitigation with the fact that £753,000 of in-year savings have been identified. A total of £2.280 million in savings shortfalls are being reported, which represents almost all of the savings agreed as part of the 2020/21 budget. Whilst COVID-19 is a contributory factor in this non-achievement, the majority of the explanation is due to the continuation of pressures experienced in previous years, meaning that new initiatives, whilst potentially helping with cost avoidance, are not resulting in a net decrease in expenditure. Further detail on each directorate's position is provided in the paragraphs that follow.

### Adult Services

16. Adult Services is currently projected to overspend by £897,000 at Month 4. It is important to note that this is predicated on the current level of residential and nursing placements, which has reduced in comparison to previous years. The position does not assume that the number of placements will increase later in the year, however, should an increase materialise, it has the potential to substantially increase the level of overspend. In the first quarter of the year, the service has incurred approximately £5.1 million in COVID-19 related costs. These costs have predominantly related to financial support for the care sector, demonstrated via fee uplifts and payments based on planned activity, rather than actual activity. This has almost entirely been reimbursed via the ringfenced allocation for adult social care within the WG Hardship Fund. Had this not been the case, the overspend would have been significantly higher than the figure being reported.
17. The largest variance within the directorate is a projected overspend of £700,000 against the budget for Commissioned Services - Older People. This overspend is despite the reduction in numbers of residential and nursing placements and is due to the inability to take forward savings proposals, previous reliance upon grant funding, increasing costs associated with respite care, due to longer placements, and additional costs associated with the ExtraCare contract. Whilst the nursing and residential placements numbers have reduced over the last few months (17% in the case of nursing placements), there have been a number of instances where former self-funders have required funding because of a fall in income. This has placed an additional financial pressure upon the authority. In terms of other commissioned services, Mental Health is showing an overspend of £313,000, due to the inability to progress savings proposals and additional costs in relation to direct payments and supported living. Learning Disabilities is projecting an overspend, partly due to not being able to progress savings proposals, although this is largely offset by an underspend against the Physical Disabilities budget.
18. In terms of internal services, an overspend of £345,000 is projected against the budget for Learning Disabilities Supported Living and Day Care, which is mainly



due to additional employee costs associated with agency workers and overtime. For similar reasons, the Management & Support budget is projected to overspend by £171,000. Regarding underspends, the Reablement / Older People Day Care service is projecting a total underspend of £529,000. This is primarily due to the level of vacancies within the team, which is also the reason for an underspend of £137,000 in relation to Assessment & Care Management.

### Children's Services

19. Children's Services is currently forecasting an overspend of £3.741 million at Month 4. Within this position is £108,000 of irrecoverable COVID-19 costs, the majority of which relate to WG only funding 50% of any ICT investment arising from the need to enable agile working during the pandemic. In addition, the position contains £353,000 of in-year savings. Therefore, the underlying position amounts to £3.986 million. This is after allowing for the use of £2.175 million corporate contingency for additional costs in relation to external placements, which forms part of the recommendations to this report.
20. The main pressure within the directorate position relates to Substitute Family Care. The projected overspend is £2.870 million, after assuming use of the corporate contingency. Within this division, the main pressure relates to external residential placements which have increased, net, by 16 since the start of the financial year, reflecting a 20% increase. As a result of these increases, this particular budget is projected to overspend by £4.650 million, before use of the contingency. Elsewhere within this division, an overspend of £902,000 is projected against the In-House Fostering budget, partly due to an increase of 28 in terms of kinship placements and increased fostering allowances. Partly offsetting this position is a projected underspend of £436,000 in relation to external fostering placements. It should be noted that this position does not allow for any further placements during the remainder of the year and, therefore, there is a risk that the overspend will increase further. However, with fostering placements representing a lower cost than residential placements, any shift from residential placements to fostering placements would significantly aid the monitoring position.
21. Other overspends within the directorate are being reported in relation to Strategy, Performance & Resources (£620,000), Wellbeing, Protection & Support (£338,000), Localities (£303,000) and Improvement & Strategy (£216,000). In the case of each division, expenditure on agency staff to cover vacancies is the primary reason for the overspend. However, in terms of Localities, additional costs are being experienced across multiple budget headings in relation to Ty Storrie, with the facility having been transferred back into the Council during the last financial year. There have also been additional costs in relation to direct payments, however these have partly been mitigated by reduced costs in terms of service level agreements with external partners. Partly offsetting the overall directorate overspend is an underspend of £606,000 within Restorative, Leaving

& Edge of Care Services. Although additional agency costs have been incurred, these are more than offset by an in-year underspend against the budget for the Assessment Centre, due to a delay in commencing that service, and additional grant funding enabling base budget funded costs to be funded by external sources. Both the Youth Justice Service and National Adoption Service are projecting balanced positions.

## **Planning, Transport & Environment**

**Balanced**

22. The Month 4 position for Planning, Transport & Environment reflects a balanced position overall, after allowing for irrecoverable COVID-19 costs and in-year pressures. Within the position is an underlying underspend totalling £43,000 and in-year savings totalling £91,000. These are offsetting irrecoverable COVID-19 costs amounting to £134,000, including some ICT expenditure which was funded by WG at a rate of 50%. Particular in-year pressures are evident within Energy Management and Transport Planning, Policy & Strategy, whilst Bereavement & Registration Services and Highways are reporting underspends. Other divisions are reporting minor variances or balanced positions. In terms of 2020/21 budget savings proposals, an overall shortfall of £647,000, against a total target of £1.490 million, is projected. This shortfall is entirely related to income generation proposals, with efficiency targets currently projected to be achieved in full. The main shortfall relates to an additional drawdown from the Parking Reserve, which is unlikely to be feasible in light of significantly reduced Civil Parking Enforcement income levels this year to date. However, this shortfall should not impact upon the directorate revenue position, as expenditure commitments have been reduced as a mitigation.
23. The Energy Management overspend comes to £192,000 and is because of a shortfall in renewable income sources and recharge income shortfalls. It also includes repair costs incurred at Radyr Weir following the February storms, which may ultimately be funded externally, but are assumed as a cost to the Council at present. The Transport Planning, Policy & Strategy net overspend is £51,000, caused by existing income shortfalls across several activities. Previously, the use of grant funding would have offset these shortfalls, but it is currently assumed that this opportunity is unlikely to present itself this year. The position has been partly mitigated by an anticipated surplus in Design & Delivery reflecting the additional workload on transport schemes.
24. The Bereavement, Registration & Dogs Home underspend is £126,000 and reflects the additional income from excess deaths in April and May and a planned use of reserves to fund additional burial sites. Highways are forecasting a net underspend of £117,000 reflecting the holding back of funds allocated via the Finance Resilience Mechanism (FRM) which offset the cost of repairs caused by the February floods and various pressures against certain activities. Civil Parking Enforcement is reporting a balanced position although the current forecast indicates a significant reduction in the surplus. Any surplus that is generated will

be transferred to the Parking Reserve. Planning & Building Control are also anticipating a balanced position, although this is dependent upon several significant planning applications being submitted. If these are delayed then it will have an adverse impact on the position.

## **Resources**

### **Central Transport Services +£327,000**

25. At Month 4, the projected position for Central Transport Services (CTS) is for an overspend totalling £327,000. This overspend position is primarily due to a significant reduction in internal income, but also some additional staffing costs. The loss of income relates to Council vehicles not being in operation and, therefore, the requirement for the service to undertake work on vehicles and recharge for that work has been significantly reduced. As well as this, there is an underlying external income target that has not proved achievable. In addition to the lost income, there have been additional staff costs incurred due to the requirement to change working patterns in response to services amending their mode of operation in response to COVID-19, such as Waste Services.

### **Governance & Legal Services +£501,000**

26. The position at Month 4 for the Governance & Legal Services directorate is for an overspend of £501,000. This position is entirely due to underlying issues and in-year savings. Any expenditure incurred as a direct result of COVID-19 has been recovered via WG, with any lost income currently assumed to be recoverable. The underlying position is due to a projected overspend within Legal Services, partly offset by an underspend within Democratic Services. The Legal Services overspend totals £531,000 and is primarily due to continued pressures in relation to complex children's' cases and the requirement to engage external legal services to provide support with this work. In addition, there are overspends in relation to employees, due to the need to engage locums, and supplies and services. The underspend in relation to Democratic Services totals £28,000 and is due to in-year staffing savings. Other divisions are reporting minor, offsetting, variances or balanced positions.

### **Resources (£65,000)**

27. The Resources directorate is projecting an overall underspend of £65,000, comprising £167,000 of irrecoverable costs relating to COVID-19, an underlying overspend of £73,000 and in-year savings of £305,000. The irrecoverable costs are mainly within Health & Safety and primarily relate to additional legionella testing required within schools. The underlying overspend is the combination of overspends within Digital Services and Health & Safety, offset by underspends within Finance and Human Resources. In terms of savings, a shortfall of £169,000 is projected, with the majority of the shortfalls relating to income proposals and plans to generate additional income within Revenues,

Commissioning & Procurement, Human Resources and Health & Safety. Wherever possible, these shortfalls have been mitigated within the monitoring position or via reimbursement from WG.

28. The largest underspend within the position totals £185,000 and relates to Human Resources. This underspend is due to a combination of in-year employee savings, additional internal income and underspends against the budgets for projects. In addition, Finance is projecting a £150,000 underspend, including the assumption that income shortfalls will be recoverable via WG. The reason for the underspend is because of in-year staffing savings across a number of teams, with these proposals forming part of the directorate's in-year savings total of £305,000. The largest overspend within the position totals £189,000 and relates to Health & Safety, although a large part of this is in connection with irrecoverable COVID-19 expenditure. The balance is predominantly due to shortfalls against internal income targets. The other main overspend is within Digital Services and totals £72,000. This overspend is mainly because of additional costs within Customer Services, which have been incurred in order to be able to achieve income targets.

## Ring-fenced and Grant Funded Accounts

### Housing Revenue Account

29. The Housing Revenue Account (HRA) is projecting a potential surplus of £2.2 million. The major variance is an anticipated £1.418 million underspend within the Housing Repairs Account, partly due to delays to planned work and access issues as a result of COVID-19. Other variances include vacancy savings across the functions, estimated at £246,000. This reflects delays to filling of vacant posts, again impacted by COVID-19 restrictions.
30. The Housing Repairs Account includes underspends on responsive repair works and electrical testing, partly offset by additional planned spend on void property repairs. A balanced position against the Disabled Facilities Grant budget is still assumed on the assumption that there will be no shortfall against planned staff recharges to capital schemes. Based on week 12 statistics, rent and service charge income are estimated at £75,000 below target, offset by void rental allowances estimated at £186,000 below budget. Insurance forecasts are largely based on average costs in previous years and indicate an underspend of £196,000. Actual costs will depend on the number and value of claims which will not be clear until later in the financial year.
31. These variances are partly offset by security costs (£170,000) and bad debt provision above budget (£35,000) for the hostels and other accommodation. Additional security arrangements have been put in place at several HRA sites as a direct result of COVID-19 requirements with related costs for April to June assumed to be met by the claim to WG. There is currently no certainty around funding post June and the estimated overspend here reflects the assumption that these arrangements will continue to the end of the financial year. The balance of the variance is largely due to savings on premises costs and supplies and services and unbudgeted income from the WG COVID-19 claim reimbursement for additional spend, largely staffing and IT.
32. Any surplus generated within the HRA will transfer to the HRA General Balance, which will improve the ability to deal with future budget pressures and provide more flexibility for any unavoidable commitments in the new financial year.

### Civil Parking Enforcement

33. Civil Parking Enforcement (CPE) manages parking, parking enforcement and moving traffic offences throughout the city. The income from these activities is used to support the operational costs with the surplus being transferred to the Parking & Enforcement Reserve. The table below provides a summary of the budget and projected outturn position.

	<b>Budget</b>	<b>Projected</b>	<b>Variance</b>
	<b>£000</b>	<b>Outturn</b>	<b>£000</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Income</b>			
On street car parking fees	5,634	1,313	4,321
Off street car parking fees	1,420	264	1,156
Residents parking permits	405	307	98
Penalty charge notices	2,507	833	1,674
Moving Traffic Offences (MTOs)	4,746	2,445	2,301
<b>Total Income</b>	<b>14,712</b>	<b>5,162</b>	<b>9,550</b>
<b>Expenditure</b>			
Operational costs, parking & permits	774	483	(291)
Enforcement service including TRO	5,916	4,985	(933)
<b>Total Expenditure</b>	<b>6,690</b>	<b>5,468</b>	<b>(1,222)</b>
<b>Annual Surplus / (Deficit)</b>	<b>8,022</b>	<b>(306)</b>	<b>(8,328)</b>
Re-imburement from WG	0	3,517	3,517
<b>Revised Surplus / (Deficit)</b>	<b>8,022</b>	<b>3,211</b>	<b>(4,811)</b>

34. The CPE budget for 2020/21 assumed a trading surplus of £8.022 million. The current projection indicates a trading loss of £306,000, a reduction of £8.328 million.
35. The COVID-19 pandemic has had a profound effect on CPE income. Since lockdown was introduced on 23<sup>rd</sup> March 2020, almost all enforcement activities stopped and very few parking spaces were utilised. All income streams have been affected with significant reductions in the use of on street and off street parking. Enforcement activity was scaled back during the height of the pandemic and lower traffic volumes, particularly in the city centre, will mean lower fine income from Moving Traffic Offences (MTOs).
36. The reduced activity generates a consequential reduction on expenditure. This includes lower spend on overheads such as IT support, management fees, credit card commission, hybrid mail and advertising. In addition, there are savings from staff vacancies and less routine maintenance.
37. A claim for re-imburement of lost income was made to the WG covering the first quarter. This was for £3.517 million, was approved in full, and improves the position to a trading surplus of £3.211 million. There is currently no certainty

regarding future income losses beyond quarter one although the Council continue to have dialogue with the WG.

38. The table below illustrates the effect on the trading position using various reimbursement scenarios.

	<b>Current Position £000</b>	<b>25% Recovery £000</b>	<b>50% Recovery £000</b>	<b>75% Recovery £000</b>	<b>100% Recovery £000</b>
Current Forecast	3,211	3,211	3,211	3,211	3,211
Future Reimbursement	0	1,203	2,406	3,608	4,811
<b>Surplus</b>	<b>3,211</b>	<b>4,414</b>	<b>5,617</b>	<b>6,819</b>	<b>8,022</b>

39. The existing forecast reflects the approved reimbursement for quarter one. Scenarios ranging between a further 25% and 100% reimbursement illustrates the impact on the surplus.

40. The surplus is transferred to the Parking & Enforcement Reserve. This is available to support highway, transport and environmental maintenance and improvements. The table below illustrates the forecasted year-end position for each scenario.

<b>Parking &amp; Enforcement Reserve</b>	<b>Current Position £000</b>	<b>25% Recovery £000</b>	<b>50% Recovery £000</b>	<b>75% Recovery £000</b>	<b>100% Recovery £000</b>
Balance 1 <sup>st</sup> April 2020	2,115	2,115	2,115	2,115	2,115
Contribution from CPE	3,211	4,414	5,617	6,819	8,022
<b>Total Available</b>	<b>5,326</b>	<b>6,629</b>	<b>7,732</b>	<b>8,934</b>	<b>10,137</b>
Contribution Agreed in Budget Proposals	5,935	5,935	5,935	5,935	5,935
<b>Balance</b>	<b>(609)</b>	<b>594</b>	<b>1,797</b>	<b>2,999</b>	<b>4,202</b>

41. The brought forward balance in the reserve is £2.115 million. The actual contribution to the reserve from CPE activities will depend on decisions made by the WG regarding reimbursement of lost income. The current position reflects the recovery of income for quarter 1 only. Scenarios ranging between a further 25% and 100% recovery illustrate the significant impact on the surplus and consequential effect on the sum available. The contribution agreed in the budget is £5.935 million. The current position shows there is an insufficient sum available in the reserve to fund the revenue commitments. If this scenario remained then

there would be a financial pressure within the Planning, Transport & Environment directorate. This position is however unlikely and the table illustrates the balance in the reserve under the various recovery scenarios.

### Harbour Authority

42. For the current year, the Council worked with WG to identify achievable efficiencies, service reductions and savings against the approved Fixed Costs budget and to agree on an appropriate budget arrangement for Asset Renewal. The WG have agreed Fixed Costs funding of £4.961 million and Asset Renewal of £262,000, giving a budget of £5.223 million, which is the same overall total as the 2019/20 financial year.
43. The forecast at the end of quarter one indicates a funding requirement of £5.474 million, representing a variance of £251,000 over budget.

	<b>Budget (£000)</b>	<b>Projected Outturn (£000)</b>	<b>Variance (£000)</b>
Expenditure	5,896	5,632	(264)
Income	(935)	(420)	515
<b>Fixed Costs</b>	<b>4,961</b>	<b>5,212</b>	<b>251</b>
Asset Renewal	262	262	0
<b>Total</b>	<b>5,223</b>	<b>5,474</b>	<b>251</b>

44. The introduction of government restrictions, particularly around travel, as a result of the COVID-19 pandemic, has had a significant impact on income generation for the Harbour Authority. Car parks were closed until mid-June and, whilst now reopened, it remains to be seen how usage increases over the coming months, with limitations on social activities and shopping within the Bay area. Within the figures in the table above, income of £110,000 for car parking is projected against the target of £523,000. The balance of the shortfall in income relates to the Aqua Park and harbour dues and rentals. This forecast will be updated as more information becomes available over the coming months.
45. The shortfall in income is partly mitigated by a number of managed underspends across a range of areas, including Community Liaison and administration, Harbour Master operations and building / general overheads. Spending has been restricted, where possible, to offset expected shortfalls in income. The Asset Renewal budget is currently indicating a full spend in line with the approved schedule of work, including the purchase of a barrage crawler crane and phase one of the proposed railing refurbishment scheme at Penarth Marina.
46. The Harbour Authority maintains a Contingency & Project Fund, which is used to support projects and provides a contingency if the approved budget is exceeded. The fund receives contributions from a combination of receipts from the sale and disposal of land and a share of past year underspends on the Fixed Cost budget.



The balance at 31 March 2020 was £63,000 and this is line with the amendments to the Deed of Variation as agreed in April 2020.

47. It is anticipated that any overspend will be dealt with initially through the Contingency & Project Fund, with the remainder to be funded by WG as part of an additional claim for unforeseen costs.

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**DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2020/21**

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000		
<b>Efficiency Savings</b>										
CMT	E1	<b>Reduce Budget for Past Service Contributions</b> A review of past service contributions to pension funds in respect of ex-employees has identified that there will be a £90,000 reduction in costs for the year 2020/21. The current budget in respect of this area is £825,000.	90	0	0	90	0	90	0	Based on expenditure to date, it is assumed that this saving will be achieved in full.
<b>Corporate Management - Efficiency Total</b>			<b>90</b>	<b>0</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>90</b>	<b>0</b>	
Economic Development	E2	<b>Deletion of Post in Major Projects</b> The deletion of one post through voluntary redundancy. The current staffing budget for Major Projects is £185,000.	53	0	0	53	53	53	0	The related post has been deleted and this saving has been achieved in full.
	E3	<b>Dr Who Experience</b> The existing budget will no longer be required once the building is dismantled and the land is handed back to Welsh Government. Handover should be completed by March 2020. The current net budget for the Dr Who Experience is £120,000.	0	120	0	120	120	120	0	This saving has been achieved in full.
	E4	<b>Transfer of New Theatre building to an alternative provider</b> This saving will be achieved through the release of Facilities Management budgets following the transfer of the New Theatre building to an alternative provider. The current New Theatre Facilities Management budget is £212,000.	0	212	0	212	0	0	212	The transfer of the New Theatre has been delayed as a direct result of the COVID-19 pandemic and this saving will not be achievable this year.
	E5	<b>Reduction in staff costs in Facilities Management</b> Saving will be achieved following a restructure of staffing resources within Facilities Management. This proposal relates to the Building Support function with a current staffing budget of £1.354 million.	10	0	0	10	10	10	0	This restructure has been finalised and the saving has been achieved in full.
	E6	<b>Reduction in staffing budget in Economic Development</b> A reduction in the staffing budget associated with the operation of Economic Development. This reflects the deletion of 3 x vacant posts, and 1 x voluntary redundancy. This proposal relates to the Business and Investment functions with a current staffing budget of £825,000.	150	0	0	150	28	150	0	The three posts planned for deletion have been deleted. However, agency staff are still being utilised by the service, which may impact upon achievability of the full saving.
	E7	<b>Relocate Tourist Information Centre from Old Library</b> Relocate provision of Tourist Information from the Old Library to St David's Hall (SDH) as a satellite to the main Tourist Information Centre (TIC) at Cardiff Castle. Tourist information would be provided by existing staff at SDH, with the saving being achieved through a reduction in agency costs associated with covering the current TIC. Cover has been previously provided through the use of staff at Cardiff Castle with a current staffing budget of £1.343 million.	20	0	0	20	0	20	0	Staff linked to the provision of this service have been relocated to St Davids Hall. The impact on use of agency staff and related savings requires ongoing review as to achievability.
	E8	<b>Cardiff Castle - Bookings Taken On Line</b> St. David's Hall box office to facilitate Cardiff Castle bookings online providing a reduction in cost against the current external arrangements. The current budget for this service is £20,000.	0	20	0	20	0	20	0	Although both SDH and the Castle anticipate venue closures for a significant part of 2020/21 due to COVID-19, the arrangement for online bookings transferred to SDH and has realised savings in external costs.
	E9	<b>Cardiff Castle - Volunteer Programme</b> Implementation of a volunteer programme which will reduce agency and overtime costs. Volunteers would assist and support staff during peak demand and the summer season. Recruitment is planned from colleges and universities programme to include work experience, trainees or apprentices. Reduced costs during events weekend and Bank Holiday periods. The Castle has a current staffing budget of £1.343 million.	20	0	0	20	0	0	20	Cardiff Castle is currently closed as a result of the COVID-19 pandemic and although anticipating a potential phased re-opening later in the year, it is unlikely that this planned volunteer programme will be implemented.
	E10	<b>Reduction In Office Rationalisation Budget</b> This budget will no longer be required from April 2020 as a result of buildings being vacated. The current budget for Office Rationalisation is £184,000.	0	92	0	92	92	92	0	This saving has been achieved in full.
	E11	<b>Revised Tourism Offer</b> A reduction in posts equivalent to 3 FTE in the Tourism Service. This will include the deletion of one vacant post and one voluntary redundancy. The current staffing budget for the Tourism service is £484,000.	100	0	0	100	100	100	0	Two posts relating to this proposal have been deleted. A delayed voluntary redundancy is offset in-year by other staff savings and is therefore considered achievable.
	E12	<b>Reduction in Staff Costs in the Events Service</b> The Events Service has a core establishment of six staff supporting an average of 40 events, as well as the City Centre. The proposal includes the deletion of a part-time post through voluntary redundancy. In addition, the team has absorbed income-funded work that was previously covered by agency staff. The Events service has a current gross staffing budget of £604,000.	48	0	0	48	0	0	48	The planned voluntary redundancy not taken place and this savings target is not currently considered achievable.

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000		
	E13	<b>Reduced Cleaning in Corporate Buildings</b> The proposed saving would be achieved through a reduction in the frequency of cleaning, and also an increase in productivity where this is practical and possible. The frequency of cleaning hygiene areas will remain unchanged but the frequency of cleaning office, meeting/conference rooms and communal/circulation areas will decrease. Most of these changes will be in the larger Council buildings (e.g. County Hall, City Hall, Willcox House, Cord House, St David's Hall,) where the current cleaning resource is greater. The savings will affect approximately 20 cleaning operatives (equivalent to circa FTEs). A number of voluntary redundancy applications from cleaners working in corporate buildings have been received. The current staffing budget for the Cleaning service is £4.956 million.	50	0	0	50	50	50	0	This saving has been achieved in full.
	E14	<b>Review of staffing resources within Play Services</b> Saving will be found by deleting posts through voluntary redundancy. The current staffing budget for Play Services is £560,000.	40	0	0	40	40	40	0	This saving has been achieved in full.
	E15	<b>Review of staffing resources within Facilities Management</b> Saving will be found by deleting posts through voluntary redundancy. The current staffing budget in respect of Facilities Management and Buildings Support is £4.019 million.	117	0	0	117	37	77	40	This saving has been partially achieved. One post has not been progressed for voluntary redundancy and the target is considered to be partly achievable.
<b>Economic Development - Efficiency Total</b>			<b>608</b>	<b>444</b>	<b>0</b>	<b>1,052</b>	<b>530</b>	<b>732</b>	<b>320</b>	
Education	E16	<b>Reduction in centrally retained Business Continuity Budget</b> Improvements in the management of school buildings and clarity about the split of responsibility between schools and the Local Authority have meant that the centrally retained budget for responsive building repairs to assist business continuity in schools underspent in 2018/19. This proposal would reduce the budget by £150,000 to reflect this. The current net budget for Business Continuity is £272,000.	0	150	0	150	50	150	0	Current forecasts indicate the potential for an underspend against the residual budget and, therefore, this saving is projected to be achieved.
	E17	<b>Further staffing savings in the Education Directorate Management Structure</b> Following a restructure of the Education Directorate this proposal would involve deletion of one management post. The current budget for this post would be removed in full.	100	0	0	100	100	100	0	The budget for this post has been deleted.
	E18	<b>Realignment of ICT Invest to Save Budgets</b> Review of invest to save budgets to reflect current capital financing commitments. The current Invest to Save budget is £634,000.	0	150	0	150	150	150	0	The relevant budgets have been reduced and the repayment schedules confirm that this saving is achievable.
	E19	<b>Rationalisation of School Based Counselling Provision</b> This reflects the savings achieved by bringing the external contract through Action for Children for School Based Counselling Service in-house under the management of the Principal Education Psychologist. An additional amount would be achieved through refinancing of the online service element from WG grant. The current net budget for School Based Counselling is £426,000.	0	100	0	100	33	100	0	Current projections suggest that this saving will be achieved in full.
	E20	<b>Reduce the annual contribution made to the Central South Consortium</b> A 3% reduction in the annual contributions made by partner LAs to the Central South Consortium in 2020/21. The current budget in respect of the contribution is £1.319 million.	0	41	0	41	41	41	0	The Council's contribution for the year has been agreed and reflects a reduction sufficient to ensure that this saving is achieved in full.
	E21	<b>Review of staffing resources</b> Saving will be found by deleting a post through voluntary redundancy. The current budget for this post would be removed in full.	45	0	0	45	45	45	0	The relevant post has been deleted and this saving has been achieved.
<b>Education - Efficiency Total</b>			<b>145</b>	<b>441</b>	<b>0</b>	<b>586</b>	<b>419</b>	<b>586</b>	<b>0</b>	
Initiatives	E22	<b>Better alignment of Advice Services and increased external income</b> The alignment of Into Work and Advice Gateways enables the deletion of a vacant manager post. This relates to the Money Advice Outreach service with a current staffing budget of £168,000.	43	0	0	43	43	43	0	This saving was achieved with the deletion of a vacant post
	E23	<b>Benefit Assessment - efficiencies in processing and digitalisation</b> Saving will be made through the deletion of posts via voluntary redundancy. This is possible due to efficiencies achieved through risk-based verification (reducing assessment time), digitalisation of services including Housing Benefit (HB) and Council Tax Reduction Scheme (CTRS) on-line claim forms, and scan station, reducing input time required by staff. This is in addition to a reduction in caseload of HB claims as Universal Credit roll out continues. The Benefit Assessment service has a current gross staffing budget of £3.215 million.	120	0	0	120	120	120	0	This savings target has been achieved in full following a restructure which saw the deletion of four vacant posts.
	E24	<b>Citizen Advice Bureau (CAB) Contract - Agreed Reduction</b> This saving reflects the fourth year of a five year phased reduction in the cost of the Advice Services Contract. The contractual agreement reduces funding by £30k a year for four years and then by £20k in year five. The current budget for the Advice Services Contract is £350,000.	0	30	0	30	30	30	0	This is the fourth year of a five year phased reduction in contract payments to Citizens Advice and the savings target has been achieved in full.

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000	£000	
Housing and Commu.	E25	<b>Appeal Team Review</b> With the introduction of Universal Credit, fewer appeals against benefit decisions will be made and Tribunal hearings will reduce, enabling the reduction of one vacant post. The current staffing budget for the Complaints and Appeals service is £338,000.	38	0	0	38	38	38	0	This savings target is achieved in full with the deletion of one vacant post.
	E26	<b>Review of out of hours arrangements for homelessness</b> Currently both housing options and hostels services provide out of hours rota which is a duplication. Hostel staff can be trained to undertake this role. The current staffing budget for the Housing Options Centre is £2.261 million.	17	0	0	17	17	17	0	Budgets were reduced accordingly and this saving has been achieved in full.
	E27	<b>Rationalisation for Childcare Business Support</b> The deletion of a post following the retirement of the post-holder. Impact on service delivery will be offset by Childcare Offer grant income in the short-term, as childcare provider support is integral to the new grant. The current staffing budget for the Childcare service is £340,000.	17	3	0	20	20	20	0	Budgets were reduced accordingly and this saving has been achieved in full.
	E28	<b>Joint Equipment Service - Increase in contribution from partners</b> Currently the contributions from partners is based on a model set up in 2008, which no longer reflects current levels of activity. Work is underway with partners to address this, and Cardiff's contributions to the service are expected to reduce by £92,000. The current budget for total partner contributions to the service is £1.678 million.	0	92	0	92	0	92	0	This saving is expected to be achieved in full following a revised Joint Equipment Service Agreement which distributes service overheads on a revised basis.
	E29	<b>The Legal Process and Complaints Review</b> The alignment of two teams managing the legal process, and complaints and appeals under the same management structure. The current staffing budget for the Complaints and Appeals service is £338,000.	48	0	0	48	0	0	48	Whilst this saving was previously understood to be achievable, it is now evident that it will not be met in-year as the planned restructure is on hold due to COVID-19.
<b>Housing &amp; Communities - Efficiency Total</b>			<b>283</b>	<b>125</b>	<b>0</b>	<b>408</b>	<b>268</b>	<b>360</b>	<b>48</b>	
P&P	E30	<b>Staff restructure in Policy, Partnerships and Performance Management</b> The saving will be achieved through a restructure that will better align the work of Policy, Partnerships and Performance Management that will release two posts through voluntary redundancy. The combined staffing budget for these areas is £947,000.	79	0	0	79	79	79	0	Two posts have been deleted via voluntary redundancy and the saving fully achieved.
	E31	<b>Third Sector Infrastructure Grant</b> The Council provides a grant to the Cardiff Third Sector Council (C3SC) to deliver through a Service Level Agreement (SLA), a range of support services to the third sector in the city. It is proposed to remove from the SLA, funded activities in relation to a community engagement work-stream, following a review of activities undertaken in recent years which concluded that insourcing these activities through the new Cohesion and Community Engagement Team would enhance efficiency and effectiveness in this area. With the new Local Government Bill proposing that all local authorities produce statutory Public Participation Strategies this will be a continued area of focus for the authority, particularly engaging with disconnected and deprived communities.  It is therefore proposed to remove the grant funding (£45,690) for community engagement activities from the SLA in 2020/21, with £25,690 reinvested to support the work of the Cohesion and Community Engagement team, realising a saving of £20,000. The current budget in respect of Third Sector Infrastructure Grant is £191,000.	0	20	0	20	10	20	0	The saving is fully expected to be achieved.
<b>Performance &amp; Partnerships - Efficiency Total</b>			<b>79</b>	<b>20</b>	<b>0</b>	<b>99</b>	<b>89</b>	<b>99</b>	<b>0</b>	

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000	£000	
Recycling & Neighbourhood	E32	<b>Review of staffing resources</b> Saving will be found through a restructure within depots and cleansing that will enable the deletion of two posts through voluntary redundancy. The combined staffing budget for these areas is £4.139 million.	43	0	0	43	0	43	0	The planned restructure and voluntary redundancies are in progress and the saving is expected to be achieved.
	E33	<b>Stores Review</b> A review of the current stores provision at Lamby Way will be undertaken including opportunities for a more integrated approach to stock delivery across the City. The review will include consideration of the levels of stock held including levels of obsolescent stock, alternative stock management options and governance. The saving will be achieved through a reduction in agency costs and vehicle utilisation. The current net budget for Stores is £748,000.	28	7	0	35	0	35	0	The proposed review is still at the planning stage, but the saving is expected to be achieved.
<b>Recycling &amp; Neighbourhood Services - Efficiency Total</b>			<b>71</b>	<b>7</b>	<b>0</b>	<b>78</b>	<b>0</b>	<b>78</b>	<b>0</b>	
Social Services	E34	<b>Support practice in mental health services across adult and children's services in understanding organisational responsibilities in respect of section 117 and children's CHC</b> Current practices for obtaining CHC funding for adults will be expanded in order to seek additional Health funding towards care packages for children. Given the size of children's care packages (c£210k for a residential placement) additional CHC contributions in just a small number of cases would be sufficient to achieve the saving. The current income budget for contributions from the Health Service towards the cost of jointly funded packages across Social Services is £3.7 million.	0	100	0	100	0	0	100	Childrens placements have already been reviewed at panel including Education and Health to ensure all additional funding is considered. In Adults, the review of funding contributions is not happening as usual. There may be a chance of savings later in the year.
	E35	<b>Review of existing contracts and practices</b> In addition to major contracts for domiciliary and residential care, the Directorate operates a range of smaller contracts for specific services. These will be reviewed and efficiencies identified. There will also be a review of placement finding and brokerage across adults and children's to develop a single directorate team with the commercial skills, links to social work teams and strong relationships with providers. Across the Directorate, there are budgets of £3.3 million for small contracts for specific services.	0	100	0	100	0	0	100	Commissioning posts are now in place but unlikely to result in significant savings in-year. Processes and governance are currently under review but significant increases in Childrens residential placements have resulted in increasing overspends. In Adults, the review of contracts is concentrated on the recovery of services post-COVID 19 and therefore the saving will not be achieved.
<b>Social Services - Efficiency Total</b>			<b>0</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>200</b>	
Planning, Transport & Environment	E36	<b>Residential LED Lighting Energy Reduction</b> Continuation of reduction in the energy costs associated with street lighting due to the introduction of LED lighting and the dimming and trimming of the network. The current Street Lighting energy budget is £2.516 million.	0	100	0	100	33	100	0	This saving is anticipated to be achieved.
	E37	<b>Highways - Reshaping of Maintenance Operations</b> A review of demand for highways related work has identified the opportunity to grant voluntary redundancy requests. A reduction in the need for reactive works, along with improvements in technologies and ways of working, supports a reduction in resources within Highways Operations, with no detrimental effect on service provision. The current staffing budget for Maintenance Operations is £2.261 million.	75	0	0	75	75	75	0	This saving has been achieved in full.
	E38	<b>Highways - Reduction in External Spend</b> Reduced use of external resources related to non-essential and non-safety related highway asset improvement works. The current budget is £1.668 million.	0	15	0	15	0	15	0	This saving is anticipated to be achieved.
	E39	<b>Shared Regulatory Service - 2020/21 Annual Savings</b> Reflects a further year's saving for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure. As agreed in the service's financial business plan, this equates to 5% compounded over three years. The current budget provision is £4.793 million.	0	94	0	94	94	94	0	This saving has been achieved following a revised agreed contribution to the SRS.
	E40	<b>Review of staffing resources within Planning</b> This saving would be achieved by deleting a post through Voluntary Redundancy. The current staffing budget in Planning is £2.103 million.	22	0	0	22	0	22	0	A review is planned to take place and the saving is anticipated to be achieved.
	E41	<b>Review of staffing resources within Road Safety</b> This saving would be achieved by deleting a post through Voluntary Redundancy. The current staffing budget in Road Safety is £609,000.	22	0	0	22	22	22	0	This saving is anticipated to be achieved.
	E42	<b>Review of staffing resources within Bereavement Services</b> This saving would be achieved by deleting a post through Voluntary Redundancy. The current staffing budget for Bereavement Services is £1.532 million.	40	0	0	40	0	40	0	Due to COVID-19, little progress has been made on the review. It is anticipated to be undertaken later in the year.
	E43	<b>Street Lighting - use of Central Management System (CMS) to reduce Energy costs on Strategic routes</b> Use of CMS to further reduce energy costs on Strategic Routes through the introduction of a dimming regime during periods of very low traffic flow. The saving would be achieved by city-wide roll out, following an in-year pilot. The current Street Lighting energy budget is £2.516 million.	(5)	55	0	50	12	50	0	This saving is expected to be achieved.
<b>Planning, Transport &amp; Environment - Efficiency Total</b>			<b>154</b>	<b>264</b>	<b>0</b>	<b>418</b>	<b>236</b>	<b>418</b>	<b>0</b>	

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000	£000	
Resources	E44	<b>Business Support Efficiencies</b> A further review of staffing within the section, enabling the deletion of posts through a combination of vacancies and voluntary redundancy. This would necessitate the transfer to other areas of some of the functions currently undertaken by the section. As part of this proposal, it will be necessary to review income targets associated with these areas of work. The current net budget for Business Support is £291,000.	125	25	(45)	105	35	105	0	This saving is expected to be achieved.
	E45	<b>Staff efficiencies within Information Governance</b> The proposal comprises an employee saving to be achieved in relation to staff turnover. The current staffing budget for Information Governance is £1.050 million.	50	0	0	50	17	50	0	This saving is expected to be achieved.
	E46	<b>Efficiencies in Recovery &amp; Revenues</b> The proposal comprises £60,000 staff savings through flexible retirement and voluntary redundancy. The current staffing budget in Revenue Services is £3.676 million.	60	0	0	60	26	60	0	Part of the saving has been achieved via voluntary redundancy. The balance is expected to be achieved through flexible retirement.
	E47	<b>Reduction in Accountancy Staff Budgets</b> A further review of staffing structures and responsibilities in the section, enabling staff savings through a combination of vacant posts and voluntary redundancy. The current staffing budget for Accountancy is £1.950 million.	60	50	0	110	75	110	0	Part of the saving has been achieved via voluntary redundancy. The balance is expected to be achieved through deletion of vacant posts.
	E48	<b>Organisational Development Staffing</b> Review of staffing structures and responsibilities in the section enabling the deletion of a post through voluntary redundancy. The current staffing budget for Organisational Development is £529,000.	27	0	0	27	27	27	0	This saving has been achieved in full.
	E49	<b>Customer &amp; Digital Services Restructure</b> Implementation of the new staff structure within Customer and Digital Services, enhancing the ability to develop digital services across the Authority. The current staffing budget for this area is £11.882 million.	173	0	0	173	173	173	0	This saving has been achieved in full.
	E50	<b>Reduction of ICT spend with external suppliers</b> <ul style="list-style-type: none"> <li>Blackberry Email licence removal - by the time of the next renewal of Blackberry email maintenance, it is anticipated all users will have been converted to O365 email</li> <li>Netapp file store maintenance removal</li> <li>Mitel licence reduction</li> <li>Sirsi Library maintenance reduction</li> </ul> The current net budget for ICT is £766,000.	0	100	0	100	40	60	40	This saving is to be partly achieved this year with the shortfall being mitigated, within the overall monitoring position, by use of the mobile device technology fund.
	E51	<b>Reduction in Emergency Management Unit salary budget</b> Deletion of a vacant post, retaining part of the budget to provide flexibility for overtime and standby pay. The current staffing budget for the Emergency Management Unit is £218,000.	17	0	0	17	17	17	0	This saving has been achieved in full.
	E52	<b>Commissioning &amp; Procurement - Staffing</b> Savings released through flexible retirement. The current staffing budget for Commissioning & Procurement is £1.287 million.	2	0	0	2	2	2	0	This saving has been achieved in full.
	E53	<b>Health &amp; Safety - Staffing</b> The saving will be achieved through not filling a vacant post within Health and Safety. The current staffing budget for Health & Safety is £786,000.	44	0	0	44	44	44	0	This saving has been achieved in full.
	E54	<b>Human Resources - Staffing Efficiencies</b> Staffing efficiencies across HR through the deletion of vacant posts, voluntary redundancy and flexible retirement. The current staffing budget for Human Resources is £4.033 million.	147	0	0	147	147	147	0	This saving has been achieved in full.
E55	<b>Resetting of the Information Governance Offer</b> The proposal is to review the service delivery model to reduce costs without compromising the Council's ability to deliver compliance in this key area. A heightened level of accountability and responsibility from individual directorates will be a key component of the success of the proposal. The current staffing budget for Information Governance is £1.050 million.	75	0	0	75	75	75	0	This saving has been achieved in full.	
<b>Resources - Efficiency Total</b>			<b>780</b>	<b>175</b>	<b>(45)</b>	<b>910</b>	<b>678</b>	<b>870</b>	<b>40</b>	
<b>GRAND TOTAL EFFICIENCY</b>			<b>2,210</b>	<b>1,676</b>	<b>(45)</b>	<b>3,841</b>	<b>2,220</b>	<b>3,233</b>	<b>608</b>	

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000	£000	
<b>Income Savings</b>										
Economic Development	INC1	<b>Increased Income Generation at St David's Hall</b> Saving will be achieved through the generation of increased income streams at St David's Hall. The current income target for St David's Hall is £6.059 million.	0	0	129	129	0	0	129	Due to the current enforced closure of the venue as a result of the COVID-19 pandemic, it is not considered likely that this savings target is achievable in 2020/21.
	INC2	<b>Pest Control</b> Increase in pest control charges in respect of rats, mice, squirrels and wasps. The current income target for the Pest Control service is £312,000.	0	0	27	27	0	0	27	Ability to achieve this target has been affected by the COVID-19 pandemic and loss of external customers and is, therefore, unlikely to be achieved.
	INC3	<b>New Theatre - Additional rental income from new operator</b> Additional rental income generated following the appointment of an independent theatre operator for the New Theatre. The New Theatre forms part of the Arts Venues budget with St David's Hall which has a combined net budget of £1.253 million.	0	0	60	60	0	0	60	The transfer of the New Theatre to an external operator has been delayed as a direct result of the COVID-19 pandemic and this saving will not be achievable this year.
	INC4	<b>New Attraction at Cardiff Castle (Black Tower Tales)</b> Black Tower Tales is a new interactive visitor attraction at Cardiff Castle, which will result in additional income from ticket sales. The attraction will serve a dual purpose as both an educational and entertaining addition to the Castle's core offering. This will increase the attractiveness of the facility to local schools, education establishments and community groups and to the established tourist market both nationally and internationally. The current income target for the Castle is £4.236 million.	0	0	190	190	0	0	190	The proposed Black Tower Tales new attraction to generate additional income has not been implemented due to the COVID-19 pandemic and the additional income is not considered achievable as a result.
	INC5	<b>Increase retail yield at Cardiff Castle</b> Selling (including on-line) high yield products at Cardiff Castle. The current income target for the Castle is £4.236 million.	0	0	20	20	0	0	20	Due to the current enforced closure of the venue as a result of the COVID-19 pandemic, it is not considered likely that this savings target is achievable in 2020/21.
<b>Economic Development - Income Total</b>			<b>0</b>	<b>0</b>	<b>426</b>	<b>426</b>	<b>0</b>	<b>0</b>	<b>426</b>	
Education	INC6	<b>Proposal to increase prices at Storey Arms Centre</b> Proposal to increase all prices for users of Storey Arms by 5% from September 2020. The current income target is £527,000.	0	0	15	15	0	0	15	The ability to achieve an increased level of income has not been possible, due to the enforced closure of the centre due to the COVID-19 pandemic.
	INC7	<b>Realignment of the Targeted Support, Early Help and Engagement teams to optimise deployment of provision across the City.</b> Recent changes in grant funding from Welsh Government will provide the service with an opportunity to realign the amount of base-budget funded provision. The current net budget for this area is £1.964 million.	0	0	100	100	33	100	0	It is anticipated that grant funding levels will be sufficient to ensure that this proposal is achieved in full.
	INC8	<b>Review of Services provided to schools on a traded basis</b> This saving would be achieved through ensuring that the support costs are being captured in those services provided to schools on a traded basis, such as specialist teaching resources, educational psychology services, music tuition services and outdoor education and learning at the Storey Arms Centre. The current income target is £17.894 million.	0	0	250	250	0	0	250	Whilst it will be ensured that the appropriate costs are charged against the trading account, it will not be possible to cover these via additional income generation due to the impact of the COVID-19 pandemic and the service not being in operation during the early part of the year.
<b>Education - Income Total</b>			<b>0</b>	<b>0</b>	<b>365</b>	<b>365</b>	<b>33</b>	<b>100</b>	<b>265</b>	
Housing & Communities	INC9	<b>Review of Charging for Equipment</b> Cardiff currently purchases caddies, trolleys and perching stools, the cost of which range from £8 to £25 per item. It is proposed to charge for these items. This model has been implemented in other Welsh Authorities without detriment to the citizen. In addition, if a client feels they are unable to pay this amount they will be referred to Independent Living Service to review their income, in order to establish they are in receipt of all relevant benefits. This is a new income target for the service.	0	0	31	31	0	0	31	Due to the current COVID-19 pandemic, this target is not expected to be achieved in 2020/21.
	INC10	<b>Cardiff Works - Increase Income Generation</b> The council has an in-house agency "Cardiff Works" for administrative staff but uses external agencies for all other agency workers. A project is being established to see if more agency staff can be provided in house and thereby retain the agency fee income. This is at an early stage and may require the establishment of an arms-length company to increase flexibility. A report will be made to Cabinet in quarter one 2020/21 in respect of this element of the saving, with the new model expected to be implemented in quarter three. For 2020/21, £50,000 is anticipated from the new model, with an additional £100,000 from revising the internal charge from 0.2% to 2%. The current income target for the service is £6.073 million.	0	0	150	150	0	100	50	Current service area assumptions are that there will be partial achievement of this savings target.
	INC11	<b>Advice Services - increased external income</b> Grant funding is available to fund staff costs associated with the provision of fuel poverty advice. This relates to the Money Advice Outreach service with a current staffing budget of £168,000.	0	0	20	20	0	20	0	Smart Energy Grant is expected to be received for 2020/21, meaning that this saving should be achieved.
<b>Housing &amp; Communities - Income Total</b>			<b>0</b>	<b>0</b>	<b>201</b>	<b>201</b>	<b>0</b>	<b>120</b>	<b>81</b>	
Social Service	INC12	<b>Increase in maximum weekly charge for Domiciliary Care in line with Welsh Government (WG) policy</b> It is proposed that the Council increases its maximum weekly charge from £90 to £100 per week in 2020/21 to mirror WG policy. This will increase the level of income the Council receives in service user contributions. The current income budget for charges for domiciliary care is £3.555 million.	0	0	255	255	50	200	55	Whilst there is a level of decline in Domiciliary Care income, the price increase will be achievable on the element of retained income.



Dir.	Ref	Proposal	Savings Proposal				Savings Progress			Comments
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	
			£000	£000	£000	£000	£000	£000	£000	
<b>Social Services - Income Total</b>			<b>0</b>	<b>0</b>	<b>255</b>	<b>255</b>	<b>50</b>	<b>200</b>	<b>55</b>	
Planning, Transport & Environment	INC13	<b>Energy Management - Lamby Way Solar Farm Scheme</b> Lamby Way Solar Farm will provide a substantial amount of clean, renewable energy to supply the local electricity grid and connected sites, generating an income for the Council, in addition to making a positive contribution to national and local renewable energy generation and carbon reduction targets. The current income target for Lamby Way Solar Farm is £30,000.	0	0	35	35	0	0	35	COVID-19 has caused a delay of approximately four months before further discussions regarding completion can take place. The better solar months will be missed. Net income is unlikely to be sufficient to achieve this target.
	INC14	<b>Civil Parking Enforcement</b> Additional contribution from Civil Parking Enforcement reflecting an increase in activity of on street parking and Moving Traffic Offences. The current operating costs are £6.203 million.	0	0	550	550	0	0	550	Income will be significantly lower due to COVID-19. CPE is unlikely to generate a trading surplus and, therefore, the drawdown from reserve is unlikely.
	INC15	<b>Planning - implement various Planning initiatives</b> Through improved proactive monthly monitoring of planning applications/Pre Planning Applications (PPAs) and major projects, this saving would be achieved by increasing income opportunities. The current income target is £2.481 million.	0	5	95	100	0	100	0	This saving will be achieved, depending upon the submission of schemes and planned price increase in the autumn.
	INC16	<b>Maximising opportunities for recharging services to grants</b> Maximising opportunities for recharging for services to WG grants within Transport, Policy & Strategy and Design & Delivery. The current income budget is £3.165 million.	0	0	135	135	0	135	0	The saving is anticipated to be achieved following the expectation of additional grants, for example Active Travel.
	INC17	<b>Bereavement Services - Burial and Cremation Fees</b> Generate additional income through increases to fees for burials and cremations. The current income target is £3.211 million.	0	0	120	120	0	120	0	It is anticipated the additional income will be achieved following the price increases.
	INC18	<b>PTE - General Fees &amp; Charges</b> Generate additional income through increases to a number of fees & charges in respect of highways and transportation. The current income target is £1.083 million.	0	0	32	32	0	0	32	The additional income will not be achieved following the impact of COVID-19.
	INC19	<b>Registration - Fees &amp; Charges</b> Generate additional income through increases to fees & charges in respect of ceremonies and certificates. The current income target is £836,000.	0	0	30	30	0	0	30	The enforced closure caused by COVID-19 will result in an income shortfall and therefore this saving will not be achieved.
	INC20	<b>Cardiff Dogs Home</b> Use of the Cardiff Dog's Home Legacy reserve to support operational costs in the short term, pending a further, comprehensive review of the service. The current net budget for Cardiff Dogs Home is £275,000.	0	0	70	70	70	70	0	This saving will be achieved by drawing down from the Legacy Fund in line with the proposal.
<b>Planning, Transport &amp; Environment - Income Total</b>			<b>0</b>	<b>5</b>	<b>1,067</b>	<b>1,072</b>	<b>70</b>	<b>425</b>	<b>647</b>	
Resources	INC21	<b>Additional Income in Recovery &amp; Revenues</b> The proposal comprises an income target of £85,000 in connection with recently recruited recovery staff. The current income target is £1.096 million.	0	0	85	85	0	0	85	This saving is unlikely to be achieved as a result of COVID-19.
	INC22	<b>WITS charge for Business Support functions</b> Cardiff Council host the WITS, which is funded by public sector partners. Rather than create additional support posts, WITS utilises Customer Services business support functions (statistics, workforce planning, ordering / invoicing, financial monitoring etc.) This proposal is to ensure that these costs are fully recovered from the service. The current income target for C2C is £1.109 million.	0	0	25	25	25	25	0	This saving has been achieved in full.
	INC23	<b>Commissioning &amp; Procurement - Additional Income</b> Additional income reflecting procurement support for the 21st Century Schools Band B Programme (four year commitment). The current income target is £399,000.	0	0	40	40	0	0	40	This income is not achievable from this source. This will be mitigated, within the monitoring position, by income from the administration of a national framework.
	INC24	<b>Commissioning &amp; Procurement - Additional Income</b> Additional income reflecting SEWSCAP / SEWH billing contractor levy (1 day a month). The current income target is £399,000.	0	0	3	3	3	3	0	This saving has been achieved in full.
	INC25	<b>Health &amp; Safety - Additional External Income</b> The saving will be achieved through generation of additional income from asbestos and other Health and Safety training, as well as investigating opportunities for collaboration with neighbouring Local Authorities. The current external income target is £126,000.	0	0	15	15	0	0	15	Ability to achieve this target has been affected by the COVID-19 pandemic and is therefore unlikely to be achieved.
	INC26	<b>HR - Cardiff Academy Income</b> Additional income from Cardiff Academy. The current external income target is £99,000.	0	0	29	29	0	0	29	Income is not achievable due to the current inability to deliver physical classes. However, this will be mitigated within the monitoring position by reduced external spend on training providers.
	INC27	<b>Increased Income within Information Governance</b> The proposal comprises the introduction of an income target in line with levels of income being generated in the current year. The current income target is £14,000.	0	0	25	25	0	25	0	This saving is expected to be achieved.
<b>Resources - Income Total</b>			<b>0</b>	<b>0</b>	<b>222</b>	<b>222</b>	<b>28</b>	<b>53</b>	<b>169</b>	
<b>GRAND TOTAL INCOME</b>			<b>0</b>	<b>5</b>	<b>2,536</b>	<b>2,541</b>	<b>181</b>	<b>898</b>	<b>1,643</b>	

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	Comments
			£000	£000	£000	£000	£000	£000		
<b>Service Change Savings</b>										
Social Services	S1	<b>Strength Based Practice and Commissioning Saving - Children Services</b> Implementation of priorities contained in the children's services strategy to ensure the right range of cost effective services are in place, including development of community support to keep families together, a reunification framework, continued development of in-house fostering, reframing the relationship with IFAs and developing purposeful homes for children closer to Cardiff. Specifically, it is anticipated that the Directorate will successfully recruit an additional 15 internal foster carers (25 currently being assessed) leading to an equivalent reduction in the number of externally commissioned foster placements, producing a net saving of c£300,000. In addition, it is anticipated that, through the implementation of a range of initiatives, there will be reduced reliance on high cost residential placements. It is assumed that there will be a net reduction of 3-4 placements, with an implied saving of c£600,000. The current budget for externally commissioned placements for children is £27.834 million.	0	900	0	900	0	50	850	The new commissioning posts are now in place, however it is unlikely to result in significant savings in-year. Processes and governance are currently under review but significant increases in residential placements during the early part of the year have resulted in increasing overspends. Programmes to allow additional internal fostering placements, rather than commissioned places, have slipped considerably but are now progressing. However, it is unlikely that any significant savings will result during the year.
	S2	<b>Closer to Home Support - Return 5 people in year to lower cost provision from out of county residential care placements</b> Via an ongoing process of review, the aim is to return care users to lower cost forms of provision from out of county residential care placements or to step down individuals from other high cost placements. The proposed saving represents the equivalent of stepping down 5 individuals from a learning disability residential placement (average cost c£87,000 pa) to a medium cost supported living placement (average cost £57,000). There are currently 119 residential/nursing placements in learning disabilities. In terms of capacity, the existing supported living contract contains places for c300 care users with a degree of turnover evident each year. Work is ongoing with Communities to identify further accommodation. The availability of supported living places is constantly monitored and opportunities for step down considered on an ongoing basis. The current budget for care homes for adults with learning disabilities is £10.389 million.	0	150	0	150	0	0	150	Due to COVID-19 it is impracticable to move residents from one form of provision to another and as a result savings will be unachievable.
	S3	<b>Provide more step down to general purpose accommodation for mental health users</b> Via an ongoing process of review, the aim is to step down care users to general purpose accommodation. The proposed saving represents the equivalent of 3 residential mental health placements (average cost £37,000). If stepping down to a domiciliary care supported package (average £25k) then the equivalent of 12 individuals would have to step down to achieve the saving. There are currently 84 residential/nursing placements in mental health. The current budget for care homes for adults with mental health needs is £3.008 million.	0	150	0	150	0	100	50	The facility has been available since the end of July and therefore savings should be achievable during the later part of the year.
	S4	<b>High Cost Case review in Older people and Physical Disability cases</b> The implementation of a strength-based panel in 2019/20 has increased the scrutiny and review of high cost placements. The panel examines opportunities to encourage independence and reduce reliance on traditional forms of care. The proposed saving of £250,000 represents the equivalent of 15,156 hours of care, which represents c1.25% of the total annual number of domiciliary care hours delivered to older people. The ongoing review includes right-sizing and examining opportunities for the use of community equipment where appropriate. The current combined budgets for commissioned domiciliary care, care homes and direct payments for older people and adults with physical disabilities amount to £51.854 million.	0	250	0	250	0	0	250	Focus has been on the response to the pandemic with no possibility for package review. If there is some opportunity later in the year to review high cost packages there could be an element of savings.
	S5	<b>Review packages for joint funding opportunities in Older People and Physical Disability</b> There is an established CHC review process to examine the potential for the joint (Health) funding of packages in learning disabilities. This has realised c£200k in additional Health funding in 2019/20. Recent data from external consultants suggests that further levels of joint health funding should be available in relation to learning disabilities. Learning disability placements are high cost (c£90,000) and where joint funding is agreed, the UHB contribution is typically 50%. To achieve the saving, 6-7 additional packages would need to be approved for CHC. It is intended that CHC processes in relation to older people and physical disability cases are enhanced with additional capacity being identified. The current income budget for contributions from the Health Service towards the cost of jointly funded packages is £3.7 million.	0	275	0	275	0	0	275	Scope to review funding arrangements is not possible at present, however there is potentially some scope much later in the year depending on COVID-19 circumstances.
	S6	<b>Double to single handed care review</b> There is an ongoing review process seeking opportunities to reduce double handed domiciliary care visits to single carer calls. Via OT reviews, savings of c£125,000 have been identified in 2019/20 to date. Use is made of existing community equipment budgets where appropriate. The proposed saving represents approximately 6,050 hours of care, which represents 0.5% of the total care hours delivered to older people in a year. There are currently 300 care users receiving double handed care. The current budget for older people's commissioned domiciliary care is £16.04 million.	0	100	0	100	0	0	100	Assessment and review is difficult in current circumstances, however there may be some scope later in the year as packages on hold come back on line.

Dir.	Ref	Proposal	Savings Proposal				Savings Progress			Comments
			Employee Costs	Other Spend	Income	Total	Achieved	Projected	Unachieved	
			£000	£000	£000	£000	£000	£000		
Social Services	S7	<p><b>Community Resource Team</b></p> <p>The community resource team provides a re-ablement service which in many cases leads to a reduction in the level of care required by vulnerable people, typically after discharge from hospital. It has been identified that c900 care users have not benefitted from reablement. The intention is therefore to increase the number of people reabled, with a recent trial study identifying that there were further opportunities in this area. The proposed saving represents the equivalent of 7,600 hours of care or 0.6% of the total hours delivered to older people in a year. A 50% care reduction to a typical package size would produce a saving of c£12,000 per individual. The current budget for older people's commissioned domiciliary care is £16.04 million.</p>	0	125	0	125	0	0	125	The saving was around reabling people, especially on discharge from hospital, ultimately resulting in lower commissioned packages of Domiciliary Care. However, routine hospital discharge has slowed down during the early part of this year, therefore hindering the ability to deliver savings. Possible scope for some savings later in the year.
	S8	<p><b>Implement Review of Reablement</b></p> <p>A significant element of the growth in the number of care hours delivered (and hence costs) relates to incremental increase in existing care packages. The strength based group is undertaking an ongoing and more stringent review of requests for increases to packages suggesting, alternatives where appropriate. The proposed saving represents the equivalent of 7600 hours of care or 0.6% of the total hours delivered. The current budget for older people's commissioned domiciliary care is £16.04 million.</p>	0	125	0	125	0	0	125	Planned savings was a process of challenge on the level of domiciliary care packages provided. There has been a drop off in the number of domiciliary care hours due to COVID-19. However, extra budgetary pressures have also been incurred providing support to the domiciliary care providers.
	S9	<p><b>Use of technology in the provision of care and support packages.</b></p> <p>Explore opportunities for the use of technology in the provision of care and support packages. Some technological applications, such as telecare, are already being utilised to support care provision. Further opportunities are being explored with a focus on preventative services that could reduce the reliance on commissioned care, the aim being to mainstream the use of technology in care provision. The current combined budgets for commissioned domiciliary care, care homes and direct payments for older people and adults with physical disabilities amount to £51.854 million.</p>	0	100	0	100	0	0	100	There has been a lack of capacity to progress in the current circumstances.
<b>Social Services - Service Change Total</b>			<b>0</b>	<b>2,175</b>	<b>0</b>	<b>2,175</b>	<b>0</b>	<b>150</b>	<b>2,025</b>	
<b>GRAND TOTAL SERVICE CHANGE</b>			<b>0</b>	<b>2,175</b>	<b>0</b>	<b>2,175</b>	<b>0</b>	<b>150</b>	<b>2,025</b>	
<b>GRAND TOTAL SAVINGS PROPOSALS 2020/21</b>			<b>2,210</b>	<b>3,856</b>	<b>2,491</b>	<b>8,557</b>	<b>2,401</b>	<b>4,281</b>	<b>4,276</b>	

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**APPENDIX 4 - CAPITAL PROGRAMME 2020-2021**

<u>DIRECTORATE &amp; SCHEME</u>	2020-2021 Programme	2019-20 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2020-21	Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b><u>ECONOMIC DEVELOPMENT</u></b>										
<b><u>Business &amp; Investment</u></b>										
1 Town Centre Loan Scheme	1,500	0	0	0	0	1,500	1,500	0	0	0
2 Chapter Arts Centre	280	0	0	0	(280)	0	0	0	0	0
3 S106 Schemes	138	382	(382)	0	0	138	88	(50)	0	(50)
<b>Total Business &amp; Investment</b>	<b>1,918</b>	<b>382</b>	<b>(382)</b>	<b>0</b>	<b>(280)</b>	<b>1,638</b>	<b>1,588</b>	<b>(50)</b>	<b>0</b>	<b>(50)</b>
<b><u>City Development &amp; Major Projects</u></b>										
4 Economic Development Initiatives	2,000	0	0	0	0	2,000	0	(2,000)	0	(2,000)
5 Black Tower Tales	0	130	0	0	0	130	130	0	0	0
6 Economic Stimulus Support James Street	0	1,929	0	0	0	1,929	1,700	(229)	0	(229)
7 International Sports Village	1,000	0	0	0	0	1,000	0	(1,000)	0	(1,000)
8 Central Square Public Realm	0	342	0	0	(342)	342	0	(342)	0	(342)
9 Red Dragon Centre Acquisition	5,664	0	0	0	0	5,664	0	(5,664)	0	(5,664)
10 Pizza Hut Acquisition	0	0	0	0	639	639	639	0	0	0
<b>Total City Development &amp; Major Projects</b>	<b>8,664</b>	<b>2,401</b>	<b>0</b>	<b>0</b>	<b>297</b>	<b>11,704</b>	<b>2,469</b>	<b>(9,235)</b>	<b>0</b>	<b>(9,235)</b>
<b><u>Parks &amp; Green Spaces</u></b>										
11 Asset Renewal Buildings	0	117	0	0	0	117	117	0	0	0
12 Asset Renewal Parks Infrastructure	140	113	0	0	0	253	253	0	0	0
13 Play Equipment	290	243	0	0	0	533	533	0	0	0
14 Parc Cefn Onn	100	169	0	0	0	269	140	(129)	0	(129)
15 Roath Park House	0	34	0	0	22	56	56	0	0	0
16 Roath Park Dam	150	0	0	0	0	150	100	(50)	0	(50)
17 S106 Funded Schemes	1,600	1,036	(1,036)	0	0	1,600	1,343	(257)	0	(257)
<b>Total Parks &amp; Green Spaces</b>	<b>2,280</b>	<b>1,712</b>	<b>(1,036)</b>	<b>0</b>	<b>22</b>	<b>2,978</b>	<b>2,542</b>	<b>(436)</b>	<b>0</b>	<b>(436)</b>
<b><u>Leisure</u></b>										
18 Asset Renewal Buildings	310	0	0	0	0	310	310	0	0	0
19 Leisure Centres ADM (GLL)	0	678	0	0	0	678	220	(458)	0	(458)
20 Cardiff Riding School - Outdoor Arena	18	62	0	0	0	80	80	0	0	0
<b>Total Leisure</b>	<b>328</b>	<b>740</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,068</b>	<b>610</b>	<b>(458)</b>	<b>0</b>	<b>(458)</b>
<b><u>Venues &amp; Cultural Facilities</u></b>										
21 St David's Hall & New Theatre	0	222	0	0	0	222	222	0	0	0
<b>Total Venues &amp; Cultural Facilities</b>	<b>0</b>	<b>222</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>222</b>	<b>222</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Property &amp; Asset Management</u></b>										
22 Asset Renewal - Buildings	2,027	556	0	0	0	2,583	2,583	0	0	0
23 Community Asset Transfer	0	123	0	0	0	123	50	(73)	0	(73)
24 Investment Property Strategy	0	0	0	0	0	0	0	0	0	0
25 Ocean Park Arena	0	0	0	0	250	250	250	0	0	0
26 Cardiff Market Roof & HLF Grant bid	(30)	318	(248)	0	0	40	20	(20)	0	(20)

**APPENDIX 4 - CAPITAL PROGRAMME 2020-2021**

<u>DIRECTORATE &amp; SCHEME</u>	2020-2021 Programme	2019-20 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2020-21	Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Total Property and Asset Management</b>	<b>1,997</b>	<b>997</b>	<b>(248)</b>	<b>0</b>	<b>250</b>	<b>2,996</b>	<b>2,903</b>	<b>(93)</b>	<b>0</b>	<b>(93)</b>
<b>Harbour Authority</b>										
27 Harbour Asset Renewal	262	0	0	0	0	262	262	0	0	0
<b>Total Harbour Authority</b>	<b>262</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>262</b>	<b>262</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>15,449</b>	<b>6,454</b>	<b>(1,666)</b>	<b>0</b>	<b>289</b>	<b>20,868</b>	<b>10,596</b>	<b>(10,272)</b>	<b>0</b>	<b>(10,272)</b>
<b>EDUCATION &amp; LIFELONG LEARNING</b>										
<b>Schools - General</b>										
<b>Planning &amp; Development</b>										
28 Asset Renewal	(4,112)	9,713	0	0	0	5,601	5,601	0	0	0
29 Suitability / Sufficiency	1,040	55	0	0	0	1,095	1,095	0	0	0
30 Whitchurch High	0	1,194	0	0	0	1,194	744	(450)	0	(450)
31 Welsh Medium Education	570	(16)	0	0	176	730	730	0	0	0
32 Reducing Infant Class Sizes	2,150	1,613	(1,566)	0	0	2,197	332	(1,865)	0	(1,865)
33 ICF Education Grants	0	0	0	0	169	169	169	0	0	0
34 Schools ICT (Hwb)Rev Grant	0	0	0	0	309	309	309	0	0	0
35 Schools ICT (Hwb) Capital Grant	0	0	0	0	1,207	1,207	1,207	0	0	0
<b>Total Planning &amp; Development</b>	<b>(352)</b>	<b>12,559</b>	<b>(1,566)</b>	<b>0</b>	<b>1,861</b>	<b>12,502</b>	<b>10,187</b>	<b>(2,315)</b>	<b>0</b>	<b>(2,315)</b>
<b>Schools Organisation Planning</b>										
36 21st Century Schools - Band A	465	774	(274)	0	0	965	1,864	(101)	1,000	899
37 21st Century Schools - Band B	27,152	14,643	(28,873)	0	0	12,922	12,922	0	0	0
<b>Total Schools Organisation Planning</b>	<b>27,617</b>	<b>15,417</b>	<b>(29,147)</b>	<b>0</b>	<b>0</b>	<b>13,887</b>	<b>14,786</b>	<b>(101)</b>	<b>1,000</b>	<b>899</b>
<b>TOTAL EDUCATION &amp; LIFELONG LEARNING</b>	<b>27,265</b>	<b>27,976</b>	<b>(30,713)</b>	<b>0</b>	<b>1,861</b>	<b>26,389</b>	<b>24,973</b>	<b>(2,416)</b>	<b>1,000</b>	<b>(1,416)</b>
<b>PEOPLE &amp; COMMUNITIES</b>										
<b>COMMUNITIES &amp; HOUSING</b>										
<b>Neighbourhood Regeneration</b>										
38 Neighbourhood Renewal schemes	310	179	0	0	0	489	389	(100)	0	(100)
39 Maelfa Centre Regeneration	0	0	0	30	0	30	30	0	0	0
40 Alleygating	50	26	0	0	0	76	76	0	0	0
41 Targeted Regeneration Investment Programme Matchfunding	100	330	0	(100)	0	330	0	(330)	0	(330)
42 Tudor Street Commercial Business Improvement Scheme	820	0	0	100	(51)	869	869	0	0	0
43 Tudor Street Business Environment Improvements	0	0	0	0	750	750	750	0	0	0
44 Butetown Pavillion	0	13	0	0	115	128	128	0	0	0
45 Rhydypennau Community Hub	305	0	0	0	40	345	345	0	0	0
46 Whitchurch Community Hub	389	0	0	0	(21)	368	368	0	0	0
47 Rhiwbina Community Hub	336	0	0	0	0	336	20	(316)	0	(316)
48 City Centre Youth Hub	(350)	851	0	0	0	501	50	(451)	0	(451)
49 S106 Funded Projects	1,093	252	(252)	0	0	1,093	478	(615)	0	(615)
<b>Total Neighbourhood Regeneration</b>	<b>3,053</b>	<b>1,651</b>	<b>(252)</b>	<b>30</b>	<b>833</b>	<b>5,315</b>	<b>3,503</b>	<b>(1,812)</b>	<b>0</b>	<b>(1,812)</b>

**APPENDIX 4 - CAPITAL PROGRAMME 2020-2021**

<u>DIRECTORATE &amp; SCHEME</u>	2020-2021 Programme	2019-20 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2020-21	Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b><u>Housing (General Fund)</u></b>										
50 Disabled Facilities Service	4,550	4	0	0	0	4,554	3,900	(654)	0	(654)
51 Enable Grant	436	0	0	0	0	436	436	0	0	0
52 Council Holding ICF Monies	0	2,304	0	0	0	2,304	2,304	0	0	0
53 Estate Environmental Improvements	140	312	0	0	0	452	252	(200)	0	(200)
54 Travellers Site Expansion	0	17	0	0	0	17	17	0	0	0
55 Domestic Abuse Multi Agency Hub	0	60	0	0	0	60	60	0	0	0
<b>Total Housing</b>	<b>5,126</b>	<b>2,697</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,823</b>	<b>6,969</b>	<b>(854)</b>	<b>0</b>	<b>(854)</b>
<b><u>Flying Start</u></b>										
56 Flying Start	0	0	0	0	152	152	152	0	0	0
57 Childcare	382	0	0	0	0	382	111	(271)	0	(271)
<b>Total Flying Start</b>	<b>382</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>152</b>	<b>534</b>	<b>263</b>	<b>(271)</b>	<b>0</b>	<b>(271)</b>
<b>Total Communities &amp; Housing</b>	<b>8,561</b>	<b>4,348</b>	<b>(252)</b>	<b>30</b>	<b>985</b>	<b>13,672</b>	<b>10,735</b>	<b>(2,937)</b>	<b>0</b>	<b>(2,937)</b>
<b><u>SOCIAL SERVICES</u></b>										
<b><u>Adult Services</u></b>										
Asset Renewal - Buildings	0	0	0	0	0	0	0	0	0	0
58 Tremorfa Day Services (ICF)	0	24	0	0	0	24	24	0	0	0
59 ICF Grants	0	0	0	0	0	0	0	0	0	0
60 Day Centre Opportunities	0	30	0	(30)	0	0	0	0	0	0
<b>Total Adult Services</b>	<b>0</b>	<b>54</b>	<b>0</b>	<b>(30)</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Children's Services</u></b>										
61 Accomodation Strategy	0	229	0	0	0	229	0	(229)	0	(229)
62 Children Looked After	500	0	0	0	0	500	370	(130)	0	(130)
63 Trelai Youth Centre	150	0	0	0	0	150	150	0	0	0
<b>Children's Services</b>	<b>650</b>	<b>229</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>879</b>	<b>520</b>	<b>(359)</b>	<b>0</b>	<b>(359)</b>
<b>Total Social Care</b>	<b>650</b>	<b>283</b>	<b>0</b>	<b>(30)</b>	<b>0</b>	<b>903</b>	<b>544</b>	<b>(359)</b>	<b>0</b>	<b>(359)</b>
<b>TOTAL PEOPLE &amp; COMMUNITIES</b>	<b>9,211</b>	<b>4,631</b>	<b>(252)</b>	<b>0</b>	<b>985</b>	<b>14,575</b>	<b>11,279</b>	<b>(3,296)</b>	<b>0</b>	<b>(3,296)</b>
<b><u>PLANNING, TRANSPORT &amp; ENVIRONMENT</u></b>										
<b><u>Energy Projects &amp; Sustainability</u></b>										
64 Energy Retrofit of Buildings (REFIT - Invest to Save)	750	0	0	0	0	750	750	0	0	0
65 Salix SEELS	500	0	0	0	(500)	0	0	0	0	0
66 Lamby Way Solar Farm	1,891	290	0	0	519	2,700	2,700	0	0	0
<b>Total Energy Projects &amp; Sustainability</b>	<b>3,141</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>3,450</b>	<b>3,450</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Bereavement &amp; Registration Services</u></b>										
67 New Cemetery Site ( Invest To Save)	2,185	335	0	0	0	2,520	2,520	0	0	0
68 Property Asset Renewal	275	0	0	0	0	275	275	0	0	0
<b>Total Bereavement &amp; Registration Services</b>	<b>2,460</b>	<b>335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,795</b>	<b>2,795</b>	<b>0</b>	<b>0</b>	<b>0</b>

**APPENDIX 4 - CAPITAL PROGRAMME 2020-2021**

<u>DIRECTORATE &amp; SCHEME</u>	2020-2021 Programme	2019-20 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2020-21	Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b><u>Recycling Waste Management Services</u></b>										
69 New HWRC North Cardiff	0	200	0	0	0	200	0	(200)	0	(200)
70 Recycling Collection Containers	(815)	815	0	0	0	0	0	0	0	0
71 MRF	45	0	0	0	0	45	45	0	0	0
72 Waste Recycling and Depot Site Infrastructure	0	396	0	0	0	396	492	96	0	96
73 Property Asset Renewal	0	85	0	0	0	85	85	0	0	0
<b>Total Recycling Waste Management Services</b>	<b>(770)</b>	<b>1,496</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>726</b>	<b>622</b>	<b>(104)</b>	<b>0</b>	<b>(104)</b>
<b><u>Highway Infrastructure</u></b>										
74 Highway Carriageway - Reconstruction	400	357	0	0	0	757	757	0	0	0
75 Highway Resurfacing	2,473	2,906	0	923	0	6,302	6,302	0	0	0
76 Footpaths	1,035	538	0	(923)	0	650	650	0	0	0
77 Footway Improvements around Highway Trees	125	29	0	0	0	154	154	0	0	0
78 Millennium Walkway	100	240	0	0	0	340	340	0	0	0
79 Bridges & Structural Work	1,200	682	0	(47)	0	1,835	1,000	(835)	0	(835)
80 Street Lighting Column Replacement	70	763	0	0	0	833	225	(608)	0	(608)
81 LED Lighting Residential (Invest to Save)	1,000	2,000	0	0	0	3,000	1,500	(1,500)	0	(1,500)
82 Coastal Erosion Schemes	283	471	(233)	0	0	521	433	(88)	0	(88)
83 Flood Prevention Schemes	0	37	0	47	229	313	313	0	0	0
<b>Total Highway Maintenance</b>	<b>6,686</b>	<b>8,023</b>	<b>(233)</b>	<b>0</b>	<b>229</b>	<b>14,705</b>	<b>11,674</b>	<b>(3,031)</b>	<b>0</b>	<b>(3,031)</b>
<b><u>Traffic &amp; Transportation</u></b>										
84 Road Safety Schemes	335	0	0	0	0	335	335	0	0	0
85 Asset Renewal Telematics / Butetown Tunnel	595	(36)	(35)	0	0	524	524	0	0	0
86 Cycling Development	800	1,874	0	0	0	2,674	1,462	(1,212)	0	(1,212)
87 WG Grant Matchfunding	375	397	0	0	0	772	666	(106)	0	(106)
88 City Centre & Key links Transport Improvement	(1,259)	1,259	0	0	405	405	405	0	0	0
89 WG Covid Response	0	0	0	0	3,619	3,619	3,619	0	0	0
90 WG (Local Transport Fund )	990	4	0	0	1,905	2,899	2,899	0	0	0
91 WG Resilient Roads	0	0	0	0	1,673	1,673	1,673	0	0	0
92 WG (Local Transport Network Fund)	9,000	0	0	0	(9,000)	0	0	0	0	0
93 WG (Road Safety Casualty Reduction)	700	101	0	0	(429)	372	372	0	0	0
94 WG (Safe Routes in Communities)	285	17	0	0	0	302	302	0	0	0
95 WG (Active Travel Fund)	3,000	580	0	0	1,295	4,875	4,875	0	0	0
96 DfT On Street Residential Charge points	50	55	(55)	0	(50)	0	0	0	0	0
97 Electric Vehicle Charging Points	200	304	(304)	0	(200)	0	0	0	0	0
98 Transport & Environmental Imps	250	0	0	0	(250)	0	0	0	0	0
99 Moving Offences Enforcement / P&D Equipment	475	181	0	0	(150)	506	506	0	0	0
100 Bus Corridor Improvements	415	0	0	0	(335)	80	80	0	0	0
101 Cardiff West Interchange	250	(3)	0	0	0	247	0	(247)	0	(247)
102 CCTV System Upgrade	0	(35)	35	0	0	0	0	0	0	0
103 WG Air Quality	10,000	0	0	0	(6,000)	4,000	4,000	0	0	0
104 S106 Funded Schemes	601	474	(474)	0	0	601	582	(19)	0	(19)
<b>Total Traffic &amp; Transportation</b>	<b>27,062</b>	<b>5,172</b>	<b>(833)</b>	<b>0</b>	<b>(7,517)</b>	<b>23,884</b>	<b>22,300</b>	<b>(1,584)</b>	<b>0</b>	<b>(1,584)</b>
<b><u>Central Transport Services</u></b>										



**APPENDIX 4 - CAPITAL PROGRAMME 2020-2021**

<u>DIRECTORATE &amp; SCHEME</u>	2020-2021 Programme	2019-20 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2020-21	Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
105 Vehicle Replacement -Lease or Buy	3,260	0	0	0	0	3,260	2,900	(360)	0	(360)
<b><u>Strategic Planning &amp; Regulatory</u></b>										
106 S106 Projects	77	150	(150)	0	0	77	31	(46)	0	(46)
<b>Total Strategic Planning &amp; Regulatory</b>	<b>77</b>	<b>150</b>	<b>(150)</b>	<b>0</b>	<b>0</b>	<b>77</b>	<b>31</b>	<b>(46)</b>	<b>0</b>	<b>(46)</b>
<b>TOTAL PLANNING, TRANSPORT &amp; ENVIRONMENT</b>	<b>41,916</b>	<b>15,466</b>	<b>(1,216)</b>	<b>0</b>	<b>(7,269)</b>	<b>48,897</b>	<b>43,772</b>	<b>(5,125)</b>	<b>0</b>	<b>(5,125)</b>
<b><u>RESOURCES</u></b>										
<b><u>Technology</u></b>										
107 Modernising ICT to improve Business Processes	600	(175)	0	0	0	425	300	(125)	0	(125)
108 ICT Refresh	830	36	0	0	0	866	866	0	0	0
<b>Total Technology</b>	<b>1,430</b>	<b>(139)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,291</b>	<b>1,166</b>	<b>(125)</b>	<b>0</b>	<b>(125)</b>
<b><u>Corporate</u></b>										
109 Contingency	200	0	0	0	0	200	200	0	0	0
110 Invest to Save - Bid Allocation for small schemes	500	0	0	0	0	500	500	0	0	0
111 City Deal - Cardiff Share	1,198	2,474	0	0	0	3,672	0	(3,672)	0	(3,672)
112 Core Office Strategy -Digital Infrastructure	2,000	0	0	0	0	2,000	2,000	0	0	0
113 Web casting and Infrastructure	220	0	0	0	0	220	220	0	0	0
114 Cardiff City Transport Services Ltd - Cardiff Bus Support	7,000	0	0	0	0	7,000	7,000	0	0	0
<b>Total Corporate</b>	<b>11,118</b>	<b>2,474</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,592</b>	<b>9,920</b>	<b>(3,672)</b>	<b>0</b>	<b>(3,672)</b>
<b>TOTAL RESOURCES</b>	<b>12,548</b>	<b>2,335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,883</b>	<b>11,086</b>	<b>(3,797)</b>	<b>0</b>	<b>(3,797)</b>
<b>TOTAL GENERAL FUND</b>	<b>106,389</b>	<b>56,862</b>	<b>(33,847)</b>	<b>0</b>	<b>(4,134)</b>	<b>125,612</b>	<b>101,706</b>	<b>(24,906)</b>	<b>1,000</b>	<b>(23,906)</b>
<b><u>PUBLIC HOUSING (HRA)</u></b>										
115 Estate Regeneration and Stock Remodelling	2,900	90	(90)	0	0	2,900	3,186	286	0	286
116 External and Internal improvements to buildings	11,150	2,678	(2,678)	0	0	11,150	8,917	(2,233)	0	(2,233)
117 Disabled Facilities Service	3,350	(263)	263	0	0	3,350	2,700	(650)	0	(650)
118 Housing New Builds & Acquisitions	39,375	3,359	(3,359)	0	0	39,375	37,980	(1,395)	0	(1,395)
<b>TOTAL PUBLIC HOUSING</b>	<b>56,775</b>	<b>5,864</b>	<b>(5,864)</b>	<b>0</b>	<b>0</b>	<b>56,775</b>	<b>52,783</b>	<b>(3,992)</b>	<b>0</b>	<b>(3,992)</b>
<b>TOTAL</b>	<b>163,164</b>	<b>62,726</b>	<b>(39,711)</b>	<b>0</b>	<b>(4,134)</b>	<b>182,387</b>	<b>154,489</b>	<b>(28,898)</b>	<b>1,000</b>	<b>(27,898)</b>

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## **Appendix 5 - Capital Schemes Update**

### **Economic Development**

1. The 2020/21 programme for the Directorate is £20.868 million, with an initial variance identified of £10.272 million predominantly in relation to city development and major projects.

### **Business and Investment**

2. The council has received from Welsh Government, repayable loans totalling £4.810 million for the implementation of town centre regeneration schemes in order to bring back vacant, underutilised or redundant buildings into beneficial use. Expenditure of £1.5 million on loans is currently assumed for the year, but is dependent on applications, due diligence and ensuring appropriate security arrangements for any loans. This currently includes projects at Windsor Place and Chapter Arts Centre.

### **City Development & Major Projects**

3. A sum of £2.366 million was originally allocated in the 2019/20 capital programme for economic development initiatives, primarily in relation to heritage buildings. A sum of £366,000 is to be used for the completion of the Black Tower Tales visitor experience at Cardiff Castle, with £130,000 of this to be spent in 2020/21 to allow for completion of this. The balance of £2 million is currently assumed to be carried forward into 2021/22 to facilitate ongoing economic development initiatives.
4. A sum of £1.929 million arising from 2019/20 Welsh Government grant to support economic stimulus in local authorities has been used for the acquisition of land situated on the corner of James Street and Adelaide Street in Cardiff Bay that has remained derelict for over 30 years. Site clearance and demolition is planned this financial year and coupled with existing land ownership in the area such as the Royal Stuart Workshops, a comprehensive redevelopment plan of the area is to be prepared to assist with the regeneration of Cardiff Bay.
5. An initial sum of £1 million was allocated in 2020/21 towards the Development strategy for the Sports Village and infrastructure works which would be repaid through capital receipts or revenue from sites. An updated masterplan and development strategy is due to be presented to Cabinet in the latter half of the year. Pending this, it is assumed that no costs will be incurred this financial year.
6. The primary phase of Central Square Public Realm was completed in November 2018 with costs of £8.7 million in 2018/19 and prior. Slippage of £342,000 will continue to be carried forward into 2021/22 in order to complete works arising following future phases of the development and in line with various other public realm works planned around the site.

7. Cabinet approved the acquisition of the Red Dragon Centre site in December 2019, triggering the approval of the affordability envelope in respect of delivery of a new indoor arena as part of the 2019/20 budget proposals. Completion of the site took place in January 2020. Procurement of a developer/operator for the new Indoor Arena is currently under way, with shortlisted bidders in a competitive dialogue phase as part of a full business case on the delivery of the Arena to be presented to Cabinet for final approval. Subject to submission of a planning application for an Indoor Arena on the Atlantic Wharf site, a further sum is payable for the acquisition of the site. This is currently assumed to be in 2021/22, resulting in slippage.
8. In August 2020, the affordability envelope was also utilised to acquire the long leasehold in a property known as Pizza Hut, Hemingway Road, Cardiff. The property is to be managed as part of the Red Dragon Centre, but is also deemed a strategic investment to assist with the Council's wider master planning of Atlantic Wharf.

### **Parks & Green Spaces**

9. The contract for the refurbishment of the toilet block at Parc Cefn Onn which started last February was completed in August at a total cost of circa £219,000 with additional funding required to complete this of £117,000 to be met from the Council's building asset renewal budget.
10. The Parks Asset Renewal Infrastructure budget for 2020/21 including slippage is £253,000 and is to be used for footpath reconstruction at Hailey Park and Whitchurch Common, and for retaining structural works, including Waterhall bridge replacement, Cath Cobb Woods and Fairwater Park Wall.
11. The enhanced play equipment capital allocation is £533,000 including a significant level of slippage from 2019/20. It is essential that a robust process for the planning and delivery of these schemes is in place with resurfacing and replacement of playground equipment at sites including Lascelles, Parc Caedelyn, Glenmount Way, Grange Gardens, Drovers Way, Catherine Gardens, Victoria Park and Peppermint Drive.
12. Refurbishment works at Roath Park House, to protect it from further deterioration and make it wind and watertight, commenced in September and were completed in August 2020 at a cost of £617,000. Options and costs are now being determined to complete the building and fit out the property as a cafeteria and cookery school for Youth Foods. The project utilises most of the funding from capital receipts from the disposal of the former youth hostel at Wedal Road agreed by Cabinet to be re-invested in the Roath Park District Area.
13. Expenditure of £100,000 is forecast on professional fees and surveys during the year in relation to Roath Park Dam in order to determine an options report for works deemed required as part of the Reservoir Act 1975 and in response to a Natural Resources Wales inspection report. Future costs are subject to this

appraisal, consideration of the impact on other features of this Grade1 listed Historic Park as part of a future Cabinet Report.

## **Leisure**

14. A property asset renewal budget of £310,000 has been allocated in the year to replace sections of roof at Western Leisure Centre in order to urgently address water ingress.
15. As part of the contract for the transfer of leisure sites to GLL, the balance remaining of the £3.5 million for investment in the transferred leisure sites is £0.678 million, which is repayable on an investment to save basis. Expenditure of £220,000 is forecast during the year on the Air Handling Unit at Western Leisure Centre.
16. Following confirmation of drainage requirements, a tender package is being amended and is to be issued for a scheme at Pontcanna Riding School to resurface the outdoor arena. The project has been a significant time in development but is aimed to be completed this financial year following confirmation of a drainage assessment. Funding sources include a grant from Sport Council Wales and a contribution from the friends of Pontcanna Riding School.

## **Venues and Cultural Facilities**

17. A balance of £222,000 is available in 2020/21 from Capital budgets initially allocated in 2015/16 for priority works identified at St David's Hall (£350,000) and New Theatre (£295,000). The upgrading of the Building Management System at St David's Hall which commenced last year will be completed this year at a total cost of £415,000, with the balance to be met from the Council's property asset renewal budget.

## **Property & Asset Management**

18. Property Asset Renewal works for administration buildings will be developed over the year but currently includes health and safety works at Ocean Park Arena, roof replacement at Cardiff Castle Visitor Centre, the Grassroots Building, Thornhill Crematorium and Cardiff Central Market and lift upgrades at County Hall and St David's Hall.
19. The Community Asset Transfer budget provides up to £25,000 for improvement works to buildings being taken on by third party organisations. Payments are subject to progress on schemes and slippage of £73,000 is shown at this stage into 2021/22.
20. In respect of the former Virgin Active Tennis Centre, immediate health and safety as well as works to reconfigure the centre into separate, self-contained units has been completed at a cost of £1.635 million to create a local sports and club facility, the Ocean Park Arena. Rental and service charge agreements have been established with tenants and works are currently being undertaken in respect to

outdoor sports pitches in partnership with the House of Sport. In the absence of a land receipt from the site, these costs are paid for from capital receipts from the investment property strategy. Further work to replace the Air Handling units at an estimated cost of £250,000 is proposed to be paid for as part of the Property asset renewal budget.

21. In respect of Central Market, the council's phase one application for a scheme to provide interpretation and to restore and prevent further deterioration to the building has been approved by the National Lottery Heritage Fund. The development and design stage is expected to run to August 2021 and subject to this, there will be a final funding announcement in January 2022. The Council has allocated £450,000 capital funding over the next four years as well as an earmarked revenue reserve of £269,000. Expenditure during this year is forecast to be £20,000.

### **Harbour Authority**

22. The Harbour Asset Renewal budget approved for 2020/21 is £262,000, to be spent on the purchase of a new crane to undertake barrage maintenance and refurbishment of railings at Penarth Marina. Discussions are taking place with Welsh Government in respect of works required in relation to the Dock feeder and Castle water bus stop.

### **Education and Lifelong Learning**

23. The 2020/21 programme for the Directorate is £26.389 million, with a net overall variance identified of £1.416 million primarily due to the delays in on site works across all schemes due to the COVID-19 lockdown restrictions at the start of the year.

### **Schools - General**

#### *Asset Renewal - Buildings*

24. The Council asset renewal allocation of £5.601 million in 2020/21 includes an assumed £3 million WG grant for schools capital maintenance, in line with grants received in the prior two financial years. Full expenditure is anticipated this financial year based on the current programme of roof and boiler replacements, fire precaution works, safeguarding of lobbies and kitchen upgrades. Due to limited scope for works to be carried out during recent lockdowns, spend is anticipated to be lower than prior years and the medium term budgets re-profiled to reflect current circumstances. An additional £25 million invest to save funding to address condition, health and safety and additional learning needs within the schools estate was approved in 2018/19 and, as approved in the Capital Programme in February, no spend from this allocation was intended for 2020/21. This additional funding will be used flexibly over the medium term to support the programme of works when required.

#### *Asset Renewal – Suitability and Sufficiency*

25. The Suitability and Sufficiency budget of £1.095 million includes £55,000 slippage brought forward from 2019/20. This budget is expected to be fully utilised in 2020/21 on a range of works including; security and safeguarding works on boundaries and receptions across the schools estate, as well as priority Disability Discrimination Act (DDA) adaptations.

#### *Whitchurch High*

26. A £1.194 million separate allocation exists for works at Whitchurch High with future works subject to a full options appraisal. Opportunities for virements from existing education budgets will be considered subject to the impact of such an approach. Given delays in construction across the programme it is assumed that there will be slippage of £450,000.

#### *Welsh Medium Grant*

27. A further grant of £1 million was awarded from WG in 2019/20 to improve Ysgol Y Wern under the Welsh Medium programme. Works on the project will be finalised this year, which will increase the school to three forms of entry by providing two new permanent classrooms via extension of the existing building, along with the development of a Welsh medium teachers training room in partnership with Cardiff Metropolitan, Welsh Government and the Central South Consortium. Full spend of the remaining £730,000 grant is anticipated in 2020/21.

#### *Reducing Infant Class Sizes Grant*

28. As part of an ongoing programme to reduce infant class sizes, Welsh Government agreed a £3.322 million grant funding package until 2021 for St Fagan's Primary, St Francis Primary and Oakfield Primary. Final payments to Oakfield contractors will be paid this year, with works on the St Fagan's project having commenced. St Francis is expected to commence later this year, with expected slippage of £1.865 million. WG have confirmed an extension to this grant allowing slippage into 2021/22 due to the difficulties in working on site caused by COVID-19.

#### **Schools Organisation Plan – 21<sup>st</sup> Century Schools**

29. The 21<sup>st</sup> Century Schools Band A programme has fully utilised Welsh Government grant funding of circa £66 million with final expenditure in 2020/21 expected to be £1.5 million including the demolition and security costs at the Michaelston site as part of the Cardiff High School in the West project. This is significantly higher than first planned due to delays in being able to start on site (COVID-19 related) and significant concerns relating to asbestos and other site contaminants. Outstanding Band A grant retentions will be utilised to fund this expenditure in the first instance with Invest to save picking up any additional spend.

30. Band B of the 21<sup>st</sup> Century Schools Programme has now commenced with an original funding envelope of circa £284 million. This has been amended by WG to £202 million based on the movement of Cathays High and Willows schemes to the Mutual Investment Model (MIM). This is to be funded by a Welsh Government grant award with match funding from Cardiff Council at a rate determined by the type of school. The timescales of the programme have been reviewed since the initial submission to Welsh Government and will continue to evolve as detailed business cases are developed. At present three schemes are progressing; Fitzalan High, St Mary the Virgin and Doyle Avenue.
31. The stage one and enabling works contracts for Fitzalan have been awarded and works on site are expected to commence imminently. Total spend anticipated in 2020/21 is £11.479 million out of the total £64.3 million allocated budget. The full business case has been agreed by Welsh Government.
32. St Mary the Virgin is currently at design stage with the full business case currently being drafted. Minimal expenditure is anticipated this year in line with cash flows projected in the business case.
33. The Doyle Avenue scheme aims to house three schools (Cantonian, Riverbank and Woodlands) on one shared campus. This is currently at the initial design stage, awaiting appointment of technical project management due to the complex nature of the scheme. Current projections are based on historic cost profiles and are currently being reviewed. It is likely that additional slippage will occur on this scheme.

### **People & Communities**

34. The total programme for 2020/21 is £14.575 million, with a variance identified of £3.296 million, the majority of which relates to slippage on regeneration schemes and housing.

### **Communities & Housing**

#### **Neighbourhood Regeneration**

35. The Neighbourhood Renewal Schemes budget of £489,000, includes completion of schemes from 2019/20 in relation to street scene environmental improvements in Cathays and Riverside as well as implementation of a 3G sports pitch at Splott Park. Additional projects in development include a range of wellbeing improvements in Llanishen Park as well as environmental improvements on Cowbridge Road East and Llanishen Street.
36. Including slippage from the prior year of £26,000 the alley gating budget is £76,000 for priority schemes throughout the city. Subject to completion of consultation and legal procedures, full expenditure is currently forecast.
37. In March 2018, Cabinet agreed priorities for submission under the Welsh Government Targeted Regeneration Investment (TRI) Programme. In



accordance with the terms and conditions of the funding, the Council has allocated its own resources to supplement other public and private funding, a total of £1.3 million.

38. TRIP funding of £545,000 was approved towards Butetown Pavilion which is now complete following a delay in the acquisition of equipment and fit out as a result of COVID-19.
39. The Tudor Street Business Improvement Scheme will focus on the delivery of external improvements to commercial premises in Tudor Street, Riverside. Start on site was delayed by COVID-19 and progress continues to be dependent on the ability to enter properties. TRIP funding of £920,000 is approved for this £1.35 million scheme, expected to be complete by September 2021.
40. £1.630 million of TRIP funding has been approved for an environmental improvement and green infrastructure scheme at Tudor Road as part of a potential scheme totalling £3 million, subject to completion of a tender process. Subject to this, a start is expected this financial year.
41. Schemes to create hubs at Rhydypennau and Whitchurch funded by Welsh Government MALD and Integrated Care Fund (ICF) grants were completed in August. Options are being considered to create a comprehensive scheme at Rhiwbina, with initial design costs assumed in 2020/21 and subject to grant applications to Welsh Government.
42. The Council aims to develop an integrated city centre business academy for young people, at Grassroots in Charles Street. The project is at design stage and with forecast costs of over £2.5 million. An Intermediate Care Fund grant bid has been approved at £400,000 to supplement a Council allocation of £800,000 and the outcome of further external grant bids is awaited as part of a wider regeneration scheme. The feasibility and viability of the scheme is being considered given the cost and outcomes of alternative grant funding bids.

### **Housing (General Fund)**

43. The Disabled Facilities Service budget for mandatory and discretionary grants to housing owner-occupiers as well as for administration costs for the grants is £4.550 million and includes an additional £750,000 p.a to meet additional demand and reduce waiting times. This expenditure allows housing owner-occupiers to continue living in their own home. Due to COVID-19, demand in the first quarter has been weak, and the focus has been on the most critical cases. Assessments are now progressing as part of the service recovery plan, with the current forecast of expenditure being £3.9 million.
44. In addition, an Enable grant totalling £436,000 has been awarded in the year from Welsh Government to deliver additional adaptations.
45. An Intermediate Care Fund (ICF) grant of £660,000 and £1.644 million was received late in 2018/19 and 2019/20 respectively and utilised for disabled adaptations expenditure. In accordance with the terms in accepting the grant, the

Council was required to carry forward its own displaced resources as slippage. This £2.304 million is now to be returned to Welsh Government to be spent on agreed ICF priorities with the health board.

46. To facilitate comprehensive regeneration schemes, the estate environmental improvement allocation supports the costs of works to owner-occupier properties as part of the Public Housing programme. Schemes during the year include, Roundwood Estate, Arnold Avenue and Bronte Crescent. The budget will also contribute towards any requirement for enabling works as part of approved energy efficiency schemes, for which £100,000 is assumed whilst a WG led scheme is developed. There will be slippage of £200,000 into 2021/22 in respect of the energy scheme and to allow completion of existing schemes.
47. Acquisition of a site to expand the number of pitches at Shirenewton traveller's site took place in 2019/20 with total expenditure of £433,000. Demolition of buildings is being undertaken in parallel with options to determine the number of pitches on site prior to submission of a grant application to Welsh Government.
48. The Domestic Abuse One Stop Shop at the Cardiff Royal Infirmary site was built in partnership with the Health Board and will be will be run by RISE which is a consortium of organisations providing services to support women. Handover was delayed as a result of COVID-19 whilst awaiting final interior elements to be installed.
49. Subject to finalisation of legal agreements and terms and conditions of funding from Welsh Government, the Council will trial of the Private Rented Sector (PRS) Leasing Scheme between 2020-27. The purpose of the Scheme is to improve access to longer term affordable and good quality housing, with tenancy support, in the PRS. The lessons learned from the trial of this scheme will support the development of a national scheme across all local authorities in Wales. The Scheme will support those who homeless or are at risk of homelessness and provide tenants with longer term security of accommodation (up to 5 years) at a rent at local housing allowance (LHA) level. Under the scheme, the Council will provide support to tenants to help them to access and maintain their tenancies; reducing the risk of future homelessness by addressing their challenges quickly and responsibly. The Council will acquire quality properties for a period of 5 years; providing regular rental income to property owners at the relevant Local Housing Allowance rate less 10%. Detailed processes are being determined with further information on timescales, revenue and capital grants as well as loan funding to be provided by Welsh Government included in the programme in future monitoring reports.

### **Flying Start**

50. The budget for Flying Start Capital schemes for the year totals £152,000. This comprises of allocations for furniture and ICT for Ely and Caerau Children's Centre and Greenway Primary (£45,000 and £47,000 respectively), alongside a sum of £60,000 for refurb works at seven nursery sites across Cardiff. It is anticipated that all works will be completed by year-end.

### **Childcare Capital Grant**

51. WG grants in relation to Childcare total £382,000 to continue to support sufficient childcare places to meet demand. Slippage of £271,000 is expected in relation to St Mary the Virgin and childcare for the new Welsh Medium childcare, due to dependency on other projects progressing first. The remainder is estimated to be fully utilised in 2020/21.

## **Social Services**

### **Children's Services**

52. Proposals from the remaining John Kane Fund include an extension and refurbishment of the Crossland's home. With projected costs in excess of the budget available and the need to mitigate the impact of the works on service delivery, no expenditure is currently assumed during the year.
53. Expenditure of £370,000 is assumed to acquire a property and develop it for short stay assessment accommodation for Children looked after as part of the 'Right Home, Right Support' commissioning strategy.
54. An Integrated Care Fund grant of £300,000 over two years is available to improve and increase capacity of Trelai Youth Centre on the Ty Gwyn Special School campus, making it available to children and young adults with learning disabilities and complex needs in Cardiff for out of school activities.

## **Planning, Transport & Environment**

55. The 2020/21 programme for the Directorate is £48.897 million, with a variance identified of £5.125 million. This is primarily in relation to slippage of highway maintenance and cycling development projects. A range of grants have been approved by Welsh Government, in most cases, with a requirement to undertake expenditure by 31 March 2021. Schemes and associated preparatory works will need to progress promptly in order to maximise utilisation. Opportunities to switch council funding will also need to be considered as the year progresses.

### **Energy Projects & Sustainability**

56. A number of energy schemes totalling circa £1.3 million are proposed to be undertaken under the second phase of the REFIT programme. Subject to tender as well as application and approval of a repayable Salix loan, forecast expenditure is £750,000 during 2020/21.
57. In May 2019, Cabinet approved the final business case to deliver a solar farm at Lamby Way. The Solar Farm is a long term invest to save project which is projected to be self-financing over its operational life which is in excess of 30 years. In reaction to the COVID-19 crisis, the contractor left the site in March and returned in June, resulting in a delay in the works. However installation of the panels is now complete with first electricity generation following connection to the grid expected in early September. The critical next phase in terms of timing and maximising income is the installation of a private wire and this is now

expected to be complete before the end of November. The total cost of the scheme is now expected to be in excess of £8.5 million including the initial grid connection.

58. The Council has been offered grant funding of £6,628,000 for Phase 1 of the Cardiff Heat Network project from the Department of Business, Energy and Industrial Strategy (BEIS). This is subject to the outcome of a procurement exercise to appoint a contractor to design, build, operate and maintain the network and subsequent approval of the final business case by Cabinet.
59. It should be noted that the costs of all projects identified above together with ongoing maintenance must be paid back from savings or future income generation.

### **Bereavement & Registration services**

60. A contract for works to create new burial space in the North of the city is currently on site and forecast to be complete by February 2021. Any expenditure must be repaid from future income receivable as part of the bereavement reserve.
61. As part of the budget proposals for 2020/21, a segregated Capital property asset renewal allocation for bereavement services was created from the rest of the property portfolio to allow more of the bereavement reserve to be used to support the revenue costs of the service and Directorate. The allocation for 2020/21 is £275,000, to support site infrastructure improvements, equipment, lighting and improvements to facilities. The lining of the three cremators have also been replaced at a cost £185,000 earlier than planned, with funding to be potentially brought forward subject to progress on other schemes.

### **Recycling Waste Management Services**

62. The five-year capital programme includes £3.325 million to explore options for a new household waste recycling / reuse centre. No expenditure is forecast to be incurred during the year until a suitable site is identified, resulting in slippage of £200,000.
63. The Capital programme for 2019/20 included an allocation of £815,000 to roll out a separate glass collection scheme. The Council is working with Welsh Government, WRAP and Local Partnerships on the Recycling Service Strategy Development and to evaluate, plan and implement a cost-effective waste management system that meets current and future Welsh Government and Council targets and aspirations. Opportunities for grant support will be considered as part of any agreed approach. The budget has been profiled and moved to the 2021/22 financial year.
64. Funds previously allocated for fire safety measures in relation to the Materials Recycling Facility (MRF) equipment and building are to be used for a range of infrastructure improvements at depot and recycling sites. This includes CCTV,

barriers for health and safety, weighbridge and vehicle wash upgrades. Current projections show that budgets allocated in future years will need to be brought forward. Property asset renewal works include shower and drying facilities for staff at Lamby Way, with other schemes being considered to support improvement of site operations.

## Highway Maintenance

65. Expenditure on the reconstruction of structurally deteriorated roads which are deemed to be a priority is forecast to be £757,000. Site investigations will determine the most appropriate treatment to address their condition and form the basis of any tender exercise. Prioritised roads are Church Road in Pentyrch and Creigiau Road.
66. The budgets for carriageway and footpath works total £7.106 million including slippage from 2019/20. Budgets from footpaths have been re-prioritised to carriageways as social distancing requirements make the delivery of such works difficult as well as costly. The budget will complete 2019/20 carriageway preventative, resurfacing and patching contracts, micro asphalt resurfacing and a number of other treatments during the remainder of the year. In order to avoid slippage, assessment of priorities and immediate actions should be put in place in order to ensure works can be procured and completed where budgets have been requested during the year to address condition.
67. The five year capital programme includes a sum of £2.240 million to replace the timber surface of the Millennium Walkway which is deemed to be at the end of its expected lifespan. Works entail the replacement of the timber decking and supporting bearers using reinforced plastic components along the length of the walkway from Wood Street to Cowbridge Road East/Castle Street along the River Taff. Following a trialling of materials, a tender process is to be undertaken, with the timing of any works subject to decisions in respect to the Dragons Heart temporary hospital site.
68. The bridges and structures budget of £1.835 million will support St Fagan's Road and Llandennis Road culvert works as well as any capital works arising from assessment reports from North Road flyover. The budget will also be used to match fund a number of small scale flood defence schemes attracting Welsh Government grant, planned to be undertaken during the year. Slippage of £835,000 is currently forecast and to be re-prioritised in future years.
69. The street lighting infrastructure budget is to be utilised for subway lighting, column replacement and also to start the design process for electrical works on Eastern Avenue. Implementation of the latter continues to be delayed resulting in overall slippage of slippage of £608,000 into 2020/21.
70. Following a successful trial of LED lighting in the Radyr Ward, with the conversion of 1,250 columns, Cabinet approved in May 2019, an invest to save business case for all remaining residential columns to be converted to LED at a potential cost in excess of £6 million. Procurement of works has not yet commenced and subject to this, expenditure assumed during the year is £1.5 million.

71. As part of a coastal defence scheme to implement improvements from Rover Way to Lamby Way, a Welsh Government grant of £639,000 was awarded to progress design, habitat assessments and complete a full business case. A ground investigation contract was completed in May 2020, with the results to be utilised in order to determine the most appropriate detailed design. The detailed design is due to be completed by the end of the financial year for submission to WG. Implementation of any scheme is subject to approval of the business case as well as confirmation of financial viability including any match funding required from the Council. Subject to the above, this is likely to be in early 2022.

## **Traffic & Transportation**

72. The Council Road Safety Schemes budget of £335,000 will be used to match fund safety related schemes being delivered as part of Welsh Government grants.
73. The enhanced asset renewal telematics budget of £524,000 is to be used for replacement of obsolete analogue CCTV cameras at various locations with HD digital CCTV cameras, replacement of electronic signage / control system for the North Road tidal flow lane control system and Bute Tunnel entrance electronic signage.
74. The total budget for cycling development in 2020/21, including slippage from the prior year, is £2.674 million, which will be used to match fund WG grant funded schemes for primary cycleways and completion of schemes such as North Road Phase II. Opportunities will be considered to supplement WG grant to introduce additional pop up cycling facilities. Slippage of £1.2 million is forecast, in line with the current delivery programme.
75. A sum of £375,000 Council match funding is included in the Capital Programme to help secure a range of Welsh Government grants where match funding is required. Together with slippage from 2019/20 this is to complete a range of schemes for Local Transport, Safe Routes in Communities and Road Safety. Current estimated suggest slippage of £106,000, but with Welsh Government terms and conditions requiring all grant to be utilised by 31 March 2021, this may increase towards the end of the year.
76. The Council's City Centre and Key Links Transport Improvement budget of £1.259 million is to be utilised towards schemes in the City Centre in future years in line with the delivery programme. However, for 2020/21, a Metro+ grant approval has been received of £405,000 which will be used towards the design of City Centre Eastside.
77. A Local Sustainable Transport COVID-19 Response Grant of £3.619 million has been approved by Welsh Government for 2020/21. It includes funding for pop up cycle measures, infrastructure to support social distancing measures; 20 mph limits on key routes, and public realm enhancements for spill over pedestrian areas and low-cost solutions to reallocate road space in favour of sustainable forms of transport.

78. The Welsh Government allocation to Cardiff for the Local Transport Fund is £2.899 million. The fund supports development of integrated, effective, accessible, affordable and sustainable transport systems. Schemes bid for and approved include £2.649 million towards improving sustainable transport infrastructure and tackling local and national air quality issues at City Centre West (Central Square) and City Centre South (Fitzalan Place / Bute Terrace). It also includes £250,000 towards implementation of 20 mph limits in various areas to encourage active travel and improve quality of life for residents.
79. The Resilient Roads Fund of £1.673 million is to support transport projects that mitigate and adapt to the effects of climate change, including addressing disruptions caused on the highway network by severe weather. Schemes supported are the A470 Bus Corridor improvement; Caedelyn Road to Tyn y Parc Road and the A4119 Bus Corridor improvement – Phase 2D. The Council's bus corridor improvement budget of £80,000 will be used to match fund these schemes.
80. Whilst bids were submitted for the Welsh Government Local Transport Network Fund, no bids were approved.
81. The Welsh Government Road Safety Casualty Reduction grant approval was lower than estimated at £271,000, which along with slippage of £101,000 will support capital projects that reduce road casualties including traffic calming and pedestrian improvements on Crwys Road.
82. Safe Routes in Communities Grant of £285,000 along with slippage of £17,000 aims to improve accessibility and safety and encourage walking and cycling in communities. There is particular emphasis on improving routes to and from schools within the Canton area.
83. Welsh Government Grant available for Active Travel is £4.875 million. The purpose of the fund is to increase levels of active travel, improve health and well-being, improve air quality, reduce carbon emissions and connect communities. Funding will support Cardiff Cycle Superhighways stage 1 (£2.773 million), Taff Trail upgrade at Hailey Park (£460,000), Active Travel to Schools (£579,000) and an allocation of £1.063 million for various improvements to the Integrated Network Plan.
84. A number of transport and environmental projects were initially assumed to be paid for from income arising from the Civil Parking Enforcement Account. This includes on street residential charge points and charge points in various council locations. Due to the impact of COVID-19 on the level of income receivable, budgets allocated for these purposes have been removed pending a review of affordability and feasibility of funding these projects with alternative sources of funding.
85. In relation to moving traffic offences, expenditure of £325,000 is to be incurred on purchasing motion cameras and £181,000 for attended parking stationary

cameras. This expenditure is on an invest to save basis, to be repaid from future parking and enforcement income.

86. Slippage is shown in relation to development of the transport interchange on the site of the former recycling site at Waungron Road, which is proposed to be delivered in parallel with the housing scheme. Planning permission has been received, however delivery is dependent on design works in respect to the housing development and also completion of Network rail improvements to the retaining wall and Fairwater train station.
87. In order to comply with the requirement of the Environment Act 1995 – air quality direction 2019 Welsh Government provided a grant for a range of agreed measures including Bus retrofit (£2.25m); Taxi vehicle emissions incentive (£1.86m); City Centre transport and active travel (£15.2m); completion of 20mph (£1.28m); Implementation management and monitoring (£0.65m). As part of the City Centre Transport projects, works have commenced on improvements at Central Square as part of a £7.5 million scheme. Works are currently expected to be complete in February 2022.

## **Resources**

88. The 2020/21 programme for the Directorate is £14.883 million with a variance of £3.797 million, mainly due to slippage of City Deal projects.

## **Technology**

89. The Modernising ICT budget aims to support projects in the Cardiff Capital Ambition programme and the digitisation of business services utilising modern technology. Expenditure planned during the year includes a final contribution towards the roll out of SharePoint (Electronic Document Management System), Digitalisation projects and SAP archiving. Expenditure of £300,000 is currently forecast for the year.
90. The ICT Refresh budget of £866,000 will support a range of projects to support resilience, capacity and capability such as core network switch replacement, telephony rationalisation and the update of firewalls.

## **Corporate**

91. In respect of the contingency budget of £200,000, given that it is early in the financial year, this is shown projected to be fully required, although as the year progresses, any under spend will be used to reduce the level of borrowing assumed in the Capital Programme.
92. The £500,000 invest to save budget for small schemes has not been requested to be drawn down for approved schemes to date. This will be reviewed and adjusted in future monitoring reports if schemes are approved during the year.
93. Including slippage from 2019/20, the 2020/21 programme includes an allowance of £3.672 million as part of the Council's £28.4 million approved contribution to



the £120 million Cardiff Capital Region City Deal (CCRCD) wider investment fund. The timing and value of any drawdown is subject to proposed projects being considered and approved by CCRCD joint committee, but is also dependent on the different funding streams available to CCRCD to manage expenditure obligations. Current assumptions are that any expenditure will be managed within existing resources held by City Deal and accordingly, slippage of £3.672 million will be carried into 2021/22.

94. To allow the development of a housing viability loan scheme across the region, Cardiff Council agreed to be the recipient of a £10 million repayable loan from Welsh Government. The scheme is subject to approval of a final business case and detailed operational procedures by Regional Cabinet. Subject to this, future monitoring reports will include loan expenditure as part of this scheme.
95. An overall allocation of £9.750 million was included in the programme over a three year period with £2 million of this assumed in 2020/21. This was towards smarter working, digital infrastructure and minor building adaptations to allow consolidation into alternative council buildings including County Hall. Drawdown of this allocation is subject to any expenditure being repaid on an invest to save basis, and subject to further reports to Cabinet on Wilcox House and Core Office proposals.
96. In respect to infrastructure and equipment for webcasting Council meetings, procurement has been delayed due to COVID-19, but this has also necessitated a change in specification to allow meetings to be Hybrid i.e. some attendees in the chamber or meeting room and some attending remotely. Expenditure of £220,000 is assumed at this stage.
97. Subject to a further report to and decision of full Council, due diligence and other matters; a package of support for Cardiff City Transport Services Limited totalling £13.6 million is included in the capital programme over a two year period. This report scheduled for September will consider the actual level of expenditure required and its timing.

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**Budget Strategy 2021/22 and Updated Medium Term Financial Plan**

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**Reason for this Report**

1. To provide an opportunity for the Committee to consider the updated Medium Term Financial Plan and the Council's Budget Strategy for 2021/22 and the financial resilience planning underway, specifically focussing on the challenges posed by dealing with the Covid 19 pandemic.

**Background**

2. The Committee's Terms of Reference include scrutiny of the Council's financial policies, and its systems of financial control. Members routinely scrutinise budget proposals and monitor financial performance throughout the year.
3. The Budget Strategy Cabinet report attached at **Appendix A** is due to be considered by Cabinet at their meeting on 17 September 2020. The report sets out the Council's financial strategy and timetable for developing the 2021/22 capital and revenue budget proposals and provides an updated Medium Term Financial Plan (MTFP).
4. The report outlines the external environment within which the Council is operating, including: the impact of Covid-19 pandemic; the Council's financial and strategic context and priorities; key risks faced and financial resilience. It clarifies the Budget Reduction Requirements and the Budget Strategy to achieve them; indicates consultation and engagement plans for budget proposals, and outlines the Capital Programme with a view to developing the Council's Investment Plan for 2021/22 to 2025/26.

## Structure of the Papers

5. To facilitate the scrutiny the following appendices are attached to this report:

**Appendix A** – Cabinet report – Budget Strategy & Updated Medium Term Financial Plan

**Annex 1:** Medium Term Financial Plan

**Appendix 1:** Budget Strategy Frequently Asked Questions

**Appendix 2:** Proposed Budget Timetable Framework 2020/21

**Appendix 3:** Finance Resilience Snapshot

## Context

6. In terms of financial resilience planning, the budget strategy report highlights the following key factors:

- Economic Context – recession, Brexit, Job Retention Scheme
- Covid-19 pandemic – additional costs to the Council, loss of income for the Council, changes to service delivery and impact on public sector finances
- The need to continue to deliver significant levels of savings during a period of prolonged austerity, with consequent impact on ability to identify material levels of savings.

## Medium Term Financial Plan

7. The budget gap is estimated to be **£25.417 million** in 2021/22 and **£97.182 million** over the next three years. This is an increase of **£23.782 million** on the **£73.4 million** estimated when the Budget was set in February 2020. This is made up of the following elements: employee costs; price increases; and commitments and issues identified via Month 4 budget monitoring. Further detail on each component of the gap, along with information on key assumptions can be found at **points 22- 25** and at **Annex 1**.

8. **Points 26-35** of the report to Cabinet detail key areas of sensitivities that affect the MTFP forecast, including: funding changes; pay changes; UK and Welsh Government decisions; impact of the Local Development Plan; actuary reviews; and, critically, the impact of the Covid-19 pandemic.

## Covid-19 Pandemic

9. **Points 37–41** detail the risk assessment undertaken on the impact of the Covid-19 pandemic, which identifies some of the key overarching issues and their potential implications in future years. These include: failure of businesses; unemployment; public health measures; behavioural shifts; and demographics. A table at **Point 41** shows the risk ratings for these.

## Budget Strategy

10. **Points 42 – 48** outline the proposed Budget Strategy, which is framed around two assumptions;
- a Council Tax Increase of 4% generating **£25.891m**; and
  - Directorate savings required of **£71.504m**.
11. The Council Tax income is based on net income and reflects the current year's tax base; it will be updated for the 2021/22 tax base once this is approved by Cabinet in December 2020, after the provisional settlement has been received.
12. The Directorate savings require **£19.3 million** in 2021/22. The report to Cabinet states that *'In order to improve the deliverability of savings and maximise the chances of securing full year savings in 2021/22, where feasible, efficiency proposals that do not require a policy decision may be actioned during this financial year. Work will continue over coming months to refine and develop proposals and to secure the early implementation of efficiency proposals where possible.'*
13. The report also stresses the requirement of transformational proposals, which will be reported later in the year to inform consultation. The report highlights that the scope for income generation proposals to form part of the 2021/22 Budget Strategy is more limited than previously.
14. For quick reference, appended to the Cabinet report at **Appendix 2** is an outline budget timetable, and at **Appendix 1** a useful question and answer summary.

## **Capital Programme**

15. **Points 52-74** detail matters relating to updating the Capital Programme, including the potential impacts of Covid-19 pandemic, capital programme affordability, borrowing and capital receipts. The report to Cabinet states that, in the context of the above, the updated Capital Programme for 2021/22 to 2025/26 should, wherever possible, manage and prioritise emerging pressures within the resources allocated in the current Capital Programme.

## **Financial Resilience**

16. **Points 75-78** set out key points relating the financial resilience of the Council, with further details provided in **Appendix 3**. This shows that the challenge facing the Council is significant.

## **Scope of the Scrutiny**

17. This item will give Members the opportunity to consider the Council's strategy for developing the 2021/22 budget proposals, and specifically a fuller understanding of the financial resilience work underway to tackle the challenges posed by the Covid 19 pandemic.

18. To facilitate the scrutiny, the following witnesses have been invited to attend Committee to answer Members questions:

- Councillor Chris Weaver, Cabinet Member for Finance, Modernisation & Performance
- Christopher Lee, Corporate Director – Resources, and
- Ian Allwood, Head of Financial Services.

## **Legal Implications**

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

for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

20. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

### **RECOMMENDATIONS**

21. The Committee is recommended to:

- i. note the Budget Strategy for 2021/22;
- ii. consider the financial challenges caused by the Covid 19 pandemic;
- iii. consider whether it wishes to relay any comments or observations for consideration by the Cabinet Member for Finance, Modernisation & Performance.

### **DAVINA FIORE**

Director, Governance & Legal Services

9 September 2020

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**CABINET MEETING: 17 SEPTEMBER 2020**

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**BUDGET STRATEGY REPORT 2021/22 AND THE UPDATED  
MEDIUM TERM FINANCIAL PLAN**

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

**AGENDA ITEM: 8**

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**Reason for this Report**

1. To provide an update in relation to the Medium Term Financial Plan.
2. To consolidate and update the financial strategy of the Council in readiness for the preparation of the 2021/22 revenue and capital budgets.
3. To outline the timetable that the budget process will follow in order to present the 2021/22 Budget to Council in February 2021.
4. To provide an update in relation to the Council's financial resilience.

**General Background**

5. The Medium Term Financial Plan (MTFP) included within the Council's 2020/21 Budget Report identified a potential budget gap of £73.4 million over the period 2021/22 – 2024/25. This Report updates the MTFP for more recent information. It outlines the 2021/22 Budget Strategy and associated timetable, and sets out the approach for rolling forward the Capital Programme. It also highlights considerations directly associated with the Coronavirus pandemic that will need to be kept under close review from a financial planning perspective in the coming months. Finally, it includes an assessment of the Council's financial resilience in the face of continued financial challenges and the unprecedented circumstances being experienced during 2020/21. (Annex 1 contains the Council's updated Medium Term Financial Plan whilst Appendix 1 provides an overview of the Budget Strategy 2021/22 in a question and answer format.)

**Issues**

6. Before 11 March 2021, Cabinet Members have a collective duty to place before the Council, proposals, which if approved, would result in the adoption of a balanced budget for 2021/22. This Report sets out a strategy and timetable in order to arrive at that position.

7. The external environment in which an organisation operates has a direct influence on financial planning. At present, economic, demographic, social and global considerations, (that is, all key external factors that influence budget setting) are fraught with uncertainty due to the Covid-19 pandemic.
8. The backdrop against which the 2021/22 Budget Strategy is being prepared is unprecedented. It will therefore be key to:
  - Reflect on significant economic uncertainties. These have the potential to affect key assumptions within the MTFP, including future funding levels, as well as pay, inflation and interest rates. Unemployment rates may also affect demand for services.
  - Continue to review all directorate operational considerations, so that no key factors are overlooked, due to focussing on the crisis.
  - Consider how the pandemic may affect service delivery over the medium term, beyond the economic factors already outlined above. Considerations range from the ongoing impact on services of public health measures, to demographic changes that may affect future demand for services.
  - Recognise that in developing the 2021/22 Budget, it will be more critical than ever to continually review and revisit assumptions, given the speed with which circumstances can change.
9. Updates to the 2021/22 Budget Gap are currently predicated upon a review of operational considerations, alongside a revision of core underlying assumptions to reflect the Covid-19 economic climate. This position is supplemented by a set of specific Covid-19 related financial risks that will require continual scrutiny in coming months, as set out in paragraphs 37-41.

### **Economic Context**

10. The UK is currently in recession, which is defined as a reduction in Gross Domestic Product (GDP) over two consecutive quarters. During January to March 2020, GDP fell by 2.2%. During the second quarter of 2020, as nationwide lockdown took effect, GDP fell by a further 20.4%, the biggest quarterly decline since comparable records began. Whilst monthly figures indicate that economic growth returned in May and strengthened in June, this was insufficient to offset the dramatic impact of the first full month of restrictions during April.
11. Looking forward, economic recovery is extremely uncertain. The longer-term impact on businesses of national and local lockdowns, and ongoing public health measures designed to control the spread of the virus, remain to be seen. Other uncertainties include whether there will be a shift in consumer confidence and behaviour, the potential for a second spike of the virus, and the timing and efficacy of any potential vaccine.
12. Brexit is an added uncertainty on the horizon. Although the UK left the EU on the 31 January 2020, it is still unclear whether a trade deal will be reached by the end of 2020. At the end of June 2020, the UK Government

rejected an extension to the transition period beyond 31 December 2020, which potentially increases the chance of a no-deal Brexit.

13. The Government's Job Retention Scheme (JRS) has mitigated the impact of the pandemic on job losses to date. However, unemployment is rising and the tapering of the JRS over coming months, ahead of its withdrawal in the autumn, is likely to lead to further increases. The Organisation for Economic Co-operation and Development (OECD) have estimated that the UK's unemployment rate could increase to between 11.7% and 14.8% by the end of the year, depending on whether there is a second spike of the virus.
14. Government support for jobs and businesses during the pandemic has had a significant impact on public sector borrowing. In July, UK public sector net debt reached £2 trillion for the first time and further heavy borrowing is anticipated in coming months. At the end of July, debt was 100.5% of GDP, the first time it has exceeded 100% in almost sixty years.
15. There will be a need to restore debt to more sustainable levels over time, and this clearly has the potential to affect spending on public services. The Chancellor Rishi Sunak stated that "figures are a stark reminder that we must return our public finances to a sustainable footing over time, which will require taking difficult decisions." The UK Autumn Budget and the outcomes of the Comprehensive Spending Review, which commenced in July 2020, may give further indications in this regard.

### **Cardiff Council Context**

16. The Council has identified almost £225 million in savings over the past ten years and has seen a reduction of over 1,600 full time equivalent (FTE) posts since 2012/13 (in services other than schools). For a number of years, no Aggregate External Finance (AEF) increases were available to meet increasing demand and price pressure. These pressures, which were material in Social Services and Schools, were largely met from savings in other directorates. Over time, this has had a significant impact on the shape of the Council's budget. Along with capital financing, Schools and Social Services now account for over 70% of the Council's net budget. Whilst these challenges are well known, their impact on the Council's ability to continue to identify material levels of savings over the medium term should not be understated.
17. In the 2020/21 financial year, the Covid-19 virus and associated public health measures have had significant financial implications for the Council, both in terms of additional costs and loss of income - issues that have been experienced across Wales. Throughout the pandemic, the financial implications of the Council's actions to support the city through the crisis and to deliver services safely have been closely monitored. This has included the impact of adapting to an essential service model at the height of the crisis, through to the proactive measures the Council has taken to restart services and support city recovery as lock down measures have eased. Over the course of coming months, and throughout the period

covered by the MTFP, it will be key to ensure close links between financial planning and strategies to assist Cardiff's post-crisis renewal.

18. During the first quarter of 2020/21 alone, the Council incurred additional costs of £22.4 million in responding to the crisis and experienced income losses of £13.3 million due to lockdown measures. Further information on the nature of these pressures is included at paragraphs 37 and 38.
19. Over the early months of the pandemic, Welsh Government announced £155 million support for Local Government to assist in meeting additional cost pressures and £78 million to support lost income streams. On 17 August 2020, Welsh Government announced a further £264 million funding for the remainder of the financial year, bringing the total support package for Local Government, known as the Covid-19 Hardship Fund, to just under £0.5 billion in 2020/21.
20. Claims for reimbursement via the hardship fund are submitted to Welsh Government on a monthly basis. Full details on Cardiff's reimbursements to date are detailed in the Budget Monitoring - Month 4 Report 2020/21, and are not repeated here. However, the above paragraphs are intended to illustrate the extent to which the pandemic has affected Local Government finances, and the backdrop against which the 2021/22 Budget Strategy is set.
21. Challenging financial circumstances reiterate the importance of clear links between strategic priorities and financial planning. Scarce resources must be appropriately allocated, safeguarding the impact on future generations. The Council's financial strategy documents, including the Budget, MTFP, Capital and Treasury Strategies, are framed by the priorities and objectives set out in Capital Ambition, the Corporate Plan and the Wellbeing Plan. Budget Strategy assumptions also have regard to the principles within the Wellbeing of Future Generations (Wales) Act 2015. The budget process will also need to take into account any emerging strategies, associated with adjusting to the "new normal."

### **The Medium Term Budget Reduction Requirement**

22. The MTFP was last reported in February 2020, alongside the 2020/21 Budget Report. As part of sound financial practice, the MTFP undergoes regular review to ensure it reflects most recent information. Updates made in each key area contributing to the 2021/22 budget gap are summarised in the table below and explained in paragraph 23.

<b>Components of 2021/ 22 Budget Gap</b>	<b>Feb 2020 £000</b>	<b>Updates £000</b>	<b>Revised £000</b>
Employee Costs	9,586	1,934	11,520
Price Inflation	3,366	1,600	4,966
Capital Financing	1,717	0	1,717
Commitments	712	432	1,144
Current Year Risk / Monitoring Analysis	0	5,500	5,500
Demographic Pressures	7,863	(1,757)	6,106
Financial Pressures	3,000	(1,500)	1,500
RSG Differential - assumes +1.5%	(7,036)	0	(7,036)
<b>TOTAL</b>	<b>19,208</b>	<b>6,209</b>	<b>25,417</b>

23. The changes identified in the preceding table reflect the following updates:

<b>Area</b>	<b>Summary of Changes</b>
Employee Costs	<ul style="list-style-type: none"> <li>• Recent Teachers Pay announcement (average +3.1%, Sept 2020)</li> <li>• Ongoing impact of 2020/21 NJC award - agreed at higher than rate previously assumed</li> <li>• Update of assumptions for 2021/22 award – from 2% to 2.5% for NJC</li> </ul>
Price Inflation	<ul style="list-style-type: none"> <li>• Updates to price inflation to reflect most current information</li> <li>• Review of NLW assumptions / impact on commissioned services</li> <li>• Allowance for potential price increases re: contracts due to be re-let and fee-setting strategies due to be finalised in coming months</li> </ul>
Capital Financing	<ul style="list-style-type: none"> <li>• No change required at present – will require ongoing review</li> </ul>
Commitments	<ul style="list-style-type: none"> <li>• Full year running costs of Children's Assessment Centre</li> </ul>
Current Year Risk	<ul style="list-style-type: none"> <li>• A marker for issues identified in the M4 2020/21 monitoring</li> <li>• This is pending further in year work to address and further clarity on the future of grant streams that are assisting in the current year plus actions needed by Services to mitigate pressures</li> </ul>
Demographic Pressures	<ul style="list-style-type: none"> <li>• Sums associated with LDP schools deferred to 2022/23</li> <li>• Update to pupil number projections to reflect most current information – further reduction in primary numbers</li> </ul>
Financial Pressures	<ul style="list-style-type: none"> <li>• Halved sum for emerging pressures as now part way through year and some pressures are reflected above</li> </ul>
RSG Differential	<ul style="list-style-type: none"> <li>• No change for 2021/22, will need close monitoring</li> <li>• Have reviewed assumptions in later years of MTFP</li> </ul>

24. The revised MTFP is summarised below. The estimated budget gap for 2021/22 is £25.417 million and £97.182 million over the period 2021/22 –

2024/25. Further detail on each component of the gap, along with information on key assumptions can be found in the MTFP at Annex 1.

	Medium Term Budget Gap				
	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL £000
Employee Related	11,520	10,627	10,788	10,912	<b>43,847</b>
Prices	4,966	3,548	3,529	3,881	<b>15,924</b>
Commitments & M4 Issues	7,217	264	(605)	(302)	<b>6,574</b>
Capital Financing	1,144	1,660	6,603	842	<b>10,249</b>
Demographic Pressures	6,106	5,186	5,639	7,369	<b>24,300</b>
Financial Pressures	1,500	3,000	3,000	3,000	<b>10,500</b>
Funding	(7,036)	(2,380)	(2,392)	(2,404)	<b>(14,212)</b>
<b>Total</b>	<b>25,417</b>	<b>21,905</b>	<b>26,562</b>	<b>23,298</b>	<b>97,182</b>

25. The MTFP will undergo further review as the year progresses, to reflect any emerging issues and to ensure assumptions reflect most recent information. Whilst all areas will be reviewed, particular consideration will be given to:

- AEF assumptions, following announcement of the Provisional Local Government Financial Settlement in December 2020.
- Specific grant streams, including any potential shift in Welsh Government grant priorities.
- Pay Awards, for both teaching and NJC staff, which are currently based on assumptions pending their negotiation and agreement.
- The 2020/21 monitoring position as the year progresses.
- The Council Tax Base for 2021/22 when it is approved in December 2020, taking into account any related redistribution of AEF at final settlement.
- The cost implications of contracts being let in the current year.
- Pupil numbers on roll in September 2020.
- Any announcements in the UK budget regarding National Living Wage rates, and their potential impact on the cost of commissioned services.

### Key Areas of Sensitivity

26. Current assumptions within the MTFP are prudent and based on best available information. However, there is always a risk of change. If certain assumptions within the MTFP fluctuate by small margins, they have the potential to affect the forecast significantly. These are considered in paragraphs 27 to 36.

### Funding

27. The Council has no indicative AEF figures for 2021/22. Estimating the likely level is extremely difficult. Current assumptions reflect a 1.5% increase in 2021/22. This is more optimistic than assumptions in previous years, in light of the positive 2020/21 settlement (+4.1%). However, this

optimism is tempered by the Ministerial warning accompanying the 2020/21 settlement that it did not signify “austerity was over.”

28. It is difficult to judge how Covid-19 related developments may impact Local Government funding levels next year. As already noted, the unprecedented level of UK debt could mean tightening on public spending. Similarly, if business rates yields are affected by the potential failure of businesses, this could have knock-on implications for the Local Government Financial Settlement in Wales.
29. Notwithstanding these risks, at present, the assumption of a 1.5% AEF increase has been retained for 2021/22. However, funding assumptions have been reduced to a 0.5% increase in subsequent years. This position is predicated upon the assumption that whilst there may well be further tightening on public spending over time, this may not be whilst public bodies are still coping with the pandemic.
30. From a funding perspective, it should also be noted that potential population adjustments within the AEF funding formula are likely to have a negative impact for Cardiff. This issue will continue to be closely monitored over coming months in the lead up to receipt of Provisional Local Government Settlement in early December.
31. Minor fluctuations to funding assumptions can have a significant impact on the projected budget gap. For Cardiff, each 0.5% differential in AEF equates to £2.345 million in cash terms. Consequently, in the event that the 2021/22 AEF was cash flat (i.e. neither an increase nor a decrease), this would add £7.036 million to the budget gap in 2021/22.
32. In order to protect the Council from the risk associated with funding assumptions, the Council has a £3.8 million Financial Resilience Mechanism (FRM). The FRM is a base budget that is used to invest in priority areas. However, that investment must be one-off and decided afresh each year. This means the budget could be deleted without affecting day-to-day services, if confirmed funding is worse than anticipated.

### Pay

33. The current year's pay awards are higher than for a number of years, following an extended period of public sector pay restraint. It is difficult at present to gauge whether pay awards may be at similar levels in subsequent years, or if tightening on public spending will see a return to lower awards.
34. The current MTFP assumes that future pay awards will be around 2.5% per annum. Minor fluctuations in these assumptions can have a significant impact. Each 0.25% fluctuation in Teachers' Pay equates to £0.180 million (taking effect from September) and each 0.25% fluctuation in NJC pay has a £0.570 million impact (including Schools support staff.)

## Other Sensitivities and Issues

35. A number of “known unknowns” are also being monitored in relation to the MTFP period. These are currently too uncertain to quantify but will be monitored closely as many have the impact to be significant in terms of quantum. These include:
- Whether the UK will reach a trade deal with the EU by the 31 December 2020
  - The output of the Comprehensive Spending Review that launched on the 21<sup>st</sup> July 2020
  - The impact of Welsh Government’s devolved tax powers
  - The impact of the Local Development Plan, particularly in the latter years of the MTFP and beyond
  - The potential for further changes or reductions to specific grants
  - The outcome of actuarial reviews (Local Government Pension Scheme and Teachers Pension Scheme) during the timeframe of the MTFP
  - Welsh Government policy changes that may come into force over the MTFP period
  - Arrangements for Post 16 Learning Difficulties / Disabilities, responsibility for which is due to transfer to Local Government
36. At present however, the key “known unknown” is the extent to which the Coronavirus pandemic will continue to have implications over the medium term. In this regard, the Council is closely monitoring the potential impact in a number of key areas, which are summarised in the next section.

## **Covid-19 Risk Assessment**

37. In the current year, additional costs associated with Covid-19 have included the procurement of protective equipment, provision of emergency accommodation for homeless people, and the continued provision of food / financial assistance to those entitled to free school meals whilst schools were closed. They also reflect the provision of financial support to care providers, supplier relief in other areas and operational changes required to ensure the safe delivery of services.
38. Income loss associated with the pandemic to date reflects the closure during lockdown, of the Council’s cultural and sporting venues, including theatres, Cardiff Castle and Cardiff International White Water. It also reflects a reduction in activity in other income generating areas including planning, parking, moving traffic offences, trade waste and school catering. The Council has taken action to mitigate these losses including, the furloughing of 471 individuals. It should be noted that the Council has only placed staff on furlough, and claimed against the job retention scheme where those individuals’ posts are funded by income that could no longer be generated due to the pandemic.
39. Review of current year issues associated with the pandemic, such as those listed above is a starting point in identifying future considerations. However, the issues above are largely reflective of the first quarter of



2020/21, during which there was a national lockdown. As restrictions have been eased, there have been subtle shifts in the key issues that need to be addressed at each step. This will continue to be the case over the medium term.

40. Predicting the financial impact of Covid-19 into next year and beyond, is therefore extremely difficult for all the uncertainties already outlined in this Report. In addition, it is not possible to determine the likelihood of any further funding from Welsh Government beyond the current financial year, should Local Authorities continue to experience pandemic-related financial pressure.
41. The table below identifies some of the key overarching issues arising from the current pandemic and considers their potential implications for Cardiff Council next financial year and beyond. The risk rating takes into account likelihood and financial materiality of potential consequences. These issues are not reflected as figures in the MTFP at the moment, but they will be kept under close review and brought in incrementally as required.

Wider Issue	Potential Implications for Cardiff Council	Risk
Failure of businesses / Unemployment	• Potential increase in Council Tax Reduction Scheme Demand	R
	• Potential need to increase Bad Debt Provisions	R
	• Vacancies in investment estate	R
	• Free School Meals - any eligibility increase	R
	• Potential reduction in council tax collection rates	RA
	• Business Rates yield - could affect funding assumptions	RA
	• Extra demand on advice / into work services	A
	• Economic Development - pressure re: regeneration	A
	• Any increase in empty buildings - vandalism / ASB etc.	A
• Impact on council tax base if development dries up	A	
Public Health Measures	• Will there be a need for a PPE budget?	R
	• Any learning needs catch up (post schools closure)	R
	• Provider and Supplier viability / support	R
	• Longer term loss of income -venues etc.	R
	• Cleansing - schools and offices	R
	• School transport	R
	• School catering - any change in model required for new normal	R
	• Further Health & Safety requirements	RA
	• Shared Regulatory Service - pressure re: enforcing guidelines	A
• Test Track Protect - assume funding ongoing and sufficient	G	
Behavioural Shift	• New transport norms - impact on Parking & CPE income	R
	• New transport norms - impact on Cardiff Bus	R
	• More emphasis on outside space - maintenance / cleansing	RA
	• Office and ICT requirements - new ways of working	RA
	• Financial impact of any strategies developed for new normal	RA
	• Any changes to Welsh Government priorities?	RA
• Recycling habits - any risk of fines	A	
Demographics	• Changed demographic profile - difficulty predicting demand – particularly in Adult Social Care	R
	• Homelessness - transitional arrangements / any increase	R
	• Will there be increased family breakdown	RA

## Approach to Budget Strategy

42. The high-level strategy to address the budget gap is set out below. These assumptions will be reviewed and refined as the budget process progresses, not least because the budget gap itself may change.

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL £000
Modelled Council Tax (+4.0%)*	(6,090)	(6,334)	(6,587)	(6,880)	(25,891)
Savings Required	(19,327)	(15,571)	(19,975)	(16,418)	(71,504)
<b>Total</b>	<b>(25,417)</b>	<b>(21,905)</b>	<b>(26,562)</b>	<b>(23,298)</b>	<b>(97,395)</b>

*\*Levels are for modelling purposes and are subject to ongoing review and Member approval*

43. The identified council tax income is the net income that will be generated after taking account of the impact on Council Tax Reduction Scheme (CTRS.) It reflects the current year's tax base, and will be updated for the 2021/22 tax base (due to be approved by Cabinet in December 2020), after the provisional settlement has been received.
44. Directorate savings form the largest element of the strategy with a requirement of £71.5 million over the four-year period, and £19.3 million next financial year. Work on identifying savings proposals has commenced. This was initially and necessarily, with a view to mitigating the impact in the current year of Covid-19 related financial issues. Recent funding announcements, including that of the 17<sup>th</sup> August, outlined above, have given a degree of further assurance with regards the in-year position. The next step, is therefore to identify how work already undertaken to identify in-year savings may assist with the 2021/22 savings requirement.
45. In order to improve the deliverability of savings and maximise the chances of securing full year savings in 2021/22, where feasible, efficiency proposals that do not require a policy decision may be actioned during this financial year. Work will continue over coming months to refine and develop proposals and to secure the early implementation of efficiency proposals where possible.
46. The quantum of savings required is such that there will be a requirement for more transformational proposals. Work on fully framing these, and developing business cases will be accelerated over the autumn. Progress in this regard, along with the impact of any further clarity on funding issues, will be reported later in the year, in order to inform consultation.
47. As part of work to support the 2021/22 savings process, as in previous years, expressions of interest in voluntary redundancy will be sought. As well as identifying a cost saving in line with business case requirements, any release through voluntary redundancy must take account of the shape of future operations and business need.
48. It should be noted that in previous years, income generation proposals have contributed to the Council's strategy to addressing the budget gap. Clearly, at a time when core income budgets are in jeopardy as a result of

the pandemic, the scope for income generation to form part of the 2021/22 Budget Strategy is far more limited.

## Consultation and Engagement

49. In order to provide an opportunity for people to have their say on what is important to them and their communities, a detailed consultation on 2021/22 budget proposals will take place in order to inform the budget setting process. This is likely to be during December, once the Council has received its Provisional Financial Settlement for 2021/22.
50. The proposed Budget Timetable Framework for 2021/22 is included at Appendix 2. Over this period, consultation and engagement will also take place with the third sector, Scrutiny Committees, Audit Committee, Schools (via the School Budget Forum) and Trade Unions. In addition, employee engagement at all levels within the organisation continues to be given high priority.
51. The Council has various mechanisms in place to engage directly with employees including staff information emails, team briefings, the core brief, and the staff app. Employees will continue to receive briefings on the overall position through these channels at all key stages of the budget process. In addition, managers will also ensure that there is appropriate engagement and consultation with employees who may be affected by any proposals.

## Capital Investment Programme – Context

52. The Council sets a five-year rolling capital investment programme, which is updated annually. The current five-year programme was approved by Council in February 2020 and is summarised below. The 2021/22 Budget Strategy must set the approach to updating the programme and rolling it forward a year to cover 2025/26.

Capital Programme Expenditure						
	2020/21 £000	2021/22 Indicative £000	2022/23 Indicative £000	2023/24 Indicative £000	2024/25 Indicative £000	Total £000
Annual Sums Expenditure	24,906	21,587	15,787	14,815	14,815	91,910
Ongoing Schemes	18,036	30,980	41,934	9,159	9,134	109,243
New Capital Schemes (Exc ITS)	10,635	12,880	7,845	7,850	2,855	42,065
Schemes Funded by External Grants and Contributions	58,068	92,564	75,991	7,705	0	234,328
Invest to Save (ITS) / Earn Schemes	25,884	38,017	27,244	19,979	500	111,624
<b>Total General Fund</b>	<b>137,529</b>	<b>196,028</b>	<b>168,801</b>	<b>59,508</b>	<b>27,304</b>	<b>589,170</b>
<b>Total Public Housing (HRA)</b>	<b>56,775</b>	<b>87,565</b>	<b>87,330</b>	<b>55,805</b>	<b>62,230</b>	<b>349,705</b>
<b>Total Capital Programme</b>	<b>194,304</b>	<b>283,593</b>	<b>256,131</b>	<b>115,313</b>	<b>89,534</b>	<b>938,875</b>

53. Under the CIPFA Prudential Code for Capital Finance in Local Authorities, the Council must approve a Capital Strategy that sets out the long-term

context in which capital investment decisions are made. The Council's Capital Strategy was approved by Council in February 2020. It provides the guiding principles within which the Capital Programme for 2021/22 – 2025/26 must be set, and will include the approach to:

- Working with partners
- Asset Management Planning
- Risk Appetite
- Governance and decision-making
- Capital Investment Programme
- Funding the strategy and investment programme
- Managing the borrowing requirement
- Prudent Minimum Revenue Provision (MRP) Policy Statement
- Affordability
- Future years' strategy development

### **Capital Programme – Covid-19 Considerations**

54. The impact of the COVID-19 pandemic on the programme to date has been dependent on the nature of the works being undertaken. Following initial delays to schemes during lockdown, contractors are adapting to COVID-19 work restrictions, although issues with labour and materials remain a risk. This is likely to have an impact on the costs of works and managing within estimated budgets, with new contracts being entered into being amended to make allowance for COVID-19 restrictions, to mitigate the risk of compensations events and additional costs.
55. In developing the updated Capital programme, the following potential impacts of Covid-19 will need to be considered in the context of overall affordability:
- Changes in costs of existing schemes due to Covid-19
  - Reviewing existing schemes to facilitate those that prioritise resilience for future ways of working and service delivery in light of the impact of Covid-19
  - Impact on capital receipts and income sources currently assumed to pay towards capital projects.
  - Capacity and resources to deliver schemes

### **Capital Programme Affordability**

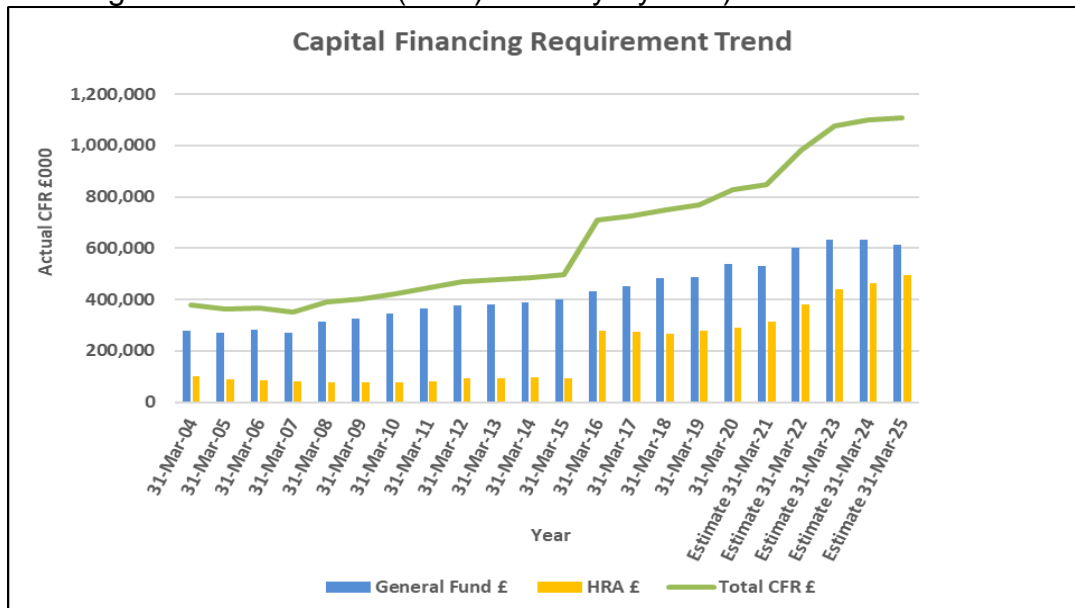
56. Whilst capital expenditure is a key driver of economic stimulus, a key consideration in setting the Capital Investment Programme is capacity to deliver projects and affordability. General Capital Support provided by Welsh Government has reduced by 35% over the past decade, placing additional pressure on the Council to pay for investment. The reduction in General Capital Support has been accompanied by a range of pressures on the capital programme. In broad terms, these either relate to investment in existing assets, or investment in development projects to meet strategic aims. They include:
- Highways infrastructure and repairs backlogs
  - Vehicle procurement options

- Property maintenance backlog and surveys
- Investment to improve services
- Demand for affordable housing
- Economic Development and regeneration aspirations
- Transport White Paper
- School Building Development Programme
- Meeting savings targets and generating income
- Existing capital scheme commitments
- Incurring expenditure in advance of asset sales
- Mandatory investment e.g. disabled adaptations
- Creating city resilience for future ways of working and service delivery resulting from the impact of Covid-19.

57. The Council continues to be successful in bidding for and receiving grant for specific capital schemes from Welsh Government. However, the demand and need for investment in our critical infrastructure and to improve service delivery and outcomes for the City has a significant impact on affordability, requiring prioritisation and consideration of alternative ways of achieving the same outcome. The Council has two main resources that it is able to directly influence in order to fund investment - capital receipts and borrowing. Both of these are considered in further detail below.

### Borrowing

58. Borrowing has long-term financial consequences and costs span generations. When the Council incurs capital expenditure without an immediate resource to pay for it (e.g. grant or capital receipt), it results in a need to borrow. While it may not be necessary to take additional external borrowing immediately, the Council's underlying need to borrow, called its Capital Financing Requirement (CFR), increases. In other words, there will ultimately be a requirement to borrow money, which will need to be repaid. The Council's CFR has increased since the measure was introduced in 2004. (The spike in 2015/16 reflects payments to HM Treasury to exit the Housing Revenue Account (HRA) Subsidy System).



59. In order to reduce the CFR, the Council has a statutory duty to make “prudent provision” for the repayment of debt. This takes the form of a charge to the revenue account, called the Minimum Revenue Provision (MRP.) The MRP spreads the costs of borrowing, helping to ensure that the Council is able to service the debt associated with the current and historic capital programmes.
60. The MRP policy was reviewed as part of the February 2020 budget with the revised approach implemented from the financial year 2019/20 onwards. The reduction in revenue resources required in 2019/20 and 2020/21 will be made available to strengthen the Local Authority’s financial resilience in respect of capital and treasury, through the development of a Treasury Management Reserve.
61. Generally, assuming a 25-year asset life, every £1 million of capital expenditure funded by borrowing places an additional pressure of £65,000 on the revenue budget in the initial years (assets with a shorter life result in a higher charge). This excludes any additional operating costs. In considering whether to increase the amount of borrowing, it is therefore important to take into account the affordability implications for the revenue budget, not only now but in future, particularly in the context of the level of savings to be found.
62. The capital financing assumptions included within the MTFP are currently predicated upon there being no further increases in unsupported borrowing. Even on the assumption of no further borrowing, the capital financing budget will increase over the medium term. The proportion of the Council’s controllable revenue budget spent on gross capital financing has increased over recent years, with forecasts shown below:

<b>Capital Financing Costs expressed as percentage of Controllable Budget</b>			
	<b>2011/12 Actual %</b>	<b>2024/25 Estimate %</b>	<b>Diff 2011/12 – 2024/25 (%)</b>
Net capital financing budget	13.47	12.49	(7.28)
Gross capital financing budget	15.17	18.82	24.06

63. The above ratio was first calculated in 2011/12, and this year has been used as a baseline since. Estimates for future years’ ratios reflect the positive 2020/21 revenue funding settlement, and more optimistic assumptions regarding future Aggregate External Financing and rent policy. The latter are clearly assumptions, any adverse change in which may have a significant impact on the outlook for this indicator when updating the MTFP. Opportunities to develop local affordability indicators will be considered as part of the MTFP.
64. The net capital financing percentages shown above assume that income or savings associated with Invest to Save (ITS) or Invest to Earn (ITE) Schemes will all be fully realised. The difference between the gross and net indicators highlights that there would be significant revenue

implications if the level of income, savings or capital receipts associated with ITS/ITE schemes does not ultimately materialise. This additional risk to borrowing levels and affordability requires robust due diligence and risk assessment of business cases before approval, as well as ensuring that schemes are essential to meet strategic objectives. .

65. The ratios above were based on a positive 2020/21 revenue funding settlement, and more optimistic assumptions regarding future Aggregate External Financing and rent policy. The latter are clearly assumptions, any adverse change in which may have a significant impact on the outlook for this indicator when updating the Medium Term Financial Plan.

### **Capital Receipts**

66. Capital receipts are an important means of increasing the affordability of the Capital Programme. The generation of capital receipts is also consistent with the need to accelerate a reduction in the Council's asset base in light of reducing resources. However, the realisation and timing of receipts is relatively unpredictable given the variables involved.
67. The 2018/19 Capital Programme set a £40 million target for non-earmarked receipts (net of fees) for the period 2018/19 - 2022/23, and a further £1 million was added to the target in the 2019/20 programme. Receipts towards this target of £5.5 million were generated in 2018/19 and £1.4 million in 2019/20. This leaves a balance of £34.1 million to be found between 2020/21 and 2024/25.
68. The Council's approach to the delivery of the capital receipts target will be updated in the Annual Property Plan due to be considered by Cabinet in November. Such significant levels of capital receipts need to be supported by a clear approved strategy for their realisation and timing. There is otherwise a significant risk to the Council's borrowing requirement and future revenue budget.
69. The Council's proposed approach to utilisation of capital receipts, as set out in the 2020/21 Budget Report, is summarised below:
- Prioritise receipts required to meet the balance of the target for General Fund Capital Receipts (net of fees), assumed in the 2018/19 – 2022/23 Capital Programme and any additional targets set in subsequent years.
  - Use of receipts in excess of this target to be considered to reduce the level of debt.
  - Where an asset has been funded specifically from prudential borrowing, any receipt arising from it would be utilised to reduce expenditure not yet paid for.
  - To limit the earmarking of capital receipts only for capital expenditure essential to secure a disposal, to meet the terms and conditions of a grant, where approved by Cabinet as ring-fenced for specific projects or strategies, or where required to be ring-fenced by legislation.

## Developing the Capital Programme 2021/22 to 2025/26

70. In the context of the challenges outlined above, the Capital Strategy 2020/21 framed the approach to affordability of capital financing budget in the medium term, as set out below:

Area	Approach
General Fund	Additional investment funded by borrowing over the medium term to be minimised unless approved on an invest to save / invest to earn basis.
Housing Revenue Account	Increasing significantly over the medium term primarily as a result of implementing the Capital Ambition target of new affordable housing. Future rent policy will be key to ongoing affordability.
Strategic & Major Development Projects	To create an affordable revenue budget envelope to cover capital costs arising from approved business cases.

71. In line with this approach, in updating and formulating the five-year Capital Programme for 2021/22 to 2025/26, it is proposed that wherever possible, emerging pressures should be managed and prioritised within the resources allocated in the current Capital Programme. The approach to formulating investment priorities will be as follows:-

- Directorates consider whether existing commitments remain essential or can be reduced / deferred. This should include realistic appraisal of the capacity to deliver schemes and include and justification for increased contract costs resulting from social distancing requirements.
- Consider ongoing affordability of the programme in the context of progress updates toward capital receipts targets as well as any other income assumptions previously assumed.
- Any other expenditure requests to be considered in the context of external funding or robust ITS / ITE business cases.
- For 2025/26, the new year covered by the 2021/22 – 2025/26 programme, funding requests to undertake additional borrowing will only be considered where they relate to Asset Renewal for existing assets.
- HRA investment to consider long term business plan affordability modelling, with new build schemes subject to individual viability assessments. Key to affordability will be approach to rent-setting within Welsh Government policy framework.
- All investment to be in accordance with Directorate Asset Management Plans, Capital Ambition delivery programme and :-
  - be evidence based
  - be risk prioritised
  - have considered all alternative solutions for funding and achieving the same outcome before request for council funding
  - demonstrate value for money in expenditure and approach to delivering outcomes.



72. There are a number of key strategic projects, which the Council is considering in line with Capital Ambition. Due diligence and further business cases in respect of these projects are being developed for Cabinet consideration during 2020/21 and future years. These projects include the development of an Indoor Arena in Cardiff Bay, Core Office Accommodation and the International Sports Village (ISV) and the Councils approach to participating in the Mutual Investment Model for new schools.
73. The Indoor Arena could be delivered by using a number of different delivery strategies and/or funding options. As per the detail set out in detail in the 2019/20 Budget Report, an affordability envelope has been established to facilitate the delivery the Indoor Arena which provides the flexibility required for the project to explore these various delivery and funding options, but all within the constraints of the budgetary framework. This enables decisions to be taken that would commit future revenue budgets and affect the borrowing requirement. Progress and impact of these strategic projects will be an important consideration in the development of the 2021/22 Capital and Treasury Management Strategies and consequential impact on the Medium Term Financial Plan.
74. It is essential that due diligence is undertaken on business cases for such projects, with sourcing of external expertise where relevant, to support decision-making and to understand key risks and financial liabilities that could arise from such investment. There must also be consideration of whether investment could be better made by, or together with, others.

### Financial Resilience

75. Given the challenges identified, it is important to undertake regular review of the Council's financial standing and resilience. The snapshot included at Appendix 3 provides a high-level overview of the financial health of the Council at the time of setting the Budget Strategy for 2021/22. It reflects key past, present and future information, summarising key points from the draft Statement of Accounts 2019/20, the 2019/20 Outturn Report, the Month 4 monitoring report 2020/21, the financial impact of Covid-19 in the current year, and the Budget Strategy reflected within this report.
76. The first column of the snapshot sets out the challenging historic context. Key points of note include:
- **Savings** - the significant cumulative savings over recent years. This makes continued delivery of savings much more challenging, especially as income generation is likely to play a much lesser role than in previous years, at least for 2021/22.
  - **Funding Sources** - until the current year, lack of real term AEF increases mean that council tax is accounting for a slightly larger proportion of the Council's overall funding. The "gearing" effect means that a 4.3% increase in Council tax is required to generate a 1% increase in overall funding (after accounting for CTRS)
  - **Reserves** – reserves are an important part of financial resilience. They provide a financial cushion and support a healthy cash

position, critical factors, particularly in current uncertain circumstances. The level of useable reserves has increased slightly in 2019/20, both in absolute terms and as a percentage of the Council's net budget. However, in comparative terms, Cardiff's levels of reserves are still relatively small for an Authority of this size. For this reason, the Budget Strategy assumes a conservative annual use of reserves as general budget funding in 2021/22 (£0.75m.) This sum can be accommodated from the Strategic Budget Reserve, which is held for this purpose. This assumption will be kept under review.

- **Other Financial Indicators** – it's important to note that these indicators are measured at one point in time. This means they can be affected by particular circumstances at the point the snapshot in time is taken. In 2019/20, there have been slight increases to the Council's Long Term Borrowing Ratios. These ratios are affected by cycles for the valuation of assets as well as the timing borrowing (both new borrowing and maturity) to pay for capital expenditure. As highlighted in the Outturn Report for 2019/20, the Council increased the level of borrowing during the year. This was to pay for capital expenditure in the year, and to reduce the level of temporary internal borrowing. There is also a slight increase in the Council's working capital ratio in 2019/20. This is a basic measure of liquidity, which compares current assets with current liabilities. The reasons contributing to the change in 2019/20 are an increase in debtor and cash balances compared with 2018/19. The cash balance is associated with the timing of borrowing, and clearly does not present a concern from a liquidity point of view, which is one of the measurement aims of the ratio. Whilst, an increase in debtor balances can sometimes signal that an organisation may wish to ensure that it is collecting debt as efficiently as possible, it is important to note that 2019/20 increase is partly attributable to the fact that the approach to debt recovery during the spring, took account of the exceptional impact of Covid-19. The need for ongoing review of debt collection levels and adequacy of bad debt provisions, has already been flagged up earlier in the Report as a Covid-19 related risk that will need close monitoring.

77. The middle column of the snapshot reflects the current year, capturing the 2019/20 outturn position, an indication of the projected 2020/21 outturn at month 4, as well as a summary of the in-year impact of Covid-19. The position at month 4 shows a projected overspend of £1.982 million. This comprises a £5.082 million directorate overspend, offset by the £3.000 million corporate contingency and a small underspend on the summary revenue account. The ongoing risk associated with issues inherent in the directorate overspend have been reflected in the 2021/22 budget gap outlined above. The Month 4 monitoring Report also sets out Covid-19 related risks of up to £34 million in relation to the remainder of 2020/21. In light of Welsh Government's recent announcement of £264 million additional funding at an All Wales level to support Local Government with Covid-19 related pressure during the remainder of the year, it is anticipated that a level of Welsh Government support will be available in this regard. As noted in the Month 4 Report, projections regarding the precise level of

support will be reflected in future monitoring reports. Additional costs and lost income may not be 100% reimbursed, and this risk will require close ongoing scrutiny.

78. The final column summarises the contents of this report and the future financial challenge that faces the Council. The challenge, which is significant in itself, is amplified by the context summarised in the preceding columns of the snapshot.

### **Scrutiny Consideration**

79. The Policy Review and Performance Scrutiny Committee is due to consider this issue on 15 September 2020. Any comments will be circulated at the Cabinet meeting.

### **Reasons for Recommendations**

80. To seek Cabinet approval for the Budget Strategy in respect of 2021/22 and the updated MTFP.
81. To note the Budget Timetable Framework and forward this to Council for approval.

### **Legal Implications**

82. It is the responsibility of the Cabinet to receive financial forecasts and develop a medium term financial strategy with a view to proposing a Budget for the Council to approve.
83. There are no general legal issues arising from the report. Specific legal issues will be addressed as part of the proposed budget preparation.
84. The report provides that the proposed Budget Timetable framework for 2021/22 will make provision for consultation. In order for there to be robust consultation process it must occur when proposals are at a formative stage; it should give sufficient reasons for any proposal to permit proper consideration; and it should allow adequate time for consideration and response;
85. There must be clear evidence that the decision maker has considered the consultation responses before taking its decision. It is important to note that the consultation raises the legitimate expectation that any feedback received from the consultation will be taken into account in developing the proposals consulted upon.
86. The public sector equality duties under the Equality Act 2010 require the Council to give due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity,

marriage and civil partnership, sexual orientation, religion or belief – including lack of belief.

87. The Wellbeing of Future Generations (Wales) Act 2015 requires the Council to consider how its proposed decisions will contribute towards meeting the well-being objectives set out in the Corporate Plan. Members must also be satisfied that proposed decisions comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.

### **Financial Implications**

88. The financial implications are set out in the detail of the report. In summary, the report refreshes the MTFP and sets out the Budget Strategy for 2021/22. It outlines a likely budget reduction requirement of £97.182 million over the period 2021/22 – 2024/25, of which £25.417 million relates to 2021/22. Further detail on the elements of the budget gap is included at Annex 1. The current outline modelled strategy to address the budget gap is a combination of council tax increases (£25.891 million) and savings (£71.504million.) The gap will continue to be reviewed during the current year to reflect most recent information.

### **HR Implications**

89. The report outlines the contexts under which the budget is being set together with the continued financial challenges faced by the Council in balancing reducing finances with increasing demands and the challenges that the COVID pandemic have created. The Council will continue to review the shape and scope of the organisation and the way in which services are delivered and efficiencies achieved. New service delivery models will need to meet demand pressures and reflect budgetary realities alongside securing further efficiency savings through better collaboration and partnerships, integration of service delivery and reducing duplication of effort and resources.
90. Given the level of savings required in 2021/22 and beyond, it will be key that the savings proposals identified are robust and deliverable. The extent of financial challenge in a continued period of restraint will result in savings targets for controllable budgets which will be considerably challenging and will result in significant changes to how local government services are delivered. The availability of resources to support the delivery of these radical and sustained changes will be key.
91. Whilst it is not possible to provide specific HR implications on any changes at this time, it is clear that the ongoing budget difficulties will continue to have significant people implications associated with actions necessary to manage the financial pressures facing the Council. As service delivery proposals are brought forward, there will be consultation with employees (those directly and indirectly impacted) and the Trade Unions so that they are fully aware of the proposals, have the opportunity to respond to them and understand the impact that the new model of service will have on

them. Further and specific HR implications will be provided when relevant models are proposed. Any proposed reductions in resource levels will be managed in accordance with the Council's recognised policies for restructuring which include, where appropriate, redeployment and voluntary redundancy.

92. The Council's Voluntary Redundancy Scheme is always available however, following this report, if agreed, it will be widely publicised to employees. Whilst those interested in leaving on this basis (with a post subsequently deleted) should express an interest to do so, a business case to support the exit will still need to be made and signed off. Flexible retirement continues to be another option available and a Sabbatical policy is in place as well as ability to request voluntary reductions in working hours. Training and development to support new skill requirements will remain available in order to place employees in the best possible position for potential redeployment.
93. Initial Trade Union consultation has taken place on this report. The Trade Union Partnership Meeting has been used for consultation and will be utilised to facilitate early discussion with Trade Unions on any key organisational proposals, with more detailed discussion continuing with employees and trade unions at local directorate level. It is essential that there continues to be appropriate consultation on proposals that are taken forward, as and when they are developed. This could include early proposals which are required to be implemented in preparation for the 2021/22 financial year. Many of these will have people implications that will need to be considered at an early stage in consultation with the Trade Unions and employees affected.

### **Property Implications**

94. The advent of COVID resulted in both transactional and strategic challenges that have impacted certain property transactions within the Annual Property Plan allocated towards the Capital Receipts Target. Whilst for most affected transactions this means a short term delay in originally anticipated completion, the Strategic Estates Department continues to review the quantum and timeline of all future transactions due to the impact of COVID and will liaise closely on implications for the programme in the medium term.
95. The Strategic Estates Department continues to work closely with the Council's tenant base on delayed rental and service charge during the Covid lockdown. The majority of paused income is being dealt with via deferred payments schedules agreed the tenants and the team is working with the Finance Department to assess the on-going impact on the Council's rental income. All future policies or negotiations in respect of the outstanding rent and service charge should be aligned with the Council's Asset Management processes and in consultation with Strategic Estates and relevant service areas.
96. The Strategic Estates Department has provided support and assistance at an early stage towards Covid-19 response including negotiations for

temporary accommodation, as well as medical and testing facilities, within the Council estate. In the event of any further requirements in respect of the Covid-19 response, they should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

## RECOMMENDATIONS

The Cabinet is recommended to:

- (1) Agree the budget principles on which this Budget Strategy Report is based and the approach to meeting the Budget Reduction Requirement both in 2021/22 and across the period of the Medium Term Financial Plan within the context of the objectives set out in Capital Ambition.
- (2) Agree that directorates work with the relevant Portfolio Cabinet Member, in consultation with the Corporate Director Resources and Cabinet Member for Finance, Modernisation and Performance to identify potential savings to assist in addressing the indicative budget gap of £25.4 million for 2021/22 and £97.2 million across the period of the Medium Term Financial Plan.
- (3) Delegate to the Chief Executive, in consultation with the Leader and Cabinet Member for Finance, Modernisation and Performance, the authority to implement any saving proposal in advance of 2021/22 where no policy recommendation is required or where a policy decision has already been taken.
- (4) Note that work will continue to update and refresh the MTFP and that this will be reported to Members as appropriate.
- (5) Propose that Council agree that the Budget Timetable Framework set out in Appendix 2 be adopted, and that the work outlined is progressed with a view to informing budget preparation.
- (6) Agree that consultation on 2021/22 budget proposals will take place in order to inform the preparation of the draft 2021/22 Budget.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>CHRISTOPHER LEE</b>
	Corporate Director Resources
	11 September 2020

*The following Annexes are attached:*

Annex 1: Medium Term Financial Plan

*The following Appendices are attached:*

Appendix 1: Budget Strategy Frequently Asked Questions

Appendix 2: Proposed Budget Timetable Framework 2020/21

### Appendix 3: Finance Resilience Snapshot

*The following Background Documents have been taken into account*

2020/21 Budget Report – February 2020

Capital Strategy 2020/21

Budget Monitoring – Month 4 Report 2020/21

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# Cardiff Council

# Medium Term Financial Plan

2021/22 – 2024/25



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# Section 1. Introduction

## 1.1 Aims and Purpose of MTFP

The Medium Term Financial Plan (MTFP) forecasts the Council's future financial position. Preparation of an MTFP is good financial practice. In particular:

- It helps ensure that the Council understands, and can prepare for, the challenges in setting a balanced budget.
- It encourages discussion about the allocation of resources, helping to ensure they are directed towards delivering core responsibilities and policy objectives.
- It is an important part of understanding the Council's financial resilience, helping to protect the Council's long term financial health and viability.

## 1.2 Governance

The MTFP process is an integrated part of the Council's financial planning framework. It closely aligns with other key aspects of the financial planning process, including the Council's Capital Strategy.

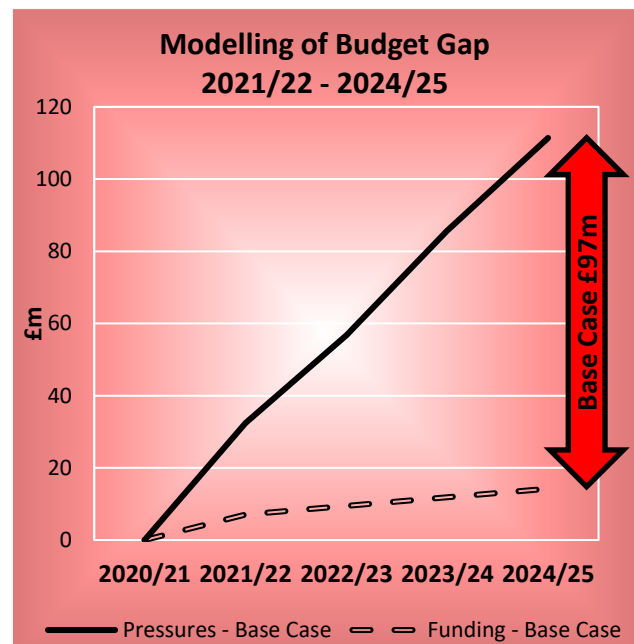
Development of the MTFP is an iterative process. Regular review is required to ensure it reflects most recent information and captures emerging issues. Elected Members and Senior Management are engaged in the process through a series of regular briefings, to scope, inform and scrutinise the plan.

The transition from high-level planning principles, to detailed budgets that align with the Council's priorities, is shaped by Elected Members with support and advice from senior management. As proposals develop, engagement is extended to a wider range of partners including citizens, Scrutiny, staff, School Budget Forum and Trade Unions. Consultation feedback is considered as part of the finalisation of annual budget proposals.

The MTFP is formally reported as part of the Council's Budget Report each February, and an update is included with the Budget Strategy Report. This is usually each July, but is later this year due to the Covid-19 pandemic.

## 1.3 MTFP Overview

In February 2020, the positive 2020/21 Local Government Financial Settlement, led to the MTFP reflecting more optimistic funding assumptions than in previous years. However, the impact of Covid-19 on the national economic picture has tempered this optimism. The knock-on impact on the MTFP position is decidedly uncertain and will need to be kept under close review. The MTFP currently estimates a budget gap of £97 million over the period 2021/22 – 2024/25.



“Budget Gap” is the term used to describe the difference between the funding the Council expects to receive, and the estimated cost of continuing to deliver services at the current level. Put simply, the budget gap is a result of funding failing to keep pace with demand, inflation and other financial pressures.

# Section 2. Key Considerations

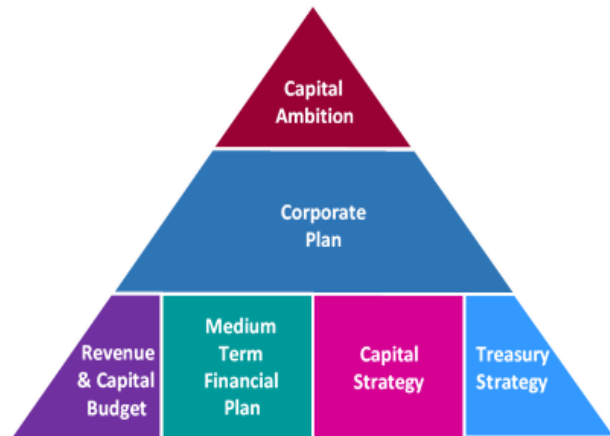
## 2.1 Council Priorities

The policy programme, Capital Ambition, sets out the Administration’s priorities and principles for change. The Corporate Plan, “Delivering Capital Ambition”, sets out how the Administration’s priorities will be achieved. Key priorities and objectives are summarised below.

Capital Ambition	Corporate Plan
Working for Cardiff	<ul style="list-style-type: none"> <li>• Cardiff is a great place to grow up</li> <li>• Cardiff is great place to grow older</li> <li>• Supporting people out of poverty</li> <li>• Safe,empowered communities</li> </ul>
Working for Wales	<ul style="list-style-type: none"> <li>• A Capital City that works for Wales</li> </ul>
Working for the Future	<ul style="list-style-type: none"> <li>• Cardiff Grows in a resilient Way</li> </ul>
Working for Public Services	<ul style="list-style-type: none"> <li>• Modernising and Integrating our Public Services</li> </ul>

The Corporate Plan is consistent with wider local and national goals that support long-term sustainability. It is aligned with the Cardiff Well-being Plan, which contains the shared well-being objectives of Cardiff Public Services Board. These complement Wales’ National Well-being Goals, which focus on creating a more sustainable Wales.

The Council’s financial strategy documents, including the Budget, MTFP, Capital and Treasury Strategies, are framed by the above priorities and objectives.



This ensures that resources are spent in line with priorities and that financial strategy supports long-term sustainability, in line with the Council’s duties under the Well-being of Future Generations (Wales) Act 2015.

### Implications for Financial Planning

The MTFP needs to reflect the revenue funding requirements of Capital Ambition, including where applicable, the financing requirements of the capital investment needed to deliver the Administration’s priorities.

In addressing the medium term budget gap, savings will be required. There will be a need to continue to ensure that scarce resources are allocated in a way that maximises priorities.

## 2.2 City Demographics

Previous iterations of the MTFP have included significant detail around Cardiff’s demographics, including population, education, housing, employment and deprivation. The pandemic has had an unprecedented impact on all of these areas, such that previous expectations around demographics are not necessarily still relevant to today’s MTFP. The lasting impact and effect on people’s day-to-day lives, are still uncertain, but are likely to include those set out below.

## Section 2. Key Considerations

### *Population*

As of 2018, Cardiff had a population of 364,000. Between 2008 and 2018, its population grew by 9.5%. The expectation was previously that the city would continue to grow, albeit at a slower rate. There will be a need to consider whether this will continue to be the case once the lasting impact of the pandemic on working practices, birth rates and housing begin to become clearer, all of which will can impact on the overall population of the city.

### *Education*

Investment in the building of new schools, and the refurbishment and improvement of existing accommodation is being taken forward as part of the 21<sup>st</sup> Century Schools Band B Programme, along with programmed asset renewal works. New schools will also be developed in connection with the Local Development Plan (LDP). The timing of previously assumed revenue pressures in this regard will require review. In future, there will also be a need to consider lasting effects of the pandemic such as any potential increase in use of blended learning practices and factors that may affect levels of support required by pupils.

### *Housing*

Cardiff's LDP is a 20 year Plan from 2006 - 2026. It set a target for 41,000 additional homes by 2026. The LDP is subject to statutory periodic review, and this will take place over the next two to three years. The Council also has an ambitious Housing Strategy to build affordable, high quality, energy sustainable homes. It is unclear at present how the pandemic might impact the level of new homes required, and, as such, the planned infrastructure and income expected from, for example, planning and building control fees and commuted sums.

### *Employment*

Working from home has become a necessity during periods of lockdown, and many employers have indicated that a move to more agile working

will become a permanent feature of their future plans. In addition, whilst the current Job Retention Scheme is running, the true impact on unemployment levels continues to be an unknown factor. It is likely that once financial support ends, more companies will become financially unviable, and further job losses will be inevitable. This will in turn impact on levels of deprivation, the housing market, benefit claims and Council Tax. The loss of companies, or the move away from office working will also inevitably impact Non-Domestic Rates yield, which in turn could affect funding levels.

There are already large disparities in unemployment levels across the city and there is in-work poverty. Just over a fifth of people in employment earn less than the Real Living Wage (RLW). The RLW is an independently calculated hourly rate of pay, set to cover the basic cost of living. It is paid voluntarily by more than 6,000 UK employers. Cardiff Council is a RLW employer and an advocate of the RLW in the city.

### *Deprivation*

The 2018/19 National Survey for Wales indicated that 16% of people aged 16 or over in Cardiff live in households in material deprivation, which is slightly above the Welsh average of 14%. However, there is disparity across the city. The full and lasting impact of the pandemic on these figures will only become known once there is a greater understanding of the impact on each of those areas above.

## 2.3 Economic and Financial Outlook

Local financial planning is linked to the context. At present, economic, demographic, social and global considerations, (all key external factors that influence budget-setting), are fraught with uncertainty due to the global pandemic.

### *UK Context*

The Office for Budget Responsibility (OBR) produce medium term forecasts for key economic

## Section 2. Key Considerations

indicators. Latest published forecasts (March 2020) were undertaken at a time when the pandemic appeared to be limited to China as recognised by the OBR in the report. Until such time as the longer-term impacts on both the global and UK economy are understood, therefore, any forecasts from that time around Gross Domestic Product (GDP), Inflation (CPI), and Average Earnings, are to some extent meaningless.

However, what is clear, is that the UK is currently in recession, defined as a reduction in Gross Domestic Product (GDP) over two consecutive quarters. During January to March 2020, GDP fell by 2.2%. During the second quarter of 2020, as nationwide lockdown took effect, GDP fell by a further 20.4%, the biggest quarterly decline since comparable records began. Whilst monthly figures indicate that economic growth returned in May and strengthened in June, this was insufficient to offset the dramatic impact of the first full month of restrictions during April. At July 2020, inflation (CPI) stood at 1.0% compared to 2.1% as at July 2019.

### Implications for Financial Planning

Looking forward, economic recovery is extremely uncertain. The longer-term impact on businesses of national lockdown, and of ongoing public health measures designed to control the spread of the virus, remain to be seen.

Other uncertainties include whether there will be a shift in consumer confidence and behaviour, the potential for a second spike of the virus and the timing and efficacy of any potential vaccine.

Brexit is an added uncertainty on the horizon.

### *Britain leaving the European Union*

Although the UK left the EU on the 31 January 2020, it is still unclear whether a trade deal will be reached by the end of 2020. At the end of June 2020, the UK Government rejected an extension to

the transition period beyond 31 December 2020, potentially increasing the chance of a no-deal Brexit.

### *Public Sector Net Borrowing*

Government support for jobs and businesses during the pandemic has had a significant impact on public sector borrowing. In July, UK public sector net debt reached £2 trillion for the first time and further heavy borrowing is anticipated in coming months. At the end of July, debt was 100.5% of GDP, the first time it has exceeded 100% in almost sixty years. There will be a need to restore debt to more sustainable levels over time, and this has the potential to affect spending on public services. The UK Autumn Budget, expected in October, may give further indications in this regard.

### Implications for Financial Planning

The position is uncertain, in terms of both the future economy, and its implications for spending on public services.

Both the UK Budget and Comprehensive Spending Review to be announced in Autumn 2020 should provide further clarity to the UK Government's fiscal policy and its potential implications for the Welsh Block Grant.

### *Welsh Context*

The WG Budget covers one year only which means the Council has no indicative funding figures for 2021 or beyond. Estimating funding is extremely difficult; national economic uncertainty may affect public spending generally, and distribution decisions must be made by both Westminster and Welsh Government before funding reaches individual Welsh Authorities.

Wales Fiscal Analysis (WFA) is a research body, which undertakes independent research into the public finances, tax and expenditure of Wales. Previously, WFA modelled potential future levels

## Section 2. Key Considerations

of the Welsh Block Grant based on Conservative manifesto pledges. This modelling suggests that if the WG continued to allocate 2.7% real term annual increases to the NHS, the rest of the Public Sector may see a small increase (or remain flat) in real terms. However, this modelling was set in the context of significant uncertainty even prior to the pandemic and will need to be reviewed following the UK Budget in the autumn.

A number of taxes are devolved to WG control including landfill disposal tax, Non-Domestic Rates (NDR), land transaction tax and Welsh Income Tax. Whilst WG has the power to vary taxes, the current administration have pledged not to change income tax rates prior to the 2021 election.

### 2.4 Council Financial Context

#### Historic Context

Over the past 10 years, the Council has identified almost £225 million in savings and lost over 1,600 FTE posts in services other than schools.



This period coincides with a marked deterioration in general grant levels. Whilst Cardiff has not seen a **cash** reduction in AEF since 2015/16, until 2020/21 there were annual real term reductions. AEF has not kept pace with the level of inflationary and demand pressure that the Council has experienced.

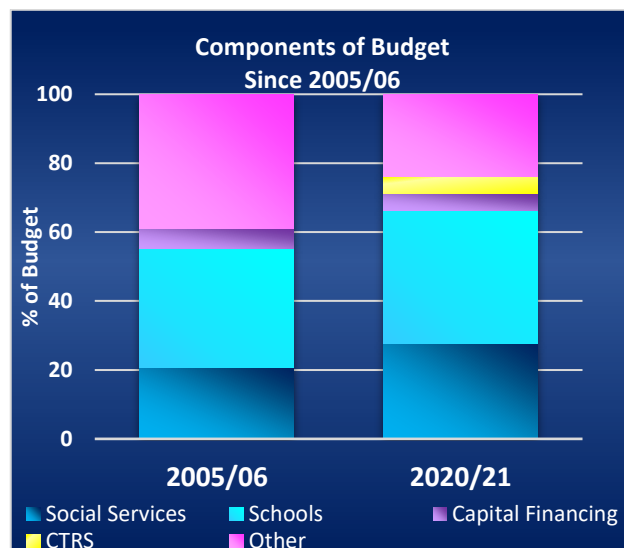
#### Impact on the Council's Budget

The extended period of financial challenge has had a significant impact on the *shape* of the Council's budget. Some directorate budgets have contracted significantly and others have grown.

Demand and price pressure has been acute in Social Services and Schools. Between 2016/17 – 2020/21, these budgets increased by £83 million.

Year	Schools £m	Social Services £m	Total £m
2016/17	11.2	4.1	15.3
2017/18	7.2	9.2	16.4
2018/19	7.4	8.4	15.8
2019/20	10.4	4.1	14.5
2020/21	10.4	10.6	21.0
<b>TOTAL</b>	<b>46.6</b>	<b>36.4</b>	<b>83.0</b>

Until 2020/21, with no real term AEF increases to help meet this demand, it was primarily financed from savings in other directorates, causing those budgets to contract significantly over time.



The "Other Services" budget includes all Council services except Schools and Social Services. For example, it includes highway maintenance, waste collection, parks and homelessness. It contains areas of statutory duty.

#### Implications for Financial Planning

This context makes it more challenging to continue to deliver material levels of savings over the medium term. The Council's financial resilience will continue to be kept under close review.

# Section 3. Medium Term Financial Plan

## 3.1 Forecast Financial Position

The Council's forecast financial pressures, funding and resultant £97 million budget gap are set out below.

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
<b>Base Budget Brought Forward</b>	<b>656,186</b>	<b>663,222</b>	<b>665,602</b>	<b>667,994</b>
<b>Schools</b>				
Pay Costs	7,013	6,546	6,596	6,628
Price Inflation	75	75	75	75
Pupil Numbers (Primary and Secondary)	748	(738)	(561)	1,095
Special School Places / Resource Bases	928	756	929	919
Complex Needs Enhancement	750	750	750	750
Local Development Plan – Starter Schools	0	716	797	859
Contribution to Band B & Asset Renewal	(1,090)	(1,090)	(1,090)	(1,090)
<b>Total Schools Pressures</b>	<b>8,424</b>	<b>7,015</b>	<b>7,496</b>	<b>9,236</b>
<b>Social Services</b>				
Pay Costs	1,339	1,225	1,257	1,287
Price Inflation	4,161	2,873	2,974	3,076
Commitments	6,396	(132)	(53)	0
Demographic - Adult Social Services	1,405	1,427	1,449	1,471
Demographic - Children's Social Services	2,175	2,175	2,175	2,175
<b>Total Social Services Pressures</b>	<b>15,476</b>	<b>7,568</b>	<b>7,802</b>	<b>8,009</b>
<b>Other Services</b>				
Pay Costs	3,168	2,856	2,935	2,997
Price Inflation	730	600	480	730
Commitments	1,338	1,486	538	788
Demographic Growth	100	100	100	100
<b>Total Other Services Pressures</b>	<b>5,336</b>	<b>5,042</b>	<b>4,053</b>	<b>4,615</b>
<b>Capital Financing</b>	<b>1,717</b>	<b>1,660</b>	<b>6,603</b>	<b>842</b>
<b>Emerging Financial Pressures</b>	<b>1,500</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Resources Required</b>	<b>688,639</b>	<b>687,507</b>	<b>694,556</b>	<b>693,696</b>
<b>Resources Available:</b>				
Aggregate External Finance	(476,083)	(478,463)	(480,855)	(483,259)
Council Tax before any future increases	(186,389)	(186,389)	(186,389)	(186,389)
Earmarked Reserves	(750)	(750)	(750)	(750)
<b>Total Resources Available</b>	<b>(663,222)</b>	<b>(665,602)</b>	<b>(667,994)</b>	<b>(670,398)</b>
<b>BUDGET REDUCTION REQUIREMENT</b>	<b>25,417</b>	<b>21,905</b>	<b>26,562</b>	<b>23,298</b>



## Section 3. Medium Term Financial Plan

### 3.2 Pressures Key Assumptions

#### Employee Costs

##### Pay Awards

There are no agreed pay awards for the period covered by the MTFP. The plan contains the following assumptions:

- Teachers' Pay Award - 2.5% per annum
- NJC Pay Award – 2.5% per annum

##### National Insurance

No significant changes to National Insurance rates or thresholds are anticipated. This position will be kept under review.

##### Employer's Superannuation Contributions

Actuarial review of the Local Government Pension Scheme took place during 2019/20. Resultant changes in Employers' contributions are reflected in the 2020/21 budget. The results of the next actuarial review could affect later years of the MTFP. At this stage, no further change in contribution rate is assumed but this will be kept under close review.

The Teachers' Pension Scheme (TPS) is an unfunded public service pension scheme. Employers' contributions to the scheme increased significantly in September 2019 due to an actuarial review and change in the discount rate used to set scheme contributions. At present, the MTFP reflects no further changes, but this another area that will require careful consideration as the next actuarial review nears.

##### Incremental Pay Progression

Forecast pay pressures include an allowance for teachers' pay progression. Estimates are reduced year on year, in recognition that over time, budgets should be sufficient to cover the top of each pay grade. No pressures are anticipated in respect of pay progression for non-teaching staff for this reason.

##### Apprenticeship Levy

Forecast pay pressures allow for the Council's Apprenticeship Levy to increase in line with general pay uplifts. The Apprenticeship Levy is a Government levy payable by larger employers at 0.5% of annual pay bill.

##### Redundancy Costs

In times of financial challenge, savings requirements mean that redundancy costs are an important consideration in financial planning. The Council has a base budget and earmarked reserve set aside to meet these costs. Financial forecasts include potential redundancy costs over and above existing provision.

##### Price Inflation

The Council's budgetary policy is that directorates manage price inflation within existing resources, except in exceptional circumstances. These may relate to the scale of the increase, or the quantum of the budget to which the increase applies. Areas deemed exceptional and included as forecast price pressures include out of county placement costs, NDR, Social Services commissioned care costs and energy.

Where appropriate, forecast increases are in line with the OBR's estimate for CPI as outlined in the table below. However, consideration is also given to other key cost drivers in the services being commissioned, including for example wages.

2021/22	2022/23	2023/24	2024/25
1.90%	2.10%	2.00%	2.00%

##### Commitments

Forecast financial commitments include capital-financing costs, increases to levies the Council is committed to paying and the future implications of previous Cabinet or Council decisions. Further detail on each area is set out below.

## Section 3. Medium Term Financial Plan

### Capital Financing Costs

Forecast capital-financing costs reflect the 2020/21 – 2024/25 Capital Programme and the cost of commitments made in previous years.

They reflect the following key assumptions:

- No new commitments funded by additional borrowing unless on an invest to save basis
- The timing and delivery of expenditure will be as profiled in the capital programme
- The assumed interest rate for new borrowing is 3.5%
- Capital receipt targets will be met
- The timing and method of managing borrowing repayments will be as set out in the Treasury Management Strategy
- There will be one pool of debt for the General Fund and HRA. This will be a subject of review during 2020/21.

### Levies

Forecast financial commitments include estimated increases to levies and contributions. The most significant of these is the South Wales Fire Services (SWFS), with a current Council contribution level of almost £18 million. The budget for the SWFS is levied across constituent local authorities on a population basis. Estimates allow for the Council's future levy to increase both as a result of population increases and due to potential increases to the SWFS' overall budget.

### Other Commitments

These include:

- Additional base budget funding for the Council's Corporate Apprentice Scheme in 2022/23, which is when remaining reserve funding will be almost fully depleted.
- Revenue funding associated with the procurement of a new refuse vehicle fleet.
- Funding for homelessness to reduce reliance on the earmarked reserve.
- The operating costs of a Household Waste Recycling Centre consistent with the timescales in the capital programme.

- The potential for market supplement arrangements for Children's Social Workers to be extended.

### Climate Emergency

In March 2019, the Council declared a climate emergency. The Council is investing in a number of initiatives to decarbonise the city with many of these reflected in the Capital Programme including LED lighting, energy efficiency housing, electric vehicles and charging points. The capital financing of schemes within the programme is reflected in the MTFP. Any further investment will need to be considered as part of the refresh of the MTFP.

### Demographic Pressures

The key areas of forecast demographic growth, and the associated financial impact over the period 2021/22 – 2024/25 are summarised below:

Demographic Increases	£m
Adults Social Services	5.8
Children's Social Services	8.7
Pupil Numbers	0.5
Additional Needs of Pupils	6.5
Local Development Plan - Schools	2.4
Other	0.4
<b>TOTAL</b>	<b>24.3</b>

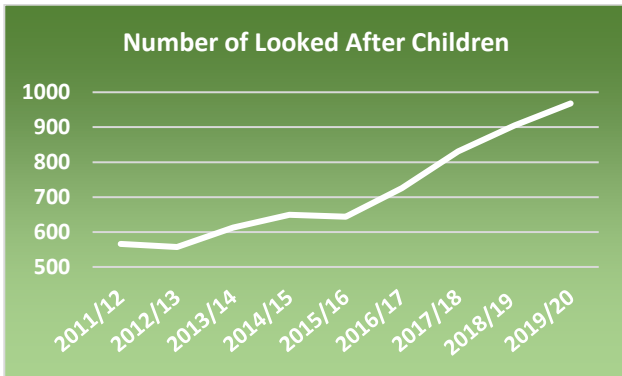
### Adults Social Services

Estimated growth in Adult Social Services takes into account, projected growth in relevant areas of the population. It estimates the impact on commissioning budgets if demand (as a percentage of the overall population) were to remain consistent with pre-pandemic levels. Further careful modelling will be required in coming months, in order to determine the lasting impact of the pandemic on placement numbers and market sustainability.

## Section 3. Medium Term Financial Plan

### *Children's Social Services*

Estimated growth in Children's Services is more difficult to predict. The number and complexity of care packages for looked after children can vary significantly year on year. The graph below sets out annual increases since 2011/12.



Financial forecasts currently include £2.2 million per annum to reflect potential growth in Children's Services. This assumes some flattening of the recent trend line as preventative measures currently being implemented by the directorate take effect. Further modelling will be required in relation to the potential future mix of placements (fostering and residential), to determine whether the significant shift of recent years will even out.

### *Pupil Numbers & Associated Learning Needs*

Pupil number projections reflect the existing pupil population moving up a year group each year. They are adjusted to take account of historic retention rates. New pupils starting nursery each year are modelled using published birth rate data.

Up until September 2023, projections show a continued reduction in primary pupil numbers and an increase in secondary pupils. Following this, the recent fall off in primary numbers begins to feed through into secondary schools.

Costs associated with the Associated Learning Needs (ALN) of pupils are more difficult to model. As well as estimating future predicted demand, there is also a need to consider complexity of need as different types of support have different costs. ALN forecasts are based on estimates by the

Education directorate and take into account historic and projected pupil population information. They will be regularly reviewed to take account of most recent information.

Future operating cost of schools in LDP areas are difficult to predict and subject to change. Forecast figures have been amended to reflect schools beginning to open in LDP areas from the September 2022, a year later than previously assumed. Each new school may take a different form, with some being starter schools, which refer to schools that begin with reception and year one groups only and then grow year on year, and others offering places in all year groups from the outset. Assumptions are high level and will need refinement as development within the city progresses and demand for school places becomes clearer. There will also be a need to gauge whether the take up of school places in LDP areas affects demand in other areas of the city.

### *Emerging Financial Pressures*

Forecasts include £3 million per annum (£1.5 million in 2021/22) to address emerging financial pressures, which equates to approximately 0.5% of the Council's net budget. This reflects the fact that it is impossible to foresee all issues and that additional burdens may arise over the next five years, through new legislation, unforeseen demand, policy change, and grant fall out.

The inclusion of a figure against emerging issues provides a margin of headroom, avoiding the need to identify additional savings proposals at short notice. Sums included for emerging pressures are kept under regular review and are removed from plans if they are no longer considered necessary.

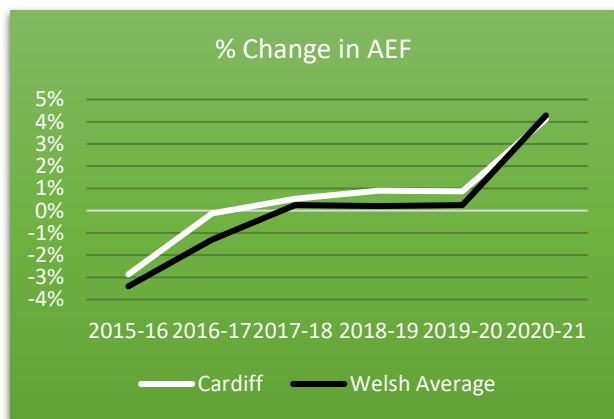
### **3.3 Funding Key Assumptions**

#### *Aggregate External Finance (AEF)*

The 2020/21 Local Government Finance Settlement was for one year only. The settlement was significantly more positive than for many

## Section 3. Medium Term Financial Plan

years with a real term increase in funding for Local Government. At +4.1% Cardiff's increase was slightly below the Welsh average of +4.3%. The chart below models recent settlements (in cash terms).



Whilst settlements in recent years have seen marginal increases in cash terms, often the benefit was eroded by the inclusion of new responsibilities within the overall funding envelope. This means at least part of the additional cash, came with new responsibilities.

In February 2020, in the context of the 2020/21 settlement, it appeared overly prudent to plan for negative settlements in the MTFP but equally inappropriate to assume that future settlements would be as positive as 2020/21 given the Ministerial letter accompanying the settlement warned the positive 2020/21 position did not mean "austerity is over." On balance, funding assumptions of +1.5% were assumed across the MTFP.

Weighing up the considerations in the economic outlook, in particular the potential for public spending to be tightened as a means of addressing unprecedented levels of UK debt, these assumptions have been dampened to +1.5% in 2021/22, followed by 0.5% each year thereafter. This assumes that public sector funding may well be affected in future years, but this may not be whilst public bodies are still coping with the pandemic.

It should also be noted that there is the potential for Cardiff's settlement to be below average. This is a result of a reset of population figures within the formula, and was the reason for Cardiff's below average settlement in 2020/21.

If indicative funding is worse than these planning assumptions, there may be a need to identify significant additional savings at short notice. This could pose a material risk to the Council's financial resilience, as the achievability risk associated with such savings is likely to be high.

In order to address this risk, the Council has a £3.8 million base budget called a Financial Resilience Mechanism (FRM.) It is used to invest in priority areas, but that investment must be one-off and decided afresh each year. This means that the budget is used proactively, but could be deleted without affecting day-to-day services if required.

### Reserves

In the interests of financial resilience, reserves should not be heavily relied upon to fund the budget. This is because:

- Reserves are cash sums and their use to fund the budget creates a gap in the finances of the following year.
- Earmarked reserves are set aside for a particular purpose.
- Reserves are an important part of financial resilience, providing a cash buffer.
- Cash in reserves is not idle; it generates investment income in line with the Treasury Management Strategy and avoids the need for short-term borrowing.
- The level of reserves held by Cardiff Council may be considered to be just at an adequate level for an Authority of this size. As a percentage of gross revenue expenditure, Cardiff has one of the lowest levels of reserves compared to other Welsh Authorities.

Funding forecasts assume that £0.75 million will be used from reserves to support the budget each

## Section 3. Medium Term Financial Plan

year between 2021/22 and 2024/25. This means a total of £3 million will be used from reserves to support the budget over the four years.

The Council has a Strategic Budget Reserve to support the medium term and any opportunities to increase that reserve at year-end are taken. In addition, there is an annual review of reserves, with amounts released where they are no longer required for the purpose originally intended.

The proposed use of reserves is considered to strike an appropriate balance between the points set out at the start of this section, with the need to support services in times of financial pressure. These assumptions will be kept under review.

### **Grant Funding**

Specific grants must be used for a particular purpose, which is defined by the grant provider. The funding may only be used for that purpose, and the Council is audited to ensure compliance. The Council receives a significant amount of specific grant funding, notably from WG.

Over an extended period, Welsh Local Government have pressed WG for “funding flexibility.” This means that wherever possible, funding should be directed through AEF. As well as providing more flexibility for Local Authorities, this would also reduce administrative burdens.

There has been a tendency in recent years, for WG to direct additional funding for Local Government through specific grants. Examples of this have included Teachers’ Pay and support for Social Services pressures. These grants support day-to-day operational pressures, as opposed to WG policy initiatives.

From a financial planning perspective, there is a risk that specific grants may reduce in cash or real terms, or be discontinued altogether. This risk increases where grants are supporting core activity. Whilst still a challenge where grants support specific initiatives, there is at least an

opportunity to review whether those initiatives should continue.

The Council has a budget of £250,000 to deal with in-year specific grant funding issues. In addition, the MTFP reflects anticipated reductions to specific grant streams, where failure to do so could ultimately result in a larger cost, such as a fine. Beyond this, the MTFP is based on the assumption that any future specific grant reductions would be dealt with by:-

- Reviewing the grant funded activity
- Providing transitional funding through the FRM, (if it is still available)
- Providing funding through the sum included within the MTFP to meet emerging financial pressures.

## Section 4. Addressing the Gap

### 4.1 Budget Gap

The estimated budget gap for the period 2021/22 – 2024/25 is set out below:

2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
25.4	21.9	26.6	23.3	97.2

This will need to be addressed through a combination of savings, income generation and Council Tax increases.

### 4.2 Council Tax

Council Tax accounts for 28% of the Council's general funding. This means that in order to generate a 1% increase in overall funding, Council Tax would have to increase by over 4% (after accounting for Council Tax Reduction Scheme (CTRS)). This is called the gearing of the tax. The Council has little control over the majority of its funding, which is through Welsh Government Grant.

Technical variables that must be considered when setting the Council Tax include:

- The Council Tax Base of the Authority
- Council Tax Support Budgets
- The level of the Council Tax

#### *Council Tax Base*

The Council Tax Base is the number of Band D equivalent properties in the city. In simple terms, it reflects the number and type of dwellings in the city, and takes into account if they may be eligible for Council Tax discounts or exemptions. Local Authorities use the Council Tax Base to calculate how much Council Tax they expect to generate.

Whilst other factors affect the Council Tax Base, broadly speaking, property development in an area usually means that the Council Tax Base will increase, generating more Council Tax income. Whilst there is the potential for the Council Tax Base to increase over the medium term, budget

strategy is not to pre-empt these increases within MTFP. This is because an increase in Council Tax Base often results in a reduction in AEF.

#### *Council Tax Support Budgets*

The Council pays Council Tax support to eligible recipients under the CTRS. The current annual budget is over £30 million.

The CTRS Budget must be considered when projecting future Council Tax income. If eligibility for Council Tax Support remains consistent; an increase in the rate of the Council Tax will place additional pressure on the CTRS Budget. This is because support must be paid at the new, higher rate. Figures quoted in the next section are net, in that they take into account the associated impact on the CTRS Budget.

#### *The level of the Council Tax*

In addressing the budget gap, it is assumed that Council Tax will increase by 4.0% per annum. An annual 4.0% increase would contribute the following amounts to addressing the budget gap:

2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
6.1	6.3	6.6	6.9	25.9

The assumption of annual 4.0% increases is not fixed, and will be kept under review over the medium term and is subject to Member approval.

### 4.3 Savings Requirement

The residual budget gap to be met from savings after taking into account assumed Council Tax increases is:

2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
19.3	15.6	20.0	16.4	71.3

## Section 4. Addressing the Gap

In addressing this gap there will be a need to:

- Capture the full financial benefit of the early intervention and preventative work ongoing across the Authority, in order to manage the pattern of future demand for Council services.
- Consider the level at which it is affordable to continue to subsidise services of a more discretionary nature.
- Continue to review income streams, whilst recognising that in the short to medium term, core income budgets are in jeopardy and therefore opportunities to generate additional income will be more limited than in previous years.
- Continue to target efficiencies, including baseline efficiencies for *all* services including schools.
- Continue to undertake service reviews
- Identify opportunities to work across directorates and in partnership with other organisations.
- Target productivity savings to ensure that optimum value for money is achieved within scarce resources, including making best use of digital technology.
- Consider how targeted capital investment may deliver revenue savings.

In developing detailed savings proposals for the medium term, there will be a need to work across directorate boundaries to review all elements of expenditure that the Council is able to influence. This will include working with delegated schools to identify efficiency opportunities in relation to the £254 million Schools' budget.

Further work on developing a fully defined set of proposals for these years and for 2021/22 in particular will take place in order to inform the 2021/22 Budget Report which will be considered by Cabinet and Council in February 2021.

# Section 5. Risk and Uncertainty

## 5.1 Sensitivity Analysis

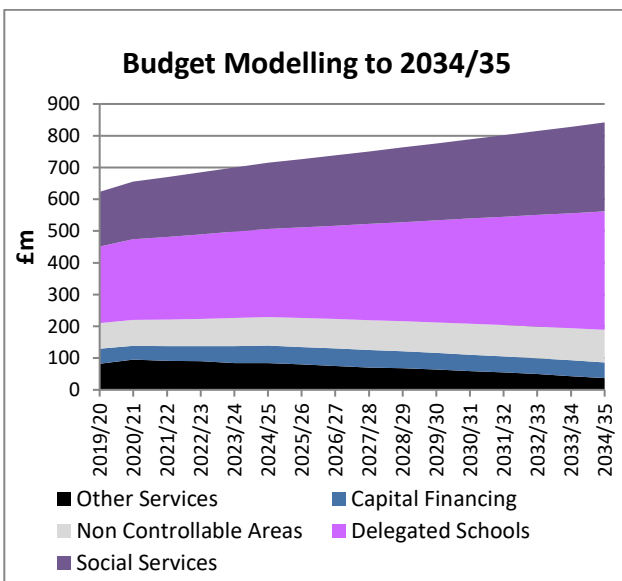
Current MTFP assumptions are based on best available information. However, there is always a risk of change. The table below sets out areas of non Covid-19 related sensitivity and their potential annual impact.

Assumption	£m
AEF 1% worse than anticipated	4.7
Teachers Pay Award 1% higher (from Sept)	0.7
NJC Award 1% higher	2.3
CPI 1% higher (on permitted heads)	1.4
<b>Total Annual Impact</b>	<b>9.1</b>

If **all** these variables changed unfavourably, they could have a £9.1m adverse impact in any individual year. The cumulative impact across the MTFP would be £36 million. It is unlikely that **all** variables would shift unfavourably, but the scale of the impact if they did highlights the importance of regularly reviewing assumptions.

## 5.2 Longer Term Outlook

This graph models a potential long-term outlook for the Council’s budget. It is difficult to model beyond the MTFP due to unknown factors, but the chart is an indication of how things may look in future if historic trends are extrapolated.



The graph shows the continued contraction of “Other Services” over the medium term albeit not as quickly as in previous iterations of the MTFP due to slightly more favourable funding assumptions. As this contains areas of statutory duty, the strategy to address the gap will need to reshape this profile as far as possible.

## 5.3 Key Risks

The key risks associated with the MTFP are recapped below:

Funding	<ul style="list-style-type: none"> <li>Worse than predicted LG financial settlements.</li> <li>The potential fall out of specific grants – especially where these support core activity.</li> <li>Challenges in relation to capital funding and the associated implications for revenue budgets. These include the impact of additional borrowing beyond that reflected in the current programme.</li> </ul>
Demand	<ul style="list-style-type: none"> <li>The difficulty of modelling complexity of demand, including in Adult and Children’s Services and Additional Learning Needs.</li> <li>Welfare Reform</li> <li>The difficulty in modelling increased demand for services resulting from the LDP.</li> <li>Homelessness</li> </ul>
Uncertainty	<ul style="list-style-type: none"> <li>Brexit and the uncertainty around any trade deal</li> <li>The Autumn 2020 UK Budget and the subsequent outlook for public spending.</li> <li>The potential for key assumptions in the MTFP to fluctuate.</li> <li><b><u>The ongoing financial impacts of the Covid-19 pandemic, which are separately recorded below.</u></b></li> </ul>
Financial Resilience	<ul style="list-style-type: none"> <li>The medium term savings requirement, particularly when viewed in the context of historic savings levels.</li> <li>The shape of the Council’s budget – with over 70% now accounted for by capital financing, Social Services and Schools.</li> <li>Planned use of reserves to support the budget, which will need to be kept under review</li> <li>The difficulties associated with predicting the cash impact of preventative strategies.</li> </ul>



## Section 5. Risk and Uncertainty

### 5.4 Covid-19 related risks

In 2020/21, the Covid-19 virus and associated public health measures have had significant financial implications for the Council, both in terms of additional costs and loss of income. During the first quarter of 2020/21 alone, the Council incurred additional costs of £22.4 million in responding to the crisis and experienced income losses of £13.3 million due to lockdown measures. Support is being received from the Welsh Government's Covid-19 Hardship Fund, which totals just under £0.5 billion in 2020/21.

Throughout the pandemic, the financial implications of the Council's actions to support the city through the crisis and to deliver services safely have been closely monitored. This has included the impact of adapting to an essential service model at the height of the crisis, through to the proactive measures the Council has taken to restart services and support city recovery as lock down measures have eased. Over the course of coming months, and throughout the period covered by the MTFP, it will be key to ensure close links between financial planning and strategies to assist Cardiff's post-crisis renewal.

Review of current year issues associated with the pandemic, is a starting point in identifying future considerations. However, much of the current year to date has been spent in a lockdown situation. As restrictions have been eased, there have been subtle shifts in the key issues that need to be addressed at each step. This will continue to be the case over the medium term.

The adjacent paragraphs identify some of the key overarching issues arising from the current pandemic and considers their potential implications for Cardiff Council next financial year and beyond. These issues are not reflected as figures in the MTFP at present, but they will be kept under close review and brought in incrementally as required.

### *Business Failure / Unemployment increases*

Financial risks include:

- Potential increase in CTRS Demand
- Potential need to increase bad debt provisions
- Vacancies in investment estate
- Free School Meals – any eligibility increase
- Potential reduction in council tax collection rates
- Business rates yield – funding implications
- Extra demand on advice / into work services
- Economic Development – regeneration pressure
- Any increase in empty buildings – vandalism / anti-social behaviour
- Impact on council tax base if development dries up

### *Ongoing public health measures*

Financial risks include:

- Potential need for annual PPE budget
- Potential for learning needs catch up
- Provider / Supplier viability
- Longer-term loss of income – venues etc.
- Cleansing – schools, offices and school transport
- School catering – any change in model?
- Future Health and Safety requirements
- Shared Regulatory Service – pressures of enforcing guidelines
- Test, Trace Protect – currently assumed that funding will be sufficient and ongoing

### *Behavioural Shift*

Financial risks include:

- New transport norms – impact on parking and civil parking enforcement income, as well as Cardiff Bus
- More emphasis on outside space may result in additional maintenance / cleansing costs
- Office and ICT requirements associated with new ways of working
- Financial impact of strategies developed to support the “new normal”
- Welsh Government Grant priorities – potential changes

### *Demographic Implications*

- Changed demographic profile – difficulty predicting demand – especially in Adult Services
- Homelessness – transitional arrangements
- Potential for increase family breakdown

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## Budget Strategy Report 2021/22 - Question and Answers

### What is this about?

- This is a brief overview of the Council's 2021/22 Budget Strategy Report, which you can view in full online.
- It is split into two sections – the first outlines the strategy for setting the 2021/22 Revenue Budget. The second outlines the approach to rolling forward the Capital Programme for 2020/21 – 2025/26.

## The Revenue Budget

### What is the Revenue Budget?

- The revenue budget is the amount of money the Council has to spend on day-to-day services
- These services include running our schools, caring for the vulnerable, collecting waste, maintaining the highway and parks and operating libraries and cultural venues.

### How is the Budget Strategy Formulated?

- The Council must estimate the cost of providing services in the forthcoming financial year and compare this to the amount of funding that is likely to be available.
- The Council has a statutory duty to prepare a balanced budget, so if anticipated funding and expenditure are unequal, the Council must set out plans to bring them into balance.
- Every year, balancing the books becomes more challenging. The Council has identified over £225 million savings over the past ten years. Schools, Social Services and capital financing now account for over 70% of the Council's budget, which has made the squeeze on other areas harder.

### Are things different this year because of the pandemic?

- Yes, as you would expect, this creates significant uncertainty in many areas.
- The pandemic may affect service delivery and associated costs over the medium term but things continue to change quickly. Each easing of lock down restrictions has seen shifts in the key issues to be addressed. Things will continue to evolve over the medium term.
- No organisation operates in a vacuum. This means that all the economic uncertainties that we hear about at a UK level have the potential to affect key assumptions in our financial planning. These include future funding levels, pay, inflation, interest rates and unemployment rates, which may affect demand for services.

### What are the economic uncertainties?

- **UK Economic Position** - the UK is currently in recession and economic recovery is very uncertain. It is difficult to know what long-term impact lockdowns and social distancing requirements will have on businesses. We do not know how confident customers will be to spend in future, or whether people will simply just change their spending habits. It is not certain whether there will be a second spike of the virus, or if and when a vaccine may be available. All these factors affect economic recovery.
- **Unemployment** - the Government's Job Retention Scheme (JRS) also known as "furlough" has mitigated the number of job losses to date. There is the potential for unemployment rates to increase as the scheme is withdrawn.

- **Public Sector Debt** – Government support for business and jobs during the pandemic has had a big impact on Public Sector Borrowing. UK net debt recently reached £2 trillion for the first time and further heavy borrowing is expected in coming months. Over time, the UK Government is likely to seek to reduce debt to more sustainable levels. This may well have an impact for the funding of public services.

#### **What are the anticipated cost pressures on the Council next year and beyond?**

- The Council is still facing significant cost pressures over the next few years.
- Inflation related pressures include external providers increasing their prices and pay awards.
- Although in some areas, there are reductions in demand to take into account – for example, primary school numbers are anticipated to reduce over the medium term, in other areas demand continues to increase, including for example, numbers of looked after children.

#### **What is the funding position?**

- The Council will not have an indication of its 2021/22 grant funding (called Aggregate External Finance or AEF) until early December, when Welsh Government issues the Provisional Local Government Settlement.
- This is problematic - we have to estimate what we may receive, and small changes make a big difference - each 0.5% change in AEF equates to £2.345 million in cash terms.
- When the Medium Term Financial Plan was last updated (Feb 2020), the Council assumed funding increases of 1.5% per annum over the medium term. This was more optimistic than in previous years, due to the positive 2020/21 funding settlement, but not too optimistic as the Ministerial letter accompanying the settlement cautioned that it did not mean that austerity was over.
- The assumption of a 1.5% funding increase has been retained for 2021/22 but reduced to 0.5% for subsequent years. This is on the basis that the unprecedented level of UK debt could lead to tightening on public spending over time. However, our current modelling assumes this might not be whilst public bodies are still dealing with the pandemic.
- The Council could withstand a settlement of up to 0.8% worse than this, by using a financial resilience budget that would otherwise be used for one-off investment.

#### **What are the additional Covid-19 risks?**

- In the current financial year (2020/21), the additional costs and lost income associated with the pandemic have been significant with £22.4 million additional costs and £13.3 million lost income in quarter one alone.
- These have largely been reimbursed by the Welsh Government's Covid-19 Hardship Fund, which supports Local Authorities with Covid-19 related financial issues.
- In the current year, additional costs associated with Covid-19 have included the procurement of protective equipment, provision of emergency accommodation for homeless people, and the continued provision of free school meals support whilst schools were closed. They include the provision of financial support to care providers, supplier relief in other areas and operational changes required to ensure the safe delivery of services. Income loss relates to the closure, during lock down of the Council's sporting and

cultural venues, as well as a reduction in activity in other areas such as parking, planning and trade waste.

- Looking forward, the particular set of pressures resulting from Covid-19 is likely to shift. The implications for the Council finances of the potential ongoing impact of a set of wider issues will continue to be closely monitored in coming months. These include

Issue	Council considerations (not exhaustive – further list in the Report)
Business Failure / Unemployment	<ul style="list-style-type: none"> <li>Potential increases in demand for services / support – e.g. Council Tax Reduction Scheme, free school meals, advice services.</li> <li>Potential impact on income streams – including vacancies in leased property, council tax and potential for bad debt</li> </ul>
Public Health Measures	<ul style="list-style-type: none"> <li>Will there be a need for a PPE budget?</li> <li>Cleansing requirements – schools, office, school transport</li> <li>Longer term loss of income in venues</li> <li>Ongoing providers / supplier viability</li> </ul>
Behavioural Shift	<ul style="list-style-type: none"> <li>New transport norms – impact on Cardiff Bus / Parking etc.</li> <li>Emphasis on outside space – cleansing maintenance</li> <li>Office / ICT requirements and other strategies for “new normal”</li> </ul>
Demographics	<ul style="list-style-type: none"> <li>Difficulty in predicting demand in Adult Services, Homelessness arrangements, potential for increased family breakdown?</li> </ul>

#### How much is the Budget Gap?

- The budget gap is estimated £97.2 million over the next four years, of which £25.4 million relates to 2021/22.

2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
25.417	21.905	26.562	23.298	<b>97.182</b>

#### How will the Council bridge this gap?

- The Council’s plan to address the gap is set out in its Budget Strategy.
- The Budget Strategy aims to balance the Council’s priorities as set out in the Corporate Plan and Capital Ambition, with risk and the Council’s long-term financial resilience. This is the strategy as outlined in the Budget Strategy Report:-

To be kept  
under  
review

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Modelled Council Tax at +4.0%	(6.090)	(6.334)	(6.587)	(6.880)	(25.891)
Savings	(19.327)	(15.571)	(19.975)	(16.418)	(71.504)
<b>Total</b>	<b>(25.417)</b>	<b>(21.905)</b>	<b>(26.562)</b>	<b>(23.298)</b>	<b>(97.395)</b>

#### Savings

- At £71.5 million over the four-year period, savings form the largest part of the strategy. This will be a challenge in view of the levels of savings previously found.

- Where possible, efficiency proposals will be implemented in the current year to improve the chances of securing full year savings in 2021/22.
- In previous years, income generation proposals have contributed to the Council's strategy to addressing the budget gap. At a time when core income budgets are in jeopardy as a result of the pandemic, the scope for income generation to form part of the 2021/22 Budget Strategy is far more limited.
- The quantum of savings required is such that there will be a requirement for more transformational proposals. Work on fully framing these, and developing business cases will be accelerated over the autumn.
- Although the immediate focus must be on delivering savings for 2021/22, directorates will also be considering in broader terms how to address savings requirements for later years.

#### How can I have my say?

- There will be a detailed consultation, which will focus on transformational proposals or areas of policy change. This is likely to take place in December, once the Council has an indication of 2021/22 funding.

#### What next?

- This year, more than ever, we will continue to keep the budget gap under close review – things can change quickly and regular review is an important part of being prepared.
- Directorates will refine their work on savings proposals over the coming months
- There will be early implementation of efficiency proposals where possible, and where appropriate. There will be further focus on framing proposals to be delivered through transformational or policy change.
- Progress, along with any further clarity on funding issues, will be reported in December in order to inform consultation.

## The Capital Programme

#### What is capital?

- Capital expenditure refers to acquiring or improving assets for the long term.
- Similar to the revenue budget, councils receive some general and specific grant funding to support capital expenditure. However, there are some significant differences to how capital expenditure is funded.
- One of these is that Council are permitted to borrow to fund capital expenditure **as long as that borrowing is deemed affordable, prudent and sustainable.** Councils can also fund capital expenditure from the proceeds of selling assets (called capital receipts.)
- The capital programme sets out our expenditure plans and how we will pay for them over a five-year period.
- The current five-year capital programme was approved by Council in February 2020. This set the programme for 2020/21 and the indicative programme until 2024/25.
- The 2021/22 Budget Strategy must set the approach to updating the indicative programme and rolling it forward one year to cover 2025/26.

**What are the key considerations in updating the programme?**

- Investment pressures
- Affordability.

**What are the investment pressures on the Programme?**

- Broadly speaking, these relate to investment in existing assets, or to investment in development projects to meet the Council's strategic aims. Some examples include:
  - Maintaining our Highways infrastructure
  - Vehicle procurement
  - Property maintenance
  - Demand for affordable housing
  - 21<sup>st</sup> Century Schools Programme – Band A&B
  - Economic development and regeneration aspirations
  - Mandatory investment – e.g. disabled adaptations
  - Creating city resilience for future ways of working and service delivery resulting from the impact of Covid-19.

**What are the key considerations in terms of affordability?**

- General Capital Funding provided by WG has reduced by 35% over the past decade
- This places pressure on the Council to fund necessary investment. It means that in order to fund new capital spend, we must either borrow, or sell existing assets (to generate a capital receipt). There are important considerations around both – see more below.

**What is the position on capital receipts?**

- In times of financial pressure, reducing the assets we hold can have a dual benefit in terms of financial planning. Firstly, it provides funds to support the capital programme. Secondly, it reduces the financial pressures associated with maintaining and operating assets.
- The current capital programme already includes challenging targets in respect of capital receipts, with over £34 million to be found between 2020/21 and 2024/25.
- There is a significant risk associated with capital receipts in the capital programme in terms of realisation. It is therefore important to ensure there is a clear, approved strategy to realise them and that progress is kept under close review.
- The Council's approach to the delivery of the capital receipts target will be updated in the Annual Property Plan due to be considered by Cabinet in October 2020.

**What is the position in terms of borrowing?**

- Borrowing places pressures on the revenue budget because debt must be repaid with interest.
- Broadly speaking, each £1 million of capital expenditure places additional pressure of £65,000 on the revenue budget in early years – and this assumes a long asset life of 25 years, the impact on revenue is higher when asset lives are shorter.
- The capital-financing budget already accounts for a significant proportion of the revenue budget. Even with no further borrowing, this budget will increase over the medium term.
- Other considerations from a revenue perspective, are the additional operating and maintenance costs of new assets.

- Given the challenges on the revenue budget, the MTFP assumes there will be no further borrowing beyond that which is already included in the current capital programme.

**Is there opportunity for some investment to pay for itself through savings or new income streams?**

- Yes, these are called invest to save (ITS) or invest to earn (ITE) schemes.
- Usually, the capital investment results in savings or income that help meet the borrowing costs without having a net impact on the revenue budget.
- A robust business case is key to ensure that the income / savings will actually materialise and that they will be sufficient to meet the borrowing costs. If they do not, there is a risk that the revenue budget will end up picking up those costs for many years into the future.

**In light of the above, what will be the approach to updating the capital programme?**

- Firstly, directorates will be asked to confirm if commitments in the current programme remain essential, or whether there is any scope to reduce or defer them. This should include a realistic appraisal of capacity to deliver these schemes.
- Secondly, it is essential to keep progress towards capital receipts under review. This is an important factor in overall programme affordability.
- After that, the overarching approach, in line with the Capital Strategy approved in February, will be to focus on looking after our existing assets. Even then, there must be evidence of need to spend, and this should be prioritised by risk.
- New capital expenditure pressures that do not relate to existing assets should only be considered if they can be funded externally, or if there is clear evidence of a sound invest to save business case.
- For 2025/26, which will be the “new” year in the 2021 Programme, additional borrowing will only be considered where it relates to existing assets. All proposed investment should be in line with the Capital Ambition delivery programme, and all alternative solutions for funding and achieving the same outcome should be explored before additional Council funding is considered.

**What next?**

- Directorates will be asked to commence with the approach outlined above, starting with a robust review of the current programme.



## PROPOSED REVENUE BUDGET TIMETABLE FRAMEWORK 2021/22

Date	Budget Strategy
Sept 2020	<ul style="list-style-type: none"> <li>• Budget Strategy Report considered at Cabinet</li> <li>• Budget Strategy Report considered at Council</li> </ul>
Sept - Nov 2020	<ul style="list-style-type: none"> <li>• Directorates further develop 2021/22 efficiency savings proposals</li> <li>• Senior Officer Meetings / Cabinet Member meetings to scrutinise proposals</li> <li>• Consider early implementation of 2021/22 efficiency proposals <b>where possible and appropriate</b></li> <li>• Ongoing review of the in-year monitoring position and the key risk areas identified in the body of the report</li> <li>• Directorates review scope for transformational proposals</li> <li>• Following consultation with Cabinet Members, business cases to be developed in targeted areas</li> <li>• Review of UK Autumn Budget for its impact on key assumptions</li> </ul>
Dec 2020	<ul style="list-style-type: none"> <li>• Provisional Local Government Settlement received</li> <li>• Cabinet approval of 2021/22 Council Tax Base</li> <li>• Consultation on 2021/22 draft budget savings proposals</li> </ul>
Jan 2021	<ul style="list-style-type: none"> <li>• Fine-tuning of budget proposals, taking account of consultation feedback</li> <li>• Further review and consideration of medium term financial plans</li> </ul>
Feb 2021	<ul style="list-style-type: none"> <li>• Approval of Corporate Plan and Budget</li> </ul>
March 2021	<ul style="list-style-type: none"> <li>• Final Local Government Settlement received</li> </ul>

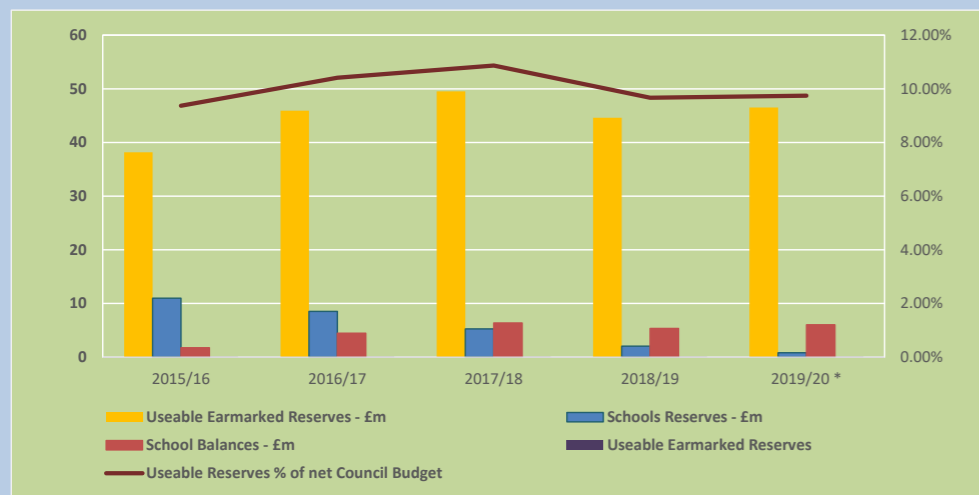
In addition, throughout this period there will be continued involvement and consultation with council tax payers, the grants sector, Scrutiny Committees, Trade Unions, employees and statutory consultation with schools

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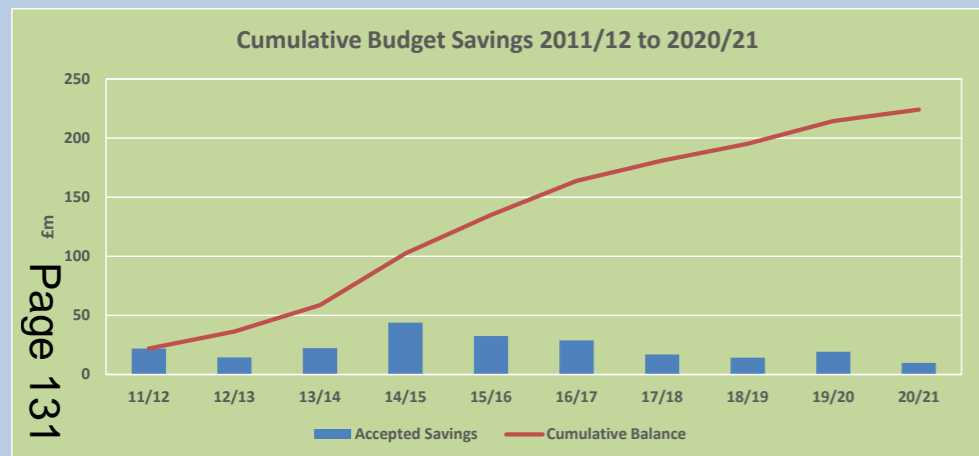
**FINANCIAL SNAPSHOT REPORT - BUDGET STRATEGY VERSION - SEPTEMBER 2020**

The following tables, charts and figures give an indication of the financial resilience of the Council as per the Statement of Accounts.

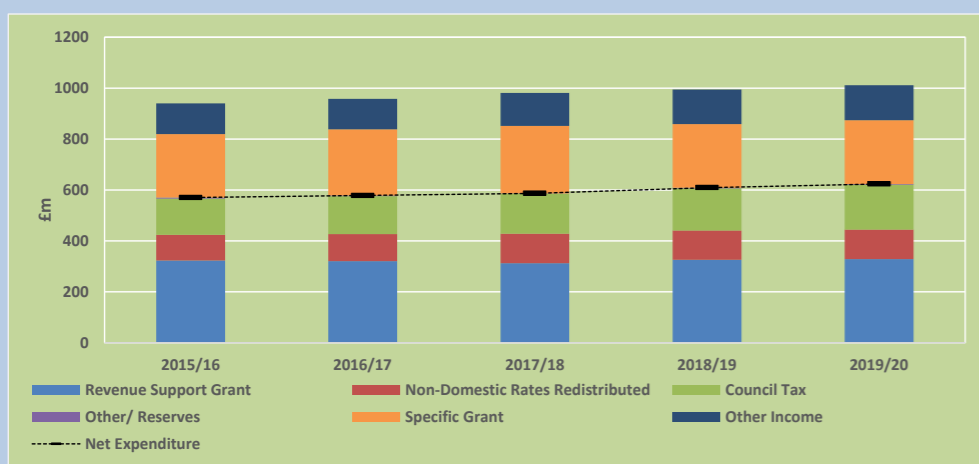
**Level of Useable Earmarked Reserves and Useable Reserves as a % of net Council Budget**



**Cardiff Council Historic Cumulative Budget Savings**



**Actual Revenue Funding Split**



**Other Financial Indicators**

Indicator	2016/17	2017/18	2018/19	2019/20*
Working Capital as a percentage of Gross Revenue Expenditure (%)	6.99%	8.69%	7.15%	10.94%
Unallocated/General Reserves to Gross Revenue Expenditure (days)	6	6	6	6
Long-term Borrowing to Long-term Assets (ratio)	35.13%	36.36%	36.91%	38.46%
Long-term Borrowing to Taxation & Aggregate External Finance	103.10%	103.10%	104.00%	114.75%

\* 2019/20 figures are estimates, subject to Audit.

The tables below show the Outturn position for the 2019/20 financial year for both revenue and capital, and the current position at Month 4 2020/21.

**Revenue Outturn Position**

Directorate	Net Expenditure Budget £000	Outturn £000	Variance £000	Variance %
Corporate Management	26,337	26,290	(47)	(0.2%)
Economic Development	4,035	4,425	390	9.7%
Education & Lifelong Learning	272,126	272,812	686	0.3%
People and Communities				
Housing and Communities	45,145	44,416	(729)	(1.6%)
Performance and Partnerships	2,762	2,616	(146)	(5.3%)
Social Services	172,727	177,241	4,514	2.6%
Planning, Transport and Environment	37,702	41,027	3,325	8.8%
Resources				
Governance & Legal Services	5,493	6,136	643	11.7%
Resources	16,662	16,655	(7)	(0.0%)
<b>Total Directorates</b>	<b>582,989</b>	<b>591,618</b>	<b>8,629</b>	<b>1.48%</b>
Capital Financing	35,236	34,789	(447)	(1.3%)
General Contingency	3,000	0	(3,000)	(100.0%)
Summary Revenue Account etc.	1,964	571	(1,393)	(70.9%)
Discretionary Rate Relief	400	421	21	5.3%
<b>Total</b>	<b>623,589</b>	<b>627,399</b>	<b>3,810</b>	<b>0.6%</b>
Funded by:				
Revenue Support Grant	328,126	328,126	0	0.0%
Non-Domestic Rates (NDR)	116,504	116,504	0	0.0%
Reserves and Balances	2,750	2,750	0	0.0%
Council Tax	176,209	180,019	(3,810)	(2.2%)
<b>Total Funding</b>	<b>623,589</b>	<b>627,399</b>	<b>-3,810</b>	<b>0.0%</b>
<b>Net (Surplus) /Deficit for Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Capital Outturn Position - 19/20**

Directorate	Budget £000	Outturn £000	Variance £000	Variance %	(Under)/Overspend £000	Slippage £000
Economic Development	72,119	65,665	(6,454)	(8.9%)	0	(6,454)
Education & Lifelong Learning	42,759	17,236	(25,523)	(59.7%)	2,453	(27,976)
People and Communities						
Housing and Communities	13,285	8,937	(4,348)	(32.7%)	0	(4,348)
Social Services	899	616	(283)	(31.5%)	0	(283)
Planning Transport and Environment	39,288	23,772	(15,516)	(39.5%)	(50)	(15,466)
Resources	9,005	6,670	(2,335)	(25.9%)	0	(2,335)
<b>Total</b>	<b>177,355</b>	<b>122,896</b>	<b>(54,459)</b>	<b>(30.71%)</b>	<b>2,403</b>	<b>(56,862)</b>

**Month 4 Monitoring Position**

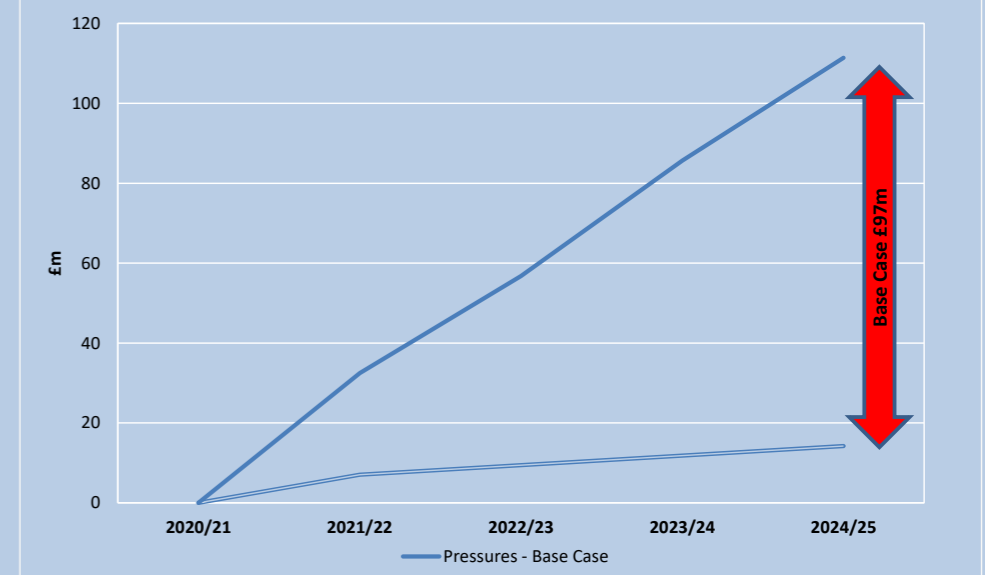
Directorate	Covid-19 Impact £000	Directorate Position £000	In-Year Savings £000	Total Variance £000
Corporate Management	1,013	0	0	1,013
Economic Development	45	(150)	(399)	(504)
Education & Lifelong Learning	155	2,401	(1,035)	1,521
People and Communities				
Housing and Communities	19	(432)	(536)	(949)
Performance and Partnerships	0	0	0	0
Social Services	113	3,878	(753)	3,238
Planning, Transport and Environment	134	(43)	(91)	0
Recycling & Neighbourhood Services	6	(6)	0	0
Resources				
Central Transport Services	0	327	0	327
Governance & Legal Services	0	512	(11)	501
Resources	167	73	(305)	(65)
<b>Total Directorates</b>	<b>1,652</b>	<b>6,560</b>	<b>(3,130)</b>	<b>5,082</b>
Corporate Contingency	0	(3,000)	0	(3,000)
Capital Financing	0	300	0	300
Summary Revenue Account	0	(400)	0	(400)
<b>Net Position</b>	<b>1,652</b>	<b>3,460</b>	<b>(3,130)</b>	<b>1,982</b>

The tables below show the Medium Term Financial Plan (MTFP), the risks and affordability indicators facing the Council.

**MTFP Scenario**

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL £000
Total Pressures	32,453	24,285	28,954	25,702	111,394
Funding Assumptions	(7,036)	(2,380)	(2,392)	(2,404)	(14,212)
<b>Budget Requirement Reduction</b>	<b>25,417</b>	<b>21,905</b>	<b>26,562</b>	<b>23,298</b>	<b>97,182</b>
<b>Council Tax Assumptions - at 4%</b>	<b>6,090</b>	<b>6,334</b>	<b>6,587</b>	<b>6,880</b>	<b>25,891</b>
Total Savings	19,327	15,571	19,975	16,418	71,291
<b>Total Strategy</b>	<b>25,417</b>	<b>21,905</b>	<b>26,562</b>	<b>23,298</b>	<b>97,182</b>

**Modelling of Budget Gap 2021/22 - 2024/25**



**Capital Expenditure & Capital Financing Requirement (CFR)**

	31 Mar 20 £000	31 Mar 21 £000	31 Mar 22 £000	31 Mar 23 £000	31 Mar 24 £000	31 Mar 25 £000
<b>Capital Expenditure</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
Council Fund (General Fund)	122,896	101,953	196,028	168,801	59,508	27,304
Housing Revenue Account	41,521	52,783	87,565	87,330	55,805	62,230
<b>Total Capital Expenditure</b>	<b>164,417</b>	<b>154,736</b>	<b>283,593</b>	<b>256,131</b>	<b>115,313</b>	<b>89,534</b>
<b>Capital Financing Requirement excl. Landfill</b>						
Council Fund CFR	537,273	532,000	600,666	633,580	634,247	614,697
Housing Revenue Account CF	290,217	314,000	381,433	441,044	464,434	493,030
<b>Total CFR</b>	<b>827,490</b>	<b>846,000</b>	<b>982,098</b>	<b>1,074,624</b>	<b>1,098,682</b>	<b>1,107,727</b>

**Affordability Indicator - Capital Financing Costs as a % of Controllable Budget**

	2011/12	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Difference 11/12-24/25
	Actual	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	
	%	%	%	%	%	%	%	%
<b>Net</b>	<b>13.47</b>	<b>11.87</b>	<b>11.21</b>	<b>11.35</b>	<b>11.21</b>	<b>12.88</b>	<b>12.49</b>	<b>(7.28)</b>
<b>Gross</b>	<b>15.17</b>	<b>17.27</b>	<b>16.02</b>	<b>16.41</b>	<b>17.05</b>	<b>19.35</b>	<b>18.82</b>	<b>24.06</b>

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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**15 SEPTEMBER 2020**

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**CARDIFF COUNCIL ANNUAL WELL-BEING REPORT 2019-20**

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**Reason for the Report**

1. To provide the Committee with an opportunity for pre-decision scrutiny of the Council's **Annual Well-Being Report 2019-20**. The report is due to be considered by Cabinet on 17 September 2020.

**Context**

1. In line with the Policy Review and Performance (PRAP) Scrutiny Committee's Terms of Reference Members have responsibility for scrutiny of Cardiff Council's Corporate Plan and Strategic Programmes
2. The Council's annual performance report, provides an assessment of the progress made in delivery of the administration's Capital Ambition priorities as expressed within the Corporate Plan 2019-22. The report also enables the Council to discharge a number of statutory obligations, such as the publication of an Annual Statutory Well-Being Report as required by the Well-Being of Future Generations Act 2015 and meet the requirements of the Local Government (Wales) Measure 2009 to publish an annual report.

**Structure of the Papers**

3. Attached to this report are a series of appendices to enable the scrutiny:
  - Appendix A - Cardiff Council Annual Statutory Well-Being Cabinet Report
  - Appendix 1 - Annual Statutory Well-Being Report 2019-20

- Appendix 1a - Performance Update against the Key Performance Indicators included within the Corporate Plan 2019-20
- Appendix 1b - Narrative update against the well-being objective steps.
- Appendix 1c - The Impact of Covid-19 on Cardiff and summary of the Council's response

## Background

4. The Cabinet agreed Capital Ambition in July 2017, a wide-ranging programme of commitments for Cardiff including proposals and a programme of action to continue to drive the city economy forward, whilst ensuring that all residents feel the benefits of success. It focusses on four main areas:

- *Working for Cardiff: Making sure all citizens can contribute to, and benefit from, the city's success.*
- *Working for Wales: A successful Wales needs a successful capital city.*
- *Working for the Future: Managing the city's growth in a sustainable way.*
- *Working for Public Services: Making sure public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.*

## Wellbeing Objectives

5. The Corporate Plan 2019-22 includes seven Well-Being Objectives that set out the Outcomes the Council wants to achieve. These reflect the political priorities of the administration and the aspirations shared with public service delivery partners. The report includes a strategic assessment of each of the following well-being objectives and an analysis of progress.

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Safe, confident and empowered communities
- A capital city that works for Wales
- Cardiff grows in a resilient way
- Modernising and integrating our public services

The Council's Annual Statutory Well-Being Report is the annual review of performance against the commitments set in the Corporate Plan 2019-22. It includes:

- The strategic self-assessment of the Council's performance for the reporting year against each of the Well-being Objectives (Appendix 1).
- A detailed update- with RAG Rating- against the Key Performance Indicators included within the Corporate Plan 2018-21 (Appendix 1a).
- A detailed narrative update- with RAG rating- against the Steps included within the Corporate Plan 2018-21 (Appendix 1b).

### **Council Performance**

6. The latest figures demonstrate that the Council is above the Welsh average in nearly 60% of nationally comparable indicators and the Council was joint second in terms of local improvement for 2018/19 and joint top for most improved Council in Wales in 2017/18. Members are to note that National indicators sets have not been released for 2019-20 due to Covid-19 so comparisons to other Welsh Local Authorities cannot yet be made.
7. The report highlights a number of areas where there is strong progress in delivering Capital Ambition and improving the performance of key services for residents. However, the report also highlights the significant challenges faced by the Council going forward, particularly in relation to financial resilience over the medium term and in improving performance within identified service areas.
8. The Annual Wellbeing Report contains a self assessment of its progress towards achieving its wellbeing objectives. This assessment is undertaken by drawing on a number of different sources of information to make an assessment of progress which include:
  - Progress against the Steps in each Wellbeing Objective
  - Inspection Reports –including regulatory bodies such as the Wales Audit Office, Estyn (Education) and the Care and Social Services Inspectorate Wales (CSSIW).
  - Surveys and Citizen feed-back including the annual Ask Cardiff survey and more specific consultation and engagement work which provide

residents an opportunity to share their views on a wide range of the Council's services.

- Finance Monitoring: The Council's Outturn Report 2018/19 serves to inform of the Council's financial position in respect of the year ending 31 March 2019
- Feedback from Scrutiny Committee and Audit Committee
- Risk: The Council's Corporate and Directorate Risks are considered as part of a rounded view of performance, and the Annual Wellbeing Report is prepared and considered by Cabinet alongside the Council's Annual Corporate Risk Report.

### **Scope of the Scrutiny**

9. The Committee have the opportunity to undertake pre-decision scrutiny of the Council's **Annual Well-Being Report 2019-20** being presented to Cabinet on 17 Sep 2020. Members are requested to consider whether there are comments and observations that need to be captured during the Committees discussion of this item at the Way Forward for submission to Cabinet.
10. To support this item witnesses will be in attendance to provide Members with a short overview and to respond to any questions from the Committee.



## **Legal Implications**

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

## **Financial Implications**

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

**Recommendation**

The Committee is recommended to consider the information provided at the meeting and the Council's Annual Well-Being Report 2019-20 to determine whether it wishes to offer its comments, observations, or recommendations to Cabinet at its meeting on 17<sup>th</sup> Sep 2020.

**DAVINA FIORE**  
**Director of Governance and Legal Services**  
**9 Sep 2020**

**BY SUBMITTING THIS REPORT TO THE CABINET OFFICE, I, PAUL ORDERS, CHIEF EXECUTIVE, AM CONFIRMING THAT THE RELEVANT CABINET MEMBER(S) ARE BRIEFED ON THIS REPORT**

**CARDIFF COUNCIL  
CYNGOR CAERDYDD**

**CABINET MEETING: 17 SEPTEMBER 2020**

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**CARDIFF COUNCIL ANNUAL STATUTORY WELL-BEING  
REPORT 2019-20**

**LEADER (COUNCILLOR HUW THOMAS) & CABINET MEMBER  
FOR FINANCE, MODERNISATION & PERFORMANCE  
(COUNCILLOR CHRIS WEAVER)**

**AGENDA ITEM:**

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**Reason for this Report**

1. This report is the Council's annual performance report, providing an assessment of the progress made in the delivery of the administration's Capital Ambition priorities as expressed within the Corporate Plan 2019-22. This report also enables the Council to discharge a number of statutory obligations, such as the publication of an Annual Statutory Well-Being Report as required by the Well-Being of Future Generations Act (Wales) 2015 and meet the requirement under the Local Government (Wales) Measure 2009 to publish an annual report.

**Background**

Capital Ambition – the Administration's Priorities for Cardiff

2. 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, entitled 'Capital Ambition', which included its key priorities and associated delivery commitments for the municipal term from 2017 to 2022. Approved by the Cabinet on 6 July 2017, Capital Ambition allowed the Council to establish the delivery agenda for the organisation and its staff.

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3. Since its approval by Cabinet in July 2017, a number of major policy commitments set out within Capital Ambition have either been achieved or significantly progressed. There have also been significant developments which the Council and its partners must respond to, including managing the impact of the UK leaving the European, responding to the declaration of a Climate Emergency and addressing the potential implications of the Local Government and Elections (Wales) Bill. For these reasons the Administration chose the mid-point of the municipal term to review and refresh its policy agenda. The Cabinet approved an updated version of Capital Ambition on 23 January 2020 to provide a refreshed statement of the Administration's priorities and commitments for the remainder of the municipal term.

### Delivering Capital Ambition: The Council's Corporate Plan and Delivery Framework

4. The Corporate Plan translates the political priorities of Capital Ambition into deliverable organisational objectives. The Council's budget was also developed in tandem with the Corporate Plan to ensure an alignment between the Council's budget and its corporate priorities. The Well-Being of Future Generations (Wales) Act 2015 requires the Council, as a public body, to publish Well-Being Objectives and how it plans to achieve them. These Well-being Objectives were set in the Council's Corporate Plan 2019-22:
  - Cardiff is a Great Place to Grow Up
  - Cardiff is a Great Place to Grow Older
  - Supporting People out of Poverty
  - Safe, Confident and Empowered Communities
  - A Capital City that Works for Wales
  - Cardiff Grows in a Resilient Way
  - Modernising and Integrating our Public Services
5. The Council's Annual Statutory Well-Being Report is the annual review of performance against the commitments set in the Corporate Plan 2019-22. It includes:
  - The strategic self-assessment of the Council's performance for the reporting year against each of the Well-being Objectives (Appendix 1).
  - A detailed update – with RAG Rating – against the Key Performance Indicators included within the Corporate Plan 2019-22 (Appendix 1a).
  - A detailed narrative update – with RAG rating – against the Steps included within the Corporate Plan 2019-22 (Appendix 1b).

### Assessing the Impact of COVID 19

6. Covid-19 emerged in January 2020 and its impact was not felt in Cardiff until the final weeks of March 2020, though the Council and partners began planning a multi-agency response to the pandemic in February 2020. The impact of the pandemic on Cardiff and Council services was

## APPENDIX A

therefore not felt until the final weeks of the reporting period covered by the Annual Well-being Report (1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020).

7. However, the Covid-19 crisis has had a significant impact on all Council services, on public service partners and on the city. It will also remain central to the future planning and delivery of Council services over the course of 2020/21, and potentially beyond. The impact of the pandemic is therefore considered throughout the Annual Wellbeing Report in relation to each Wellbeing Objective, focussing particularly on the risks and challenges the crisis has created and the response of the Council and its partners in meeting these challenges in 2020/21. A separate report detailing the impact of the Covid-19 crisis on the city and on Council services from March 2020 – July 2020 is attached as Appendix 1c.

### **Delivering Capital Ambition: Council Performance**

8. The Council continues to evidence a broad pattern of year-on-year improvement across a range of Council services, with the delivery of key Capital Ambition projects demonstrating clear progress.
9. The Council's performance against the majority of national indicators continues to improve. The latest figures demonstrate that the Council is above the Welsh average in nearly 60% of nationally comparable indicators and the Council was joint second in terms of local improvement for 2018/19 and joint top for most improved Council in Wales in 2017/18. National indicators sets have not been released for 2019-20 due to Covid-19 so comparisons to other Welsh Local Authorities cannot be made.
10. In terms of citizen satisfaction with services and facilities, for the second year running, Cardiff was ranked first for the number of people satisfied with the quality of local public services, according to the 'National Survey for Wales', the all-Wales survey conducted for the Welsh Government. When asked their views on whether their local authority provides high-quality services, 58% of surveyed residents in Cardiff replied that they agreed, the highest in Wales. The results of the National Survey for Wales mirror the opinion of Cardiff citizens in the Ask Cardiff 2019 survey, which found that 60% were satisfied with the services the council provides. The Ask Cardiff 2019 survey found that areas that citizens were particularly satisfied with included Cardiff's parks and open spaces, libraries and hubs and street lighting; however, areas for improvement included youth services & activities for young people, road maintenance and services for the disabled.
11. There are a number of areas where there is demonstrably strong progress in delivering Capital Ambition and improving the performance of key services for residents. Further detail and evidence is included in the strategic self-assessment of the Council's performance (Appendix 1), with areas of progress including:

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- A consistent improvement in educational attainment and the launch of the Cardiff 2030 vision.
  - Continued progress in delivery of new Council houses.
  - The introduction of the Family Gateway pilot and the adoption of a new strategy to shift the balance of care in Children's Services.
  - Effective demand management in care for older people and completion of refurbishments to day centres.
  - The integration of into work services to provide an enhanced offer with the corporate apprenticeship scheme exceeding targets.
  - The level of NEETs is now at the Welsh average, down from the highest in Wales in 2012.
  - Attaining Living Wage City status and increasing the number of Living Wage employers by 5,295 to 35,538 people.
  - Securing funding for the regeneration of Cardiff Central Station and Indoor Arena progressing.
  - Agreeing a new operator for the New Theatre.
  - The submission of a Clean Air Plan and subsequent agreement for a funding package to deliver major transport, public realm and environmental improvements.
  - The approval of a 9MW Solar Farm at Lamby Way.
  - A continued channel shift towards digital services, including good take up of Cardiff App.
12. However, the Council faces some significant challenges going forward, particularly in relation to financial resilience over the medium term and in improving performance in identified service areas.

### Corporate Improvement Priorities

13. The Annual Statutory Wellbeing Report 2019-20 highlights a range of performance challenges. Key issues include:

### Looked After Children and outcomes for the vulnerable children

14. Outcomes and services for vulnerable children remains an area of performance challenge for the Council. The number of children in the care system continued to rise in 2019/20 as did the number of referrals to the Multi-agency Safeguarding Hub. An increasing number of children placed in high-cost residential care is in turn placing budgetary pressure in Children's Services and across a number of other Council services. A number of operational issues, including the timeliness of carrying out key

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function (such as assessments, visits, reviews) needs to improve, as does the number of assessments resulting in a care and support plan. In terms of staffing, the vacancy rate for Children's Social Workers has increased to 38% at 31 March 2020 against a target of 24%.

15. Improving outcomes for key groups of vulnerable children remains a priority, with educational outcomes for groups of vulnerable learners remaining low despite overall improvement in attainment, and the number of children leaving care not in education, training or employment below target. Furthermore, too many young people in Cardiff are being drawn into crime and having entered the youth justice system, continue to offend. An independent review conducted in 2019, and a more recently published inspection report by Her Majesty's Inspectorate of Probation, raised a number of concerns relation to governance, performance management and outcomes for vulnerable young people who rely upon the service that need to be addressed in 2020/21.
16. In order to address these long standing performance issues a new Strategy and Delivery model for Children's Services was approved by Cabinet in 2019/20, and programme of service change initiated. This included an enhanced focus on prevention, with new Children's Services Strategy and Commissioning Strategy and, in November 2019, the full launch of the Cardiff Family Advice and Support Service. Allied to this, a new locality service delivery model began to be implemented, with the roll-out of 'Signs of Safety' continuing, and a new Recruitment Strategy agreed and in place. In response to the performance challenges in the Youth Offending Service a highly experienced Chair has been appointed, a new governance structure has been put in place and a new two year Youth Justice Services Development Strategy, 'All Our Futures,' has been developed and launched by the Cardiff Public Services Board (in Q1 2020/21).
17. Given the scale and complexity of the issues it is anticipate that these changes in policy and practice will take time to embed and deliver impact, and so this will remain an area of improvement focus for the Council throughout 2020/21.

### Waste management and street scene services

18. The Cabinet identified that significant operational issues were leading to performance, budget and public perception challenges in this service, with key performance metrics in relation to recycling targets and street cleanliness requiring improvement, allied to the need to address financial pressures and ongoing governance and assurance challenges.
19. Over the course of 2019/20 a robust management response and reform programme was developed to address these longstanding issues. These include the establishment of new management arrangements and a focus on performance management, including a data-led approach to service development and problem resolution. Progress was also made in relation to work force reforms with a move towards bank holiday working,

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permanent staff recruitment and a significant improvement in workplace Health and Safety arrangements. Continued focus will be required over the course of 2020/21 to ensure that this reform programme delivers sustained improvement.

### Sickness absence

20. Sickness absence rates remain a longstanding area of corporate challenge and were higher than the target for 2019/20. An analysis of short and long term absence demonstrates that significant and sustained improvements have been made in the management of short term sickness absence, but long-term absence, particularly relating to non-work related stress, has continued to increase.
21. Over the course of 2019/20 strengthened management practice, focussing in particular on the active management of long term sickness in Directorates, has been introduced alongside additional preventative measures, with a focus on staff well-being a key part of a wider refresh of workforce development. As a result of these intervention there was a reduction in long-term absence in quarter 4 2019/20, and improvement that continued through the Covid-19 crisis.

### Financial pressures

22. The Council continues to face significant financial pressures, with ongoing challenges relating to the planning and delivery of departmental efficiency savings. The overall directorate outturn position for 2019/20 showed an over spend of £8.629 million whilst a shortfall in departmental savings in 2019/20 demonstrated the importance of robust savings plan and a discipline to realising savings. Departmental efficiency savings for 2020/21 were therefore robustly reviewed for achievability in order to deliver as planned. Enhanced service planning was undertaken in a number of areas grappling with strategic challenges to ensure clear accountabilities, metrics and targets – in order to ensure there is a realistic cost base was set.
23. Looking forward, the Covid-19 crisis will have significant financial implications for the Council over the course of 2020/21 and beyond. Within certain directorates additional expenditure will have been incurred and losses of income experienced. A key consideration will be the focus and duration of concerns as directorates grapple with the service delivery challenges associated with COVID-19. Work is ongoing to establish the full financial impact of the crisis, both short and medium term, and this has, and will be, reported to Cabinet and Council. Whilst the Council is working closely with Welsh Government to ensure the financial impact of responding to COVID-19 is minimised, there remains a risk that not all lost income will be recovered.

### Corporate Landlord

24. Significant progress was made over the year in relation to the Corporate Landlord function, which represents a significant service for the Council



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in terms of the level, risk and liability which needs to be managed effectively. A number of key strategic issues were progressed in 2019/20, including delivery of the 21st Century Schools Band B programme, ensuring key services have capacity to deliver the asset maintenance programmes, and embedding the Landlord Consent process across the whole non-domestic estate. 2019/20 also saw significant improvement in Health and Safety Compliance and a number of operational improvements completed, including a new 'One Front Door' facility and Landlord Consent Process; School Building Handbook; Non Domestic Building Maintenance Frameworks; new Property Database (Technology Forge); and the completion of visual condition surveys for operational estate.

25. The Covid-19 crisis has had a significant, and potentially long-term, impact on the Council's approach in this area. This rapid readjustment of number of corporate working practices, including migrating to home and agile working on a previously unprecedented scale, will demand a focus on digital technology, workforce development and assets and property. The opportunity to embed new working practices are clear with potential for productivity gains, efficiency savings, service improvements and greater flexibility for staff.

### **Reason for Recommendations**

26. To recommend the Council's Annual Statutory Well-Being Report 2019-20 to Council in time for the report to be published by 31 October 2020.

### **Financial Implications**

27. There are no direct financial implications arising from this report. Targets, objectives and actions to meet them need to be consistent with the budget framework and medium term financial plan. Proposals should be subject to detailed reports accompanied by a robust business case where relevant and should include sufficient financial detail in order to set out the full and robust financial implications as well as be fully informed of associated risks.

### **Legal Implications (including Equality Impact Assessment where appropriate)**

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

The decision about these recommendations has to be made in the context of the Council's public sector equality duties. The Council also has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender

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reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of belief. If the recommendations in the report are accepted and when any alternative options are considered, the Council will have to consider further the equalities implication and an Equality Impact Assessment may need to be completed.

The Well-Being of Future Generations (Wales) Act 2015 (“the Act”) places a ‘well-being duty’ on public bodies aimed at achieving 7 national well-being goals for Wales – a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals. The well-being objectives are set out in Cardiff’s Corporate Plan 2020-23.

The well-being duty also requires the Council to act in accordance with ‘sustainable development principle’. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without comprising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:

- Look to the long term
- Focus on prevention by understanding the root causes of problems
- Deliver an integrates approach to achieving the 7 national well-being goals
- Work in collaboration with others to find shared sustainable solutions
- Involve people from all sections of the community in the decisions which affect them

The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below:

<http://gov.wales/topics/people-and-communities/people/futuregenerations-act/statutory-guidance/?lang=en>

The Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh language.

## RECOMMENDATIONS

Cabinet is recommended to:

1. delegate authority to the Chief Executive, in consultation with the Leader of the Council and Cabinet Member for Finance, Modernisation &

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Performance, to make any consequential changes to the Annual Statutory Wellbeing Report 2019-20 following receipt of comments from the Policy Review & Performance Scrutiny Committee.

2. Subject to recommendation 1, approve the Annual Statutory Wellbeing Report 2019-20 for consideration by Council.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Paul Orders</b> <b>Chief Executive</b>
	17 September 2020

*The following appendices are attached:*

- Appendix 1: Annual Statutory Wellbeing Report
- Appendix 1a: RAG Rating against the Key Performance Indicators included within the Corporate Plan 2019-22
- Appendix 1b: A detailed narrative update – with RAG rating – against the Steps included within the Corporate Plan 2019-22
- Appendix 1c: A report on the impact of Covid-19 on Cardiff and Council services (to follow).

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# Annual Well-Being Report 2019/20

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## Leader's Introduction

My Administration was elected by the people of Cardiff with a commitment that every citizen – regardless of their race, gender, creed or inherited wealth – should have the chance to fulfil their potential, and play a full part in the life of our city.

In Capital Ambition we set out our policy agenda for making this happen. Our Corporate Plan provides a detailed programme of delivery. This report provides an update on our performance against the commitments we set in our Corporate Plan, and in so doing, it assesses the delivery of our Capital Ambition agenda, over the period April 2019-March 2020.

I am proud of the progress we continue to make. We have launched a new vision for education, with the performance of Cardiff schools showing a notable improvement over the past five years. We introduced the Family Gateway pilot and adopted a new strategy to shift the balance of care in Children's Services.

Our work to promote the Real Living Wages has seen thousands more people get a fair day's pay for a fair day's work, and our award-winning Council homes programme is giving people across the city access to high-quality housing.

Our ambitious economic development agenda is supporting a city economy that is crucial for Wales, delivering thousands of new jobs each year. A new vision to transform the way we move about the city has also been launched with plans already being delivered to improve air quality.

There are challenges too and areas where we know we must do better. We are not content with being one of the best recycling cities in the world and recognise that more must be done to drive up recycling rates. This report also acknowledges that outcomes for vulnerable children still need to improve, with targeted interventions in areas where rapid improvement is essential. These will represent priorities for improvement over the year ahead.

Rightly, this report shines a light on the areas where we know we must do better, not just on our achievements and accomplishments.

Clearly, the emergence of COVID-19 has represented an unprecedented challenge for Local Authorities and partners, affecting almost every aspect of service delivery. As we move forward, repurposing our services and priorities to contain the spread of the virus, supporting the most vulnerable and driving forward economic recovery will form a central part of the Council's agenda.

Covid-19 emerged in January 2020 and its impact was not felt in Cardiff until the final weeks of March, though the Council and partners began planning our response in February. And so, even though the impact of Covid-19 wasn't felt during the period that this report covers, such has been the consequence of the disease on public services and city life that I felt this report could not be prepared without consideration of the future risks and challenges that Covid-19 will present to Cardiff.

I have therefore requested that a report covering the impact of Covid-19 be produced and included as an appendix, and that the impact of the pandemic on the future delivery of each Well-being Objective be considered throughout the report.

Ultimately, this report evidences the progress my Administration has been making across all areas of service delivery and city development, and in delivering Capital Ambition for the people of Cardiff. We continue to demonstrate a strong track record of delivery with many achievements in 2019/20 changing the lives of residents for the better.

As always, my thanks go to all Councillors, staff, partners and citizens who have helped to make many of the great things included in this report happen, and to everybody who has given their all over recent months in meeting the challenge of the pandemic. As Leader, I could not be prouder of the work of this Council.

**Cllr Huw Thomas**  
**Leader – Cardiff Council**

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## About this report

The Council's Corporate Plan – 'Delivering Capital Ambition' – translates the Administration's political priorities into deliverable organisational objectives.

This Annual Well-being Report provides an end of year summary of the progress made in delivering the Corporate Plan.

<b>The Corporate Plan 2019-22 includes:</b>	<b>The Annual Well-Being Report 2019/20 includes:</b>
<b>Well-being Objectives:</b> The Corporate Plan 2019-22 includes seven Well-being Objectives which set out the outcomes the Council wants to achieve, which reflect the political priorities of the Administration and the aspirations shared with public service delivery partners. (Statutory Requirement)	A strategic assessment of each Well-being Objective and an analysis of progress.
<b>Steps:</b> For each Well-being Objective, the Council identified a number of steps that it would undertake to help achieve the Well-being Objective. (Statutory Requirement)	An appendix which provides a detailed update against each step.
<b>Key Performance Measures:</b> The Council identified a number of measures to support and give an indication of progress throughout the year against each Well-being Objective.	An appendix which includes an update against each of the Key Performance Measures.
<b>Targets:</b> Where appropriate, targets against Key Performance Measures are set to indicate the desired level of performance.	A clear indication of whether targets have been met.
<b>RAG ratings:</b> Key Performance Measures are assigned a RAG rating within a set tolerance level. Green is where the result is on or above target, Amber where the result is within 10% of target, and Red where the result is greater than 10% from the target.	A RAG assessment is provided for both steps and Key Performance Measures.

It is important that the Annual Well-being Report is considered in the wider context of the Council's Corporate Reporting landscape. Alongside the Statement of Accounts, Annual Governance Statement and Corporate Risk Report, the Annual Well-Being Report helps provides a rounded view of organisational performance.

### We welcome your feedback on this report, please contact:

Head of Performance and Partnerships, County Hall, Atlantic Wharf, Cardiff Bay, CF10 4UW  
E-mail: [performance@cardiff.gov.uk](mailto:performance@cardiff.gov.uk)

## The Council at a Glance – Serving the City

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

- Schools and education
- Collecting bins
- Maintaining parks and cutting the grass
- Cleaning streets
- Providing services for older people and people with disabilities
- Managing housing stock
- Looking after children who are in care
- Maintaining roads and highways

As well as those living in the city, **almost 100,000 people commute into Cardiff every day**, representing over a third of the city's workforce.

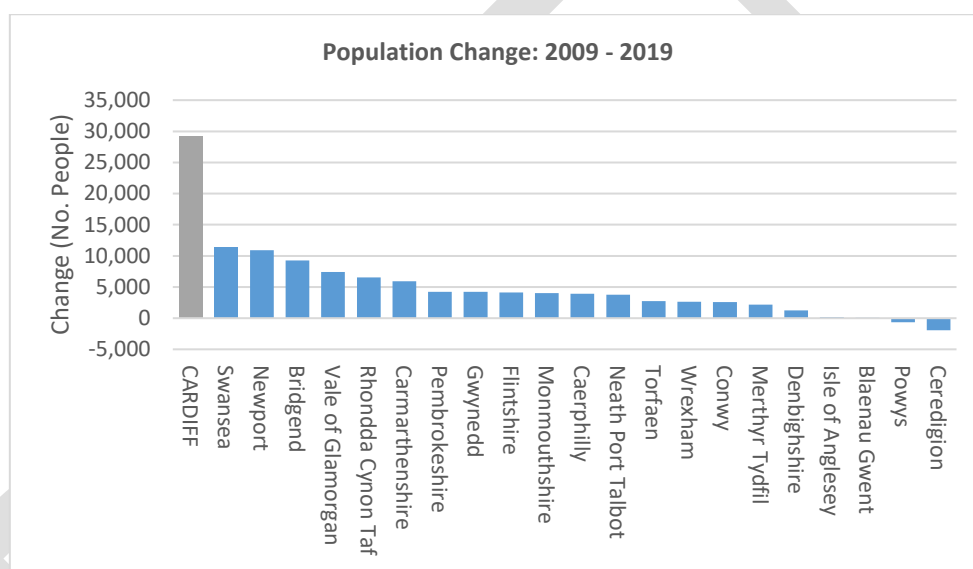
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## Cardiff in 2020

This section of the Annual Well-being Report considers some of the major trends impacting the city and provides a wider context for considering organisational performance.

### Growth and Demographic Change

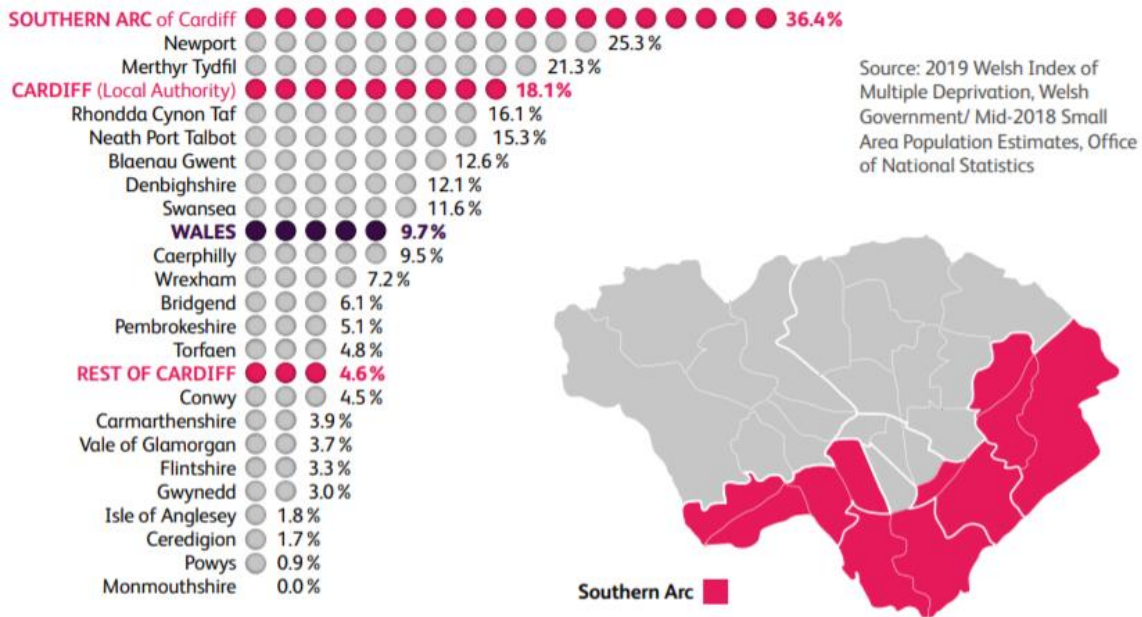
Over the last decade (2009-2019), Cardiff grew by around 9%, or 29,200 people, and this growth is set to continue. That so many people are choosing to live and work in Cardiff is good news, but it will strain our city's infrastructures and whole new communities will need to be built. Growth will also put new and increasing demands on our public services. This is because the city's population growth will not be spread evenly across age groups. For example, younger people will require more schools and more teachers, while a greater number of older people – particularly those over 85 years old – are more likely to access their GP or need help from social care services.



### An Unequal City

The gap between rich and poor in the city is too wide, and it is growing. For example, unemployment rates in Ely are around fifteen times higher than those in Lisvane. Differences in health outcomes are even more pronounced, with a healthy life expectancy gap of between 22 and 24 years between the most and least deprived communities. In fact, if the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East, was considered a single Local Authority, it would be far and away the most deprived in Wales. This deprivation damages too many lives, it places pressure on public services and it breaks the bonds that help to create a strong society. In addition to economic inequalities, the gap in outcomes for those of different ethnicities, gender and those living with a disability remain too wide.

Percentage of Population Living in 10% Most Deprived Areas of Wales



### Meeting the challenges of Covid-19

The Covid-19 pandemic represents an unprecedented challenge for the Council and for Cardiff. It has impacted nearly every aspect of public service delivery and demanded change and adaptation at unparalleled pace and scale. Whilst the essential service model was initiated in response to the lockdown, most Council services have now restarted, either fully or in a new and adapted way, to meet the restrictions of social distancing.

The impact of Covid-19 will continue to be felt for the months, and possibly years to come, with the coming autumn and winter likely to prove challenging. The scale and pace of partnership working and service innovation seen in the crisis thus far will need to continue for the duration of the pandemic, and beyond.

The Council is extremely concerned about the impact of the virus on certain groups, particularly in relation to the link between deprived and BAME (Black, Asian and minority ethnic) communities and a higher risk of death from Covid-19, and is committed to doing all it can to ensure that the pandemic does not deepen the inequalities that already exist in the city.

### A Period of Economic Disruption and Challenge

The full economic impact of Covid-19 is yet to be felt, but the increasing number of business closures and rising unemployment figures point to an emerging economic crisis. Employment in the UK fell by the largest amount in over a decade between April and June 2020 and claimant count unemployment has doubled in Cardiff between January and June of the same year. With over 40,000 people in Cardiff on the UK Government's 'furlough' scheme, which is due to end in October, the numbers of people out of work are expected to rise significantly, with the youngest workers, oldest workers and those in manual or temporary occupations hit hardest during the pandemic. Local businesses, particularly in the hospitality, leisure and

cultural sectors in the city centre, are also facing significant financial pressure and the continued inability to operate at full capacity due to social distancing restrictions. The Covid-19 economic crisis will precede a period of potentially significant economic disruption as the UK leaves the European Union when the 'transition period' ends in December 2020, with Cardiff having been identified as one of the UK's major cities most economically exposed to the risks of a 'no deal' Brexit.

### **Financial Outlook**

The level of revenue funding announced for 2020/21 was significantly better than the planning assumptions published in summer 2019 in the Council's Medium Term Financial Plan. The [Budget Report for 2020/21](#) makes clear, however, that *"whilst the improved funding position for 2020/21 is welcome, it should be noted that the position for 2021/22 and beyond is much less certain. The Ministerial statement accompanying the settlement indicated that the positive 2020/21 position "does not mean that austerity is over"*.

Since then major risks to the Council's budget position have emerged, not least the ongoing costs and lost income associated with responding to Covid-19, though the full scale of the impact is not yet known. Many of the underlying budgetary challenges facing the Council also remain. These financial challenges follow a decade of austerity over which time the Council has made almost a quarter of a billion pounds in cumulative savings and reduced the number of its non-school staff by 22%.

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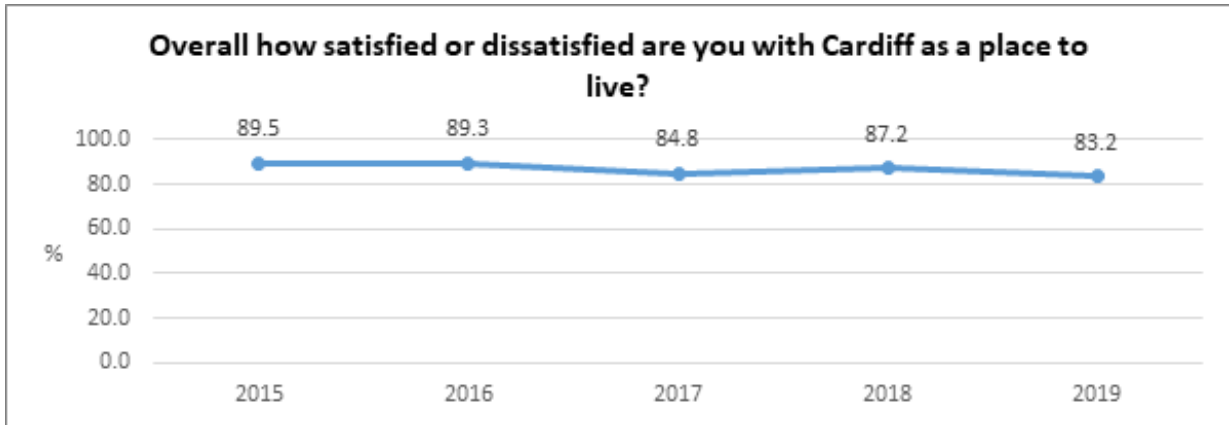
## Engaging With Our Residents: Overall Citizen Satisfaction

In the most recent National Survey for Wales, undertaken in 2019/20, **Cardiff was ranked as the top Local Authority in Wales when citizens were asked whether their Local Authority provided high-quality service.** The National Survey for Wales is a large-scale survey of adults in Wales – involving around 12,000 people each year – covering a range of topics such as well-being and people’s views on public services. The study is run by the Office for National Statistics on behalf of the Welsh Government.

Local Authority	Agree	Neither agree nor disagree	Disagree
<b>Cardiff</b>	<b>58</b>	<b>22</b>	<b>21</b>
Gwynedd	57	22	21
Denbighshire	55	26	19
Rhondda Cynon Taf	54	20	25
Carmarthenshire	53	25	22
Conwy	52	25	23
Monmouthshire	52	19	29
Flintshire	51	19	30
Pembrokeshire	51	23	26
Torfaen	49	22	29
Isle of Anglesey	48	25	27
Neath Port Talbot	47	21	31
Vale of Glamorgan	46	28	26
Ceredigion	45	30	25
Caerphilly	44	25	31
Newport	44	24	32
Swansea	42	29	29
Merthyr Tydfil	37	23	39
Wrexham	34	30	36
Powys	34	29	36
Bridgend	34	23	43
Blaenau Gwent	29	21	51

The results of the National Survey for Wales were broadly consistent with the local ‘Ask Cardiff Survey’. Each year the Council engages directly with Cardiff residents, via the Ask Cardiff Survey, to hear their views and [consult on a wide range of policies, plans and proposals](#) affecting the local community. **The annual Ask Cardiff Survey provides people living and working in Cardiff the opportunity to share their experiences of public services.**

Results of the most recent Ask Cardiff Survey, undertaken in 2019, found that **60% of residents surveyed were satisfied with the services the Council provides**, and **83.2% of respondents were satisfied with Cardiff as a place to live.**



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## Review of Well-being Objectives

In preparing this report, the existing seven Well-being Objectives have been reviewed and as a result it has been determined that they remain the most appropriate in maximising our contribution towards the national Well-being Goals.

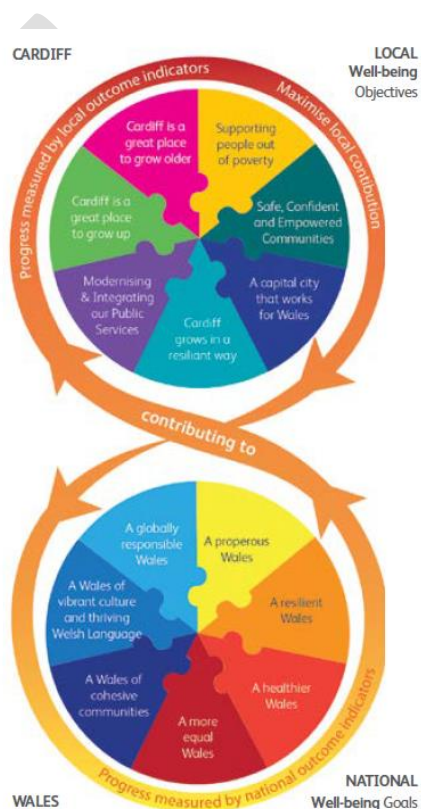
All reasonable steps are being taken to meet the Objectives and our Objectives remain consistent with the Sustainable Development Principle.

## Contribution to National Well-being Goals

The Welsh Government has set out national Well-being Goals. Cardiff Council and the Cardiff Public Services Board (PSB) have agreed local Well-being Objectives, which are complementary with the national Well-Being Goals. In order to measure Cardiff's progress towards achieving the seven Well-being Objectives, a series of high-level outcome indicators were selected which provide objective measures of the city's performance.

Outcome indicators are high-level indicators which measure long-term trends. They provide an overview of the city's performance, both over time and relative to other cities and Local Authorities. The trends they measure are difficult to influence directly and no single body or organisation can be held accountable for delivering them. Because both Cardiff Council and the Cardiff PSB are working towards the same seven Well-being Objectives, it was agreed that the Council and the PSB should adopt a complementary set of indicators when measuring progress against the Well-being Objectives.

A full set of outcome indicators is published annually by the Cardiff PSB, most recently in the [Cardiff in 2019](#) analysis, which provides an annual snapshot of how the city is performing. A [Cardiff in 2020](#) analysis is currently underway taking into account the impact of the pandemic, and will be reported to the Cardiff PSB in due course.





## 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:

- **Progress against the Council's Key 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. Performance measures are assigned a RAG status: **Green** where the measure 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.
- **Progress against the steps in each Well-being Objective** – The Council included a number of steps in the Corporate Plan to help achieve the Well-being Objectives. Monitoring the progress of these steps provides an understanding of what has been achieved and where further work is required.
- **Inspection Reports** – The Council is subject to a number of inspections from regulatory bodies including the Wales Audit Office, Estyn (Education) and the Care Inspectorate Wales. Their findings help the Council to assess areas of strong performance, as well as identifying areas that require improvement.
- **Surveys and Citizen Feedback** – The annual Ask Cardiff Survey, as well as more specific consultation and engagement work, provide residents an 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. Similarly, complaints and compliments provide a valuable source of information on performance. The Annual Well-being Report is normally considered by Cabinet alongside the Annual Complaints Report; however due to staff re-deployment as a result of Covid-19, the Complaints Report will be considered later this year.
- **Finance Monitoring** – The Council's Outturn Report 2019/20 serves to inform of the Council's financial position in respect of the year ending 31<sup>st</sup> March 2020.
- **Feedback from Scrutiny Committees and Audit Committee** – The Council responds to the issues raised and recommendations made by the Scrutiny Committees, which help inform performance improvement.
- **Risk** – The Council's Corporate and Directorate Risks are considered as part of a rounded view of performance, and the Annual Well-being Report is prepared and considered by Cabinet alongside the Council's Annual Corporate Risk Report.

Reviewing this information assists the Council to develop 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.

Based on a balanced assessment of the information outlined above, the Council makes a determination on the progress it has made relative to each of its Well-being Objectives. The self-assessment categories are listed below:

- **Good progress:** The evidence suggests good progress has been made in achieving the Well-being Objective, with improvement observed across 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 some areas where performance is not as strong as it should be, and this helps to identify where more focus is needed.
- **Progress with identified areas of improvement:** The evidence suggests that some progress has been made in achieving the Well-being Objective, with improvement observed across some of the key performance areas, but equally a requirement for greater improvement in a similar number of others.
- **Insufficient progress:** The evidence suggests unsatisfactory progress has been made against the Well-being Objective, with little or no improvement observed across key performance areas.

#### Self-Assessment of Performance for 2019/20

For 2019/20 the following self-assessment of progress was made, following consideration by the Council's Cabinet and Senior Management Team.

Well-being Objective	Self-Assessment of Performance
Cardiff is a great place to grow up	Satisfactory progress
Cardiff is a great place to grow older	Good progress
Supporting people out of poverty	Good Progress
Safe, confident and empowered communities	Satisfactory progress
A capital city that works for Wales	Satisfactory progress
Cardiff grows in a resilient way	Progress with identified areas of improvement
Modernising and integrating our public services	Satisfactory progress

## Well-being Objective 1.1:

### Cardiff is a great place to grow up

#### Context

For many children and young people in our city, Cardiff is a great place in which to grow up. Education provision and the achievements of learners are both improving. The city offers a wealth of opportunities in sports, leisure and culture and, as the economy develops, there are a widening range of job opportunities within reach. To help ensure children and young people can access the opportunities the city has to offer, the new Cardiff 2030 strategy sets out how education can serve all learners to succeed during a period of significant societal, economic, environmental and technological change.

However, not all of our young people are benefitting from the opportunities on offer, and more needs to be done to address this inequality in achievement, participation and progression into employment. To ensure that Cardiff is a great place in which our children and young people thrive, we committed to:

- Making Every School in Cardiff a Great School
- Becoming a Child Friendly City
- Supporting Vulnerable Children And Families

#### Key Successes in 2019/20

##### Making Every School in Cardiff a Great School

- The performance of Cardiff schools has shown notable improvement over the past five years and reflects a focus on education as a key component of Capital Ambition. Results for the academic year 2018/19 show that Cardiff schools performed well across a wide range of key performance indicators at all key stages. This includes strong performance in Key Stage 4 when compared to the Central South Consortium (CSC) and Welsh averages.
- The Council has intervened in schools where standards were unsatisfactory and has continued to make good progress in improving the overall quality of education, as evidenced in the outcome of Estyn inspections and school categorisation. The number of schools categorised as Green has increased. In January 2019, 70 out of 127 schools were Green schools, compared to 65 in January 2018. The number of Red schools has reduced.
- Of the 21 Cardiff schools inspected during the academic year 2018/19, 16 were judged to be good or excellent for standards, 17 for well-being, 15 for teaching and learning, 17 for care, support and guidance, and 16 for leadership and management.

- There has been continued improvement with Cardiff performing well in relation to CSC and Wales in the attainment gap between pupils eligible for free school meals and those not eligible. The educational outcomes of Children Looked After is improving, with those educated in Cardiff schools achieving better outcomes than those out of county. However they still remain too low.
- Outcomes for learners who are Educated Other than at School (EOTAS) are improving. 2018/19 results show that the performance of EOTAS learners, when using the narrow GCSE measures, is still too low. Academic and vocational provision for EOTAS learners has been strengthened and consistent measures of well-being have been agreed.
- Plans for the next phase of investment in the school estate, Band B of the 21<sup>st</sup> Century Schools Programme, are underway. The £284m programme will increase the number of places available, improve the condition of the school estate and improve teaching and learning environments. This includes schemes for St Mary the Virgin Primary School and four high schools – Fitzalan, Cantonian, Willows and Cathays.

### **Becoming a Child Friendly City**

- Cardiff is progressing to becoming a ‘child friendly city’ where all children and young people have an equal chance to thrive and reach their potential. This requires partners to work together to make a city where the voices, needs, priorities and rights of children and young people are at the heart of public policies, programmes and decisions. The Child Friendly City strategy was launched in November 2018 and Unicef accreditation is on track for 2021.
- The participation of children and young people in their own education, through the involvement of young people in the programme, continues to improve. Schools have made significant achievements towards becoming Rights Respecting. 65 schools have now received an award in the programme.

### **Supporting Vulnerable Children and Families**

- In July 2019, **the Council published its Children’s Services ‘Delivering Excellent Outcomes’ Strategy**. The strategy sets out a range of priorities for supporting children, particularly those who are vulnerable to or have entered the care system. Key to this will be effective local provision for those on the edge of care and reducing the need for out-of-county placements where outcomes are likely to be less positive.
- In November 2019 the Cabinet agreed a new commissioning strategy called **‘Right Homes, Right Support’**. This emphasised nine commissioning priorities to improve the response to the needs of our Children Looked After. Key priorities include; being closer to Cardiff, the development of additional local capacity and a focus on better mental health and well-being support for our Children Looked After.
- There is now a clear vision, strategy and plans that support high standards of operational delivery and improvement in areas where it is needed. This analysis is supported by that

of Care Inspectorate Wales in their annual performance letter and in the improvement priorities set out in the Director of Social Services Annual Report for 2019/20.

- **A new Cardiff Family Advice and Support Service was launched** in November 2019.
- Ty Storrie respite home was successfully transferred into the Council from an external provider in June 2019. Whilst there have been challenges in relation to staff recruitment, the additional investment in the respite home has meant that at full staffing capacity, the home is able to offer an additional 480 nights of respite per year.
- The Council worked in partnership with residential care providers for children to develop their services in Cardiff. There have been 18 new residential beds in the city since 2018 with a further 11 in the independent sector planned by the end of 2020/21.
- **A joint Child and Adult Exploitation Strategy has been developed to protect children and adults from the risk of harm and abuse**, focusing attention on new and emerging themes of child and adult exploitation such as modern slavery. A key priority will be working with partners to develop an approach to contextual safeguarding, recognising that outside of the family unit the different relationships that young people form in their neighbourhoods, schools and online can lead to exploitation, violence and abuse.
- **A new locality service delivery model has been implemented**; Signs of Safety continues to be rolled out; and the all-Wales Safeguarding Procedures have been launched.
- **A new recruitment strategy has been adopted** to support the recruitment and retention of children's social workers, with the approval of a market supplement for social workers in frontline teams as part of the 2020/21 budget.
- A new partnership was agreed between Cardiff Council and the YMCA through which the referral process for young carers to receive support has improved. The Young Carers project, which started just before the Covid-19 crisis struck, has developed a number of online activities and support groups for young carers and their families during Covid-19.

## **Key Challenges and Risks**

### **Impact of Covid-19**

- **All schools must plan for the full return to school for the new academic year in September 2020 following the recent announcement by the Welsh Government.** All schools in the city reopened on 29<sup>th</sup> June 2020 for a three-week period prior to the end of the summer term with robust health & safety procedures adopted. These included space-capacity assessments and risk assessments to establish volume, appropriate furniture lay-out, movement flows and use of external spaces were all considered prior to opening using best practice from the Council's Community Hubs.

- **Strict hygiene and cleaning regimes will need to be introduced in schools**, ensuring good hand-washing practices, contact point cleaning and the thorough cleaning of school spaces. The enhanced cleaning regime will bring with it cost pressures and will need to be embedded into delivery.
- **Delivery of the Schools Organisational Plan within existing timescales will need to be reviewed by the Schools Organisation and Access Planning Programme Board.** With delay anticipated across some construction projects as a result of Covid-19 and some slippage likely, overall programme delivery within the agreed timescale is still achievable.
- **Supporting routes into employment, particularly for more vulnerable groups, will need to be prioritised** given the anticipated fall in employment and commentators predicting that young people will be disproportionately affected.
- Given the decision to cancel examinations this summer as a result of the Covid-19 pandemic **the alternative assessments approach adopted have caused anxiety for many learners.** The progression of young people will need to be closely monitored.
- **Children’s Social Services:** Work must be undertaken to prepare for the reintroduction of more face-to face work with children and families.

## Education

- **Improving the attainment of vulnerable children:** Over a period in which resources have been significantly reduced for the central education budget, and reduced, although less so, in the schools budget, school standards have nevertheless improved. This indicates improving value for money in the significant spend on education in Cardiff. However, for a minority of learners the system is not working well enough. This includes:
  - Continuing to address the impact of poverty on educational achievement, in particular tackling the decline in the performance of eFSM (eligible for Free School Meals) pupils in the primary phase and the gap in performance between eFSM and nFSM (not eligible for Free School Meals) pupils at the end of Key Stage 4 in certain measures.
  - Reducing the still noticeable variation in the standards achieved by schools with comparable FSM pupil populations.
  - Improving outcomes for Children Looked After, particularly where these children and young people are placed outside of Cardiff.
  - Ensuring that the curriculum offered to pupils who need to be educated other than at school (EOTAS) is broad and balanced and enables them to achieve and gain recognised qualifications in line with their needs and potential. Simultaneously ensuring that the need to transfer pupils out of mainstream settings is minimised through robust graduated responses to individual pupil needs within school.
  - Strengthening the support and range of opportunities available to enable our most vulnerable young people to transition successfully from statutory schooling to ongoing education, training or employment post 16.

- **Working together to improve the well-being of all children and young people:** Well-being has been highlighted as a priority for young people in Cardiff, and key to being ready and able to learn. The majority of children and young people in Cardiff report positively when asked about their well-being, and school attendance is good overall. However, children and young people are increasingly calling for integrated and accessible services, which promote their well-being and help them to deal with the pressures of everyday life.
- **Ensuring sufficiency and improving the learning environment:** Alongside the completion of the Band B school investment programme, there are challenges in relation to meeting sufficiency requirements, particularly for secondary and additional learning needs (ALN) places, and short-to medium-term risks relating to poor building assets that need to be addressed.
- **Supporting routes into employment, particularly for more vulnerable groups:** The percentage of young people not in education, employment or training (NEET) as at the end of the academic year 2018/19 was 2%, which reflects sustained improvement in progression. However, opportunities remain to better connect young people with career opportunities and pathways beyond school, particularly those from vulnerable groups who may be facing challenges to secure positive destinations. Similarly, care leavers not in employment, education or training remain a concern. Youth Service provision has been realigned to improve support for vulnerable groups, with measures including:
  - Strengthening the links between formal, non-formal and informal learning;
  - Provision of additional mentoring and targeted support for key groups who find it challenging to access wider youth services;
  - Provision of a designated street-based youth service team;
  - Collaboration with a range of other agencies to widen the reach and tackle mental health and reduce the risk of homelessness, and;
  - Appointing a digital youth work officer.

### Children's Social Services

- **The number of children in the care system is continuing to rise, placing budgetary pressure in Social Services and across a number of Council services.**
  - **Demand pressures:** The numbers of Children Looked After are continuing to increase with the number of referrals into the Multi-Agency Safeguarding Hub (MASH) also increasing.
  - **Financial pressures:** There is an increasing number of children being placed into high-cost residential care, placing budgetary pressure in Children's Services and across Council services.
  - **Operational challenges:** The timeliness of carrying out key functions (assessments, visits, reviews) remains an area of focus, with some high levels of assessments not resulting in a care and support plan. The 38% vacancy rate for Children's Social Workers against a target of 24% also remains a long-standing area of challenge (see below).

- **Poor outcomes for key groups:** Educational outcomes for key groups of learners remain low despite overall improvement in attainment e.g. Children Looked After, EOTAS. Poor outcomes for vulnerable children over the longer term disrupt life chances and impact public service delivery.
- **Social worker vacancies:** The level of Children’s Social Worker vacancies remains high: 38% against a target of 24% at year end. Significant strides have been made in appointing to vacant posts with a net increase of 28 social workers expected to be realised in the second quarter of the 2020/21 financial year. The implementation of the market supplement from April 2020 and developments in the use of social media will also assist with the recruitment drive.
- **Poor outcomes for young people in the Youth Justice system:** Too many young people in Cardiff are being drawn into crime and having entered the youth justice system, continue to offend. At the heart of meeting these challenges is understanding and addressing the root causes as well as providing the support needed to safeguard and divert young people away from harm and exploitation. In particular, this will rely on securing improvement in the city’s Youth Justice Service. In spring 2019, the Chief Executive requested that more senior, as well as additional technical, input was required to address some of the emerging concerns in relation to governance of performance of the Youth Justice Service. An independent review of the service was commissioned in July 2019 and its findings were reported in September. A plan of action was being developed when HM Inspectorate of Probation (HMIP) gave notice they would be inspecting the service in January this year. Both the independent review and HMIP raised similar concerns, particularly in relation to governance, performance management and outcomes for vulnerable young people who rely upon the service. In response to these concerns, a highly experienced Chair was sought and appointed, and a new governance structure has been put in place. **A Youth Justice Service Development Strategy has since been developed and launched by the Cardiff Public Services Board (in Quarter 1 2020/21)**, a two-year plan for transforming Cardiff’s Youth Justice Service.



## Forward Look: Areas of Focus

### Education

- Schools to plan for a full return in September 2020 following the recent announcement and publication of relevant guidance by the Welsh Government.
- Supporting Cardiff schools to introduce Curriculum for Wales 2022 in all year groups up to and including year 11 by 2026. In doing so, to draw on the resources of the city to bring the 'Cardiff Curriculum' to life for all learners through authentic experiences.
- Promoting and fulfilling children's rights by continuing to build a Child Friendly City in partnership with Unicef UK by 2021.
- Reshaping and enhancing specialist provision and services for pupils with additional learning needs to ensure sufficient, high-quality provision is available to meet the current and projected need.
- Providing an integrated model of Youth Support Services, built on high-quality youth work, to remove barriers to engagement and participation.
- Delivering the new schemes within the £284m 'Band B' programme of school investment.
- Investing in digital infrastructure, equipment and new learning technologies for schools to support the implementation of Curriculum for Wales 2022.
- Promoting and supporting the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by expanding the provision of Welsh-medium education and promoting Welsh in English-medium education.

### Children's Social Services

- Ensuring sufficiency and quality of workforce and services against the backdrop of increased needs and demands following the pandemic period is the highest priority for Children's Services.
- Shifting the **balance of care** and placement sufficiency, including accommodation for care leavers.
- Ensuring that the **child's lived experience** is at the centre of all the service's improvement practice.
- **Deliver 'All Our Futures', the new Youth Justice Strategy** and action plan, and delivering the improvements required in Cardiff Youth Justice Service which were evidenced by an inspection led by HMIP undertaken in January 2020.

- **Continuing to strengthen relationships** with the rest of the Council, and with partners, focussed on delivering what matters to the children and young people for whom the Council exercises corporate parenting responsibilities. The commitments and actions of leisure, education, employment and training, housing, health and well-being services will be as important to children and young people as that of social services.

**Self-Assessment of Performance:** Satisfactory progress

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## Well-being Objective 1.2:

### Cardiff is a great place to grow older

#### Context

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. Though the majority of older people are in good health, increased life expectancy has meant a greater number of people suffering from ill health in later life and relying ever more on public services.

To meet this challenge, the Council is working with partners to join up social care, health and housing, with the goal of keeping people happy and healthy, living in their own homes and local communities, for as long as possible. With a need to find working solutions to immediate pressures and long-term challenges, the Council has committed to:

- Joining up Social Care, Health and Housing Services
- Creating Age-Friendly Communities
- Becoming a Dementia Friendly City

#### Key Successes in 2019/20

##### Joining up Social Care, Health and Housing Services

- Across the year **almost 58,000 hours of support was provided by the Community Resource Team**. The team provides support before, during and after an individual's discharge from hospital, helping with the right balance of care and independence.
- **A new triage model was developed with partners in the Health Service**, and following a successful trial at University Hospital of Wales, plans are in place to roll out the approach at Llandough and St David's Hospitals. The **new model delivered improvement in the number of people discharged with no service required**, and the number of declined Community Resource Team slots.
- The 'Get Me Home' and 'Get Me Home Plus' services continue to provide a first point of contact for patients in the hospital, with **support provided by the Council to enable them to leave hospital sooner and continue to live independently at home**. People have timely access to well-being support from a 'pink army' of workers, or care and support when needed. Throughout the year **the 'Get Me Home' service has supported 1,223 people out of hospital and back to their own accommodation**. Delayed Transfers of Care have been at historically low levels over the last three years as practice has improved at the interface between hospital and community.

- **The Accelerated Cluster Model Pilot has commenced in the South West Area.** To avoid unnecessary re-admissions and to provide greater support in the local community, the integrated community hub is informed when a patient is discharged from hospital and weekly multi-agency meetings are then held to ensure that the patient is fully supported with regards to both their physical health and overall well-being.
- **The recommissioning of domiciliary care provided the opportunity to explore new approaches to delivery with providers.** Covid-19 has meant that pilots have been put on hold and procurement timelines have been revised for contracts to be in place by April 2021. Care Inspectorate Wales (CIW) noted in their annual performance letter that the domiciliary care, which is the cornerstone of any system of social care, is well developed in Cardiff which contrasts with fragility in many other parts of Wales and the UK. There are over 50 providers providing care and support. This position is in contrast to many other areas of Wales where the market is described as fragile.

### Creating Age-Friendly Communities

- **The Older Persons Housing Strategy continues to be implemented across Cardiff.** Planning permission has been secured at the Maelfa and St. Mellons older person schemes which will see the delivery of over 100 'care-ready' older persons flats. The development of a care-ready specification has set a high standard for adaptable, attractive and well-designed older person housing options.
- **The programme to refurbish three day centres across the city was completed with the refurbishment and reopening of Fairwater Day Centre in July 2019.** The centre's new layout and improved facilities saw positive outcomes for both users and staff as well as increased usage and referrals to the service following its reopening.
- **The Council's Day Opportunities Team successfully supported approximately 200 individuals to re-connect with their community,** helping to address loneliness and social isolation by directing individuals to opportunities within local groups and third sector organisations.

### Becoming a Dementia Friendly City

- **The launch of a bilingual Dementia Friends e-learning module saw Cardiff become the first Local Authority in the UK to make Dementia Friends training mandatory across its workforce.** This good practice approach has been shared widely with other organisations and Local Authorities, including Welsh Government.
- **The Council's Dementia Friendly awareness and engagement programme** successfully delivered a number of high-profile initiatives to raise awareness across the city. City Hall was illuminated on World Alzheimer's Day and Dementia Friendly Cardiff participated in Falls Awareness Week in collaboration with Public Health Wales.
- Cardiff continues to embrace its Dementia Friendly status. **Almost 800 Dementia Friendly events were delivered in 2019/20,** predominantly through the Community Hubs, whilst

the numbers of Dementia Cafés has continued to increase. Other Dementia Friendly activities, such as Low Impact Functional Training (LIFT), continue to be taken forward. Work also continues to progress with the business community to increase the numbers pledging their commitment to work towards becoming Dementia Friendly.

## Key Challenges and Risks

- Covid-19 is recognised as having a disproportionate impact on older people, with age and underlying health conditions prominent determinants of a person's risk factor.
- **Covid-19 has added to the already significant demographic and cost pressures on residential and nursing care**, with the number of placements in both these areas initially increasing and costs in nursing care continuing to rise. Additional capacity may be required in order to adhere to requirements to isolate following hospital discharge and as contact tracing is implemented, there are risks highlighted by care providers that they may experience business continuity issues if there is a period when significant proportions of staff cannot work.
- **As social distancing requirements continue**, it is anticipated that the pressure on families and vulnerable people, alongside the support of those discharged from hospital, will result in **significantly increased demand for services** across the spectrum of social services provided by the Council and partner organisations.
- **Covid-19 lockdown restrictions have meant that day opportunities and support to address loneliness and isolation have been unable to take place**. The reintroduction of services to support a demographic who will be considered at high risk and vulnerable to exposure of the virus will require careful consideration and negotiation with service providers.
- As businesses across the city seek to recover and adjust to the requirements of Covid-19 and challenging economic headwinds, retaining a focus on Dementia Friendly may prove difficult.
- The number of Council staff undertaking Dementia Friends training across the Authority stands at approximately 30% (1,884 individuals) and **corporate action will be put in place to meet the 100% compliance target for Council staff** by April 2021.
- The **average number of calendar days taken to deliver a Disabled Facilities Grant will need to be accelerated** to meet targets. In 2019/20 capacity issues with contractors prolonged the completion times on work awarded and, while in-year changes saw improvements in the second half of the year, improved performance will be necessary to ensure the desired turnaround times are achieved.
- The continued scale of **population growth and increasing demand** pressures associated with people as they grow older will represent an ongoing challenge for the Council,

particularly given the serious implications for Council budgets should the demand for acute and costly services not be effectively managed.

### **Forward Look: Areas of Focus**

- Building on existing successes the Council will continue to work with colleagues from Cardiff & Vale University Health Board to **enhance models of support and further innovate to join up social care, health and housing** to make sure that individuals are enabled to return home safely as soon as they are fit and healthy and to empower people to remain independent at home.
- **The recommissioning of domiciliary care contracts** based on a new operating model, co-produced with providers, will be central to achieving the vision of outcome-focussed, locality-based, sustainable care.
- Services working to reduce social isolation are being adapted to enable them to operate in the current climate. Independent Living Services are focused on digital inclusion for the older community, including signposting community groups to sources of funding for devices.
- As a result of the Covid-19 crisis there will be an increased need for social care services. The carefully constructed plans to 'shift the balance of care' prior to the Covid-19 crisis will be reviewed, and assumptions revised as the Council and its partners move through a period of stabilisation and reconstruction.

**Self-Assessment of Performance: Good progress**

## Well-being Objective 1.3: Supporting people out of poverty

### Context

Despite Cardiff's economic growth and success during the last 30 years, the impact of poverty and inequality are still felt in many families and communities. For example, if the 'Southern Arc' of Cardiff from Ely in the West to Trowbridge in the East, which has a population of over 150,000, was considered a Local Authority in its own right, it would be by far the most deprived in Wales, with rates of child poverty in Cardiff amongst the highest in Wales and around 21% of jobs paying less than the Living Wage. To support people out of poverty, the Council committed to:

- Becoming a Living Wage City and Supporting the Foundational Economy
- Helping People into Work
- Tackling Homelessness and Rough Sleeping

### Key Successes in 2019/20

#### Becoming a Living Wage City and Supporting the Foundational Economy

- **In 2019/20 Cardiff was recognised as a Living Wage City** as part of the new 'Making Living Wage Places' scheme. As of 31<sup>st</sup> March 2020 there were 108 Living Wage employers in Cardiff paying 35,538 people the real Living Wage. Over a 37-hour week, this puts an extra three quarters of a million pounds directly into the pockets of workers every week. The Cardiff Living Wage Action Group has launched their three-year action plan 'Making Cardiff a Living Wage City', which will continue to seek an increase in the number of accredited Living Wage employers and number of people working for Living Wage employers by 2022, and to encourage small business, 'anchor organisations' and major employers in Cardiff to become accredited through the Council's Living Wage Accreditation Support Scheme. A further 5,295 people were paid the real Living Wage during 2019/20.
- The Council continued to **support the foundational economy by implementing its Socially Responsible Procurement Policy**, ensuring that local people and communities benefit from the money the Council spends on goods and services. The Social Value Measurement Framework and Social Value Portal were set up ready for use in 2020/21 and will provide an opportunity for the local economic impact of local employment and use of local supply chains to be taken into account in the award of contracts

#### Helping People into Work

- The **Council used its size and scale to help people into work by creating 152 apprenticeship and trainee opportunities**, an increase of 20% over the annual target of

125. Work was also been undertaken to ensure that these individuals can access qualifications through recognised training providers during their placements.

- The **Council's employment support services continued to outperform against targets, with 1,050 clients supported into employment following advice and support through the Gateway and £15.8m additional weekly benefits identified for clients by the City Centre Advice Team.** Effective engagement work with employers was on track throughout the year until the cancellation of two job fairs in March due to Covid-19, with 191 employers supported, just below the annual target of 200.
- Integration of employment support continues with the addition of the Bright Start Service providing education and training opportunities for Children Looked After.
- The Covid-19 crisis brought with it an opportunity to **expand the number and type of enquiries that can be answered by Advice Line staff.** During March 2020, the number of lines increased from four to 30 to cope with the immediate response to lockdown. In addition to crisis-relevant topics such as shielding callers, changes to Universal Credit and the Cardiff food operation, staff are now able to answer enquiries about Adult Learning, digital support and library enquiries.
- The Council took **action to support residents with the roll-out of Universal Credit (UC),** including training all Hub staff, reviewing digital provision across the city and making recommendations to the Department of Work and Pensions about the impact on citizens. While the Council aimed to support and assist 1,500 customers with their claims for UC in 2019/20, over twice this many individuals were actually supported (3,348). This figure remained high in Quarter 4 (876) despite two weeks of lockdown.

### Tackling Homelessness and Rough Sleeping

- **Extending the capacity of the Housing First scheme to make better use of the private rented sector progressed well in 2019/20** with nine private sector tenancies in place by Quarter 3, with additional tenancies secured later on in the year.
- Despite unprecedented pressures, services continue to respond well to demand with **1,795 people successfully prevented from becoming homeless throughout the year.** There were 200 multi-agency interventions that supported rough sleepers into accommodation and 89% of people experienced successful outcomes through the Homelessness Reconnection service.

### Key Challenges and Risks

- The Covid-19 crisis has hit, and will continue to hit, those who are living in poverty the hardest. Analysis at a UK and Wales level shows that those living in the most deprived areas were most at risk of becoming severely ill or dying from Covid-19. In any resurgence of the virus, this risk will remain. Similarly, analysis has shown that the economic crisis caused by the pandemic will have a disproportionate impact on those people already



living in poverty, with low-paid or low-skilled sectors, and those that traditionally employ younger people, such as hospitality or leisure services, particularly hard hit.

- **With unemployment rising, Into Work, Money Advice and Housing services will face increased demand across the city** – for example, the number of citizens required to claim Universal Credit has already nearly doubled between March and August, including people who have no prior experience of accessing benefits.
- The alignment of Into Work and Adult Learning has been delayed due to Covid-19, and there remains uncertainty about the future funding of Adult Learning.
- **Homelessness and Rough Sleeping:** In recent years, like all major British cities, Cardiff has experienced a dramatic rise in the number of people homeless or rough sleeping. Working with our partners it has been possible to make significant progress in reducing the number of individuals sleeping rough and in March 2020 Cardiff had achieved the lowest level for six years. At the beginning of March 2020 there were 30 rough sleepers in Cardiff, down from 84 rough sleepers the previous year. The key presenting need for those rough sleeping was substance misuse, although the complex nature of the issues faced by these individuals meant that most also had other challenging health needs. In addition, there were 140 individuals in emergency accommodation, 98 of whom were sharing sleeping spaces and were required to leave the accommodation during the day. In addition to the emergency accommodation, more than 600 individuals were living in hostel and other supported accommodation.

While devastating in terms of population health and economic outcomes, the Covid-19 crisis has driven reform, at pace, in how the city's homeless people and rough sleepers are supported in order to ensure that the virus did not spread within this very vulnerable group. In the first three weeks of the crisis, 140 clients were rehoused into accommodation where they could shield/ self-isolate. In total 182 units of supported accommodation have been established during the crisis. The experience of the response to the pandemic so far, combined with the work previously undertaken to review Cardiff's current service model, has made clear the pressing requirement to continue to provide additional accommodation with multi-agency support into the long term to meet the needs of single homeless people in Cardiff. The Council will therefore need to progress a new model of homeless provision in Cardiff, supported by additional funding from the Welsh Government, through the delivery of the 'No Going Back' strategy.

### **Forward Look: Areas of Focus**

- **The Council's new vision for homelessness services 'No Going Back' was approved by Cabinet in July 2020.** The vision responds to the new reality as a result of Covid-19 and aims to prevent homelessness whenever possible, identify need through a multi-agency triage approach and provide good-quality supported accommodation. The provision of support to achieve successful move-on for families and individuals will also be a priority.
- An **Economic Task Force** has been convened to develop a strategy and action plan focussed on minimising the impact of redundancies across the city, job creation and

supporting business to adapt to a new normal. It will also focus on supporting those most likely to be adversely impacted, including young people entering the labour market and the most vulnerable. The plan has been developed in consultation with partners, with a final draft to be brought forward for agreement.

- **The Social Value Measurement Framework and Social Value Portal will be implemented from Quarter 2 2020/21**, enabling the local economic impact of local employment and use of local supply chains to be considered during procurement.
- **Funding for apprenticeships and trainees in 2020/21 is being reviewed** in light of Covid-19 and the possible need to extend the contracts of some of the apprentices and trainees.
- **Phased re-commencement of face-to-face courses for Learning for Work and Learning for Life programmes** are due in October 2020 and January 2021 respectively.

**Self-Assessment of Performance: Good progress**

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## Well-being Objective 1.4: Safe, confident and empowered communities

### Context

Strong communities are the bedrock of every great city. They play a vital role in connecting people with each other, with the social groups and networks and day-to-day services upon which all citizens depend. The Council has therefore prioritised activities to make sure that communities in Cardiff are safe, receive investment to improve local and district centres, and that they have easy access to good-quality, joined-up local services, great parks and green spaces and a local sports, leisure and culture offer.

To create safe, confident and empowered communities, the Council committed to:

- Investing in Local Communities
- Safe and Inclusive Communities
- Supporting Sports, Leisure, Culture and Green Spaces

### Key Successes in 2019/20

#### Investing in Local Communities

- The Maelfa shopping, housing and community centre scheme is nearing completion and significant progress was made in delivering a **programme of expanded Community Well-being Hubs** to bring services under one roof. Both the **Butetown Creative Youth Hub** and **the new domestic abuse one-stop shop in the Cardiff Royal Infirmary** are ready for occupancy.
- The Council is also leading on **whole neighbourhood regeneration schemes**. Significant funding has been secured to support the regeneration of the South Riverside Business Corridor following successful bids to Welsh Government. A **three-year programme of projects** across the city is also being progressed in partnership with local communities. These include Riverside and Cathays where schemes to deliver environmental improvements are nearing completion and engagement on the regeneration of Lower Llanrumney and the Roundwood estate is underway.

#### Safe and Inclusive Communities

- **The new All Wales Safeguarding Procedures (WSP) were launched** in partnership with Welsh Government and Cardiff & Vale Regional Safeguarding Board during National Safeguarding Week in November 2019. A Corporate Safeguarding Service Manager has been appointed and will lead on the implementation and delivery of Council's Corporate Safeguarding Policy action plan.

- **Safe and inclusive communities rely on strong bonds and relationships within communities and between those communities and the Council**, with high levels of civic activism, engagement and participation. A **new model of locality working for Community Safety** was launched in September 2019. It placed an emphasis on working with local communities and partners to identify local priorities and developing locally-based assets such as Community Hubs, local networks and agencies as first points of contact for residents and local gateways to services providing a platform for local problem solving. In Splott/Tremorfa, multi-agency working groups are now working with residents to pilot a targeted approach to tackling crime, bringing resources together and empowering local people to make a difference in the community in which they live.
- In October 2019, Cardiff hosted the **Inclusive Cities Conference**, at which leaders of British and European cities discussed how to ensure cities continue to be inclusive and cohesive. As a founding city of the Inclusive Cities Programme, Cardiff has been working to ensure the inclusion of newcomers, including EU citizens, refugees and asylum seekers. As part of this work it has developed a Community Cohesion Action Plan, established an approach for monitoring community tensions, built resilience to hateful extremism and provided support to witnesses and victims of hate crime.
- The Council continued to support EU nationals to secure their immigration status and make Cardiff their permanent home, through the **EU Settlement Scheme (EUSS)**. The scheme has been promoted through social media and at engagement events with schools, public sector employees, local communities and vulnerable groups. A dedicated Information Hub on the Council website provides further advice and support, which includes details of voluntary sector organisations which are supporting EU nationals to apply. As of the end of March 2020, 14,300 EU nationals have applied to the scheme in Cardiff.

### **Supporting Adults with Learning Disabilities**

- Cardiff Council, the Vale of Glamorgan Council and Cardiff & Vale University Health Board launched their first **Joint Commissioning Strategy for Adults with a Learning Disability** during Learning Disability Week in June 2019. It provides a clear direction for the planning and delivery of adult learning disability services across the region, supporting people with learning disabilities and mental health issues to be more independent. Independent quality assurance work in relation to learning disabilities has also highlighted that the Cardiff has leading-edge practice, particularly in the way supported living is provided and the community-based day opportunities.

### **Supporting Sports, Leisure, Culture and Green Spaces**

- **Leisure Centres:** Due to the nature of the response to the Covid-19 Emergency in March 2020, and the need to close leisure centres in accordance with national guidelines, a full reporting year was not possible. However, at Quarter 3, the attendance figures at Cardiff leisure centres were on target to achieve the targeted increase of 2%, with outturn performance data showing an increase of 2.6% on attendance, when compared with Q3 of the previous year. The Swim School target was the only target which required

management action at Q3, as the data revealed that only 86.5% of the target had been met at that point in the year. Discussions were being held at the time between GLL and the Client Team in order to improve the position. With regards to improving the leisure infrastructure, investment in 2019/20 focused on the renovation of changing facilities at Fairwater Leisure Centre, with the work now completed. As set out in the Contract Specification, the zero subsidy was met by year three (2018/19).

- In 2019/20, **twelve of the city's parks and green spaces retained the Keep Wales Tidy Green Flag award.** Over **19,000 volunteer hours** contributed to their upkeep and maintenance, which equates to £149k in monetary value using the National Living Wage.
- The **Lisvane and Llanishen Reservoir restoration project** is near to completion, having received a £930k grant from the Welsh Government to support the ecological resilience of the site. There is now the prospect of using the reservoirs and surrounding paths for walking, watersports and as part of a social prescribing approach to improving mental and physical health. It is expected that a planning application for the site including a Visitor Hub will be submitted in September 2020.

### A Bilingual Capital

- Gyrfa Gymraeg, Cardiff's first ever Welsh language careers fair, was held on 2<sup>nd</sup> March 2020 to highlight the value of Welsh language skills in the workplace providing 300 students from all three of Cardiff's Welsh-medium secondary schools with the opportunity to meet key potential employers in the city.
- Cardiff Council's new Street Naming Policy, which ensures parity between Welsh and English street names in the city, was approved on 24<sup>th</sup> October 2019. Following approval, work has commenced validating current bilingual street names, preparing and standardising a list of additional bilingual street names, as well as researching and introducing new Welsh street names across the city.
- **Tafwyl Welsh language festival**, which is traditionally held in Cardiff Castle and supported by the Council, **generated an estimated economic impact of over £1.8m for the city** attracting more than 40,000 people over three days in July to experience Welsh language and culture in the heart of the city. This year the festival began with a parade through the city centre to celebrate 70 years of Welsh-medium education in Cardiff.
- The number of young people enrolled in Welsh-medium education increased in 2020 by 244 and the **Council has been awarded a capital grant of £6 million from Welsh Government to facilitate further growth** and use of the Welsh language across the city. Plans include the expansion of Ysgol Y Wern and establishment of new Cylch Meithrin provision. In July 2020, the Council approved the establishment of dual-stream provision to serve the Plasdŵr development and proposals to expand Welsh-medium primary school provision serving Central Cardiff will be brought forward in autumn 2020.

## Key Challenges and Risks

- **The continued impact of Covid-19 on local and community services:** Currently, Hubs and libraries are only able to provide a limited number of services by appointment due to the health crisis. As focal points for many communities, not being able to access community services in the normal way will have an impact on the mental well-being of residents. With no events being held this also means loss of income to the Council.
- **Tackling obesity and increasing participation in sport and physical activity:** Covid-19 has highlighted the importance of health and well-being and participating in physical activity, with obesity and diabetes being key health risks. Though obesity levels in Cardiff are amongst the lowest in Wales, they are still too high, particularly in the city's most deprived communities. Concerted and targeted long-term action will be needed to address this challenge, increasing the number of participants engaged in physical activity through maximising the utilisation of the city's parks and green spaces and leisure centres.
- The closure of **sport and leisure centres** during lockdown and the uncertainty over the implications of social distancing and consumer behaviour will present a challenge for the nature and sustainability of provision going forward.
- **A rise in tensions between different communities and groups:** Cardiff remains an open and inclusive city, however there is a risk that tensions between communities could increase as a result of the Covid-19 crisis, with the Black Lives Matter movement also highlighting the continued existence of racial inequalities globally, and in Cardiff. These community tensions could be exacerbated by the UK's formal departure from the European Union in 2020, in particular the potential increase in participation in far and extreme right-wing groups and activities.
- **Safeguarding vulnerable adults:** Implementation of the Wales Safeguarding Procedures (WSP) and associated training was halted due to Covid-19. Arrangements for the training are in place, once a revised implementation date has been confirmed. The implementation of the Corporate Safeguarding action plan was also delayed due to Covid-19, however there has been a focus on robust safeguarding throughout the crisis with regular emails to all staff. For Corporate Safeguarding Awareness Training, 29% of staff are yet to complete the mandatory safeguarding awareness training, with the low levels of compliance concentrated in areas with limited access to PCs. An alternative to the online module has been developed and targeted action will take place during 2020/21.
- **Domestic Violence and Abuse:** There is a recognised risk of social distancing and enforced isolation due to Covid-19 creating a situation where victims of domestic abuse and their children are trapped at home with their abuser. Additional guidance has therefore been developed on how to help and support victims during this time, as well as for Council staff working from home.

The commissioning of a regional service for male victims has been delayed after Bridgend County Borough Council withdrew from this exercise during Quarter 4 2019/20. Guidance to recommence procurement activity is being sought.

The number of Council staff completing the online training is below target, however this increases significantly when schools staff are discounted. Targeted action will take place during 2020/21 with a focus on staff where access to online training is not readily available.

- **High-rise Buildings:** In Cardiff, three years on from the tragic events at Grenfell Tower, there are still a number of high-rise buildings in the private sector which do not meet fire safety requirements. Progress has been made on some of these buildings thanks to the efforts of Shared Regulatory Services, South Wales Fire & Rescue Service and residents' groups, but many more buildings need attention. Currently the residents of these buildings are faced with having to pay for the work, unless either the Welsh Government provides additional funding or the developers complete the work themselves. The Council remains determined to find a successful resolution for all those affected.

### Forward Look: Areas of Focus

- **Investing in homes and communities:** The Council will continue to deliver its housing scheme 'Cardiff Living'. Representing the largest Council house-building programme in Wales, £280m is being invested in building affordable, high-quality, sustainable and energy-efficient homes across the city. Significant investment has been made in recent years in delivering Community Hubs, and over 98% of customers are satisfied with the services they provide. Further plans include **new hubs in Whitchurch, Rhydypennau and Maelfa** as well as a new youth hub in the city centre and additional provision in Ely & Caerau Hub, particularly for meeting the needs of the city's growing elderly population. Also in terms of whole neighbourhood schemes, there is the forthcoming regeneration of the Channel View estate in Grangetown. This redevelopment will deliver new energy-efficient homes, better connectivity to green spaces and facilities, and improved sustainable transport networks.
- **A fairer, more inclusive Cardiff:** The Council will publish a new Strategic Equalities Plan that acknowledges and addresses the impact of Covid-19 on different communities, and seeks to also address, as part of the Capital Ambition programme, the key issues that can most impact upon the structural inequalities facing communities in Cardiff.
- **Responding to the Black Lives Matter movement:** Recognising that racial discrimination still holds back too many people in Cardiff, the Council will convene a Racial Equality Taskforce that seeks to promote race equality in the city in collaboration with public sector partners and major employers in the city.
- **Supporting EU citizens, refugees and asylum seekers:** The Council will continue to co-ordinate local support enabling EU citizens to access the EU Settlement Scheme by 31<sup>st</sup> December 2020 and will continue to lead on the inclusion of newcomers in Cardiff, including EU citizens, refugees and asylum seekers, advocating for their rights and valuing their contribution to our city through the Inclusive Cities Programme.
- **A focus on health and physical activity:** To address the obesity epidemic and develop resilience to health crises such as Covid-19, the Cardiff and Vale 'Move More, Eat Well

Plan 2020-23' was launched in July 2020 by the Cardiff PSB to support behavioural change toward a healthier and more active population. Aligned to this, Cardiff's Sport, Health and Physical Activity Strategy will be developed to maximise participation in physical activity helping to deliver healthy communities.

- **Together for Cardiff:** The lockdown due to Covid-19 showed how the city comes together to support our communities in times of crisis. Through the 'Together for Cardiff' volunteering initiative hosted on the Council's Volunteer Cardiff website, over 1,000 people volunteered to help ensure much needed food and medical supplies reached the most vulnerable. As the city recovers, building on this level of volunteering will deliver significant benefits for communities going forward.
- **Test, Trace, Protect:** It is widely accepted that a Test, Trace, Protect (TTP) service will have a crucial role to play in containing the spread of the virus, and a local/regional service will need to be established at pace and scale. Cardiff Council agreed to host the Cardiff & Vale Contact Tracing Service which began operation on 1<sup>st</sup> June 2020. It is assumed that this service will be required for the short to medium term, dependant on the availability of any vaccine. The service operates bilingually seven days a week 8am to 8pm, and is being delivered in partnership with the Cardiff and Vale University Health Board, the Vale of Glamorgan Council and Shared Regulatory Services.

**Self-Assessment of Performance:** Satisfactory progress



## Well-being Objective 2.1:

### A capital city that works for Wales

#### Context

A successful Wales needs a successful capital city, and Cardiff has been delivering for the nation by continuing to attract new businesses and inward investment, hosting major events and acting as the employment centre for the region. The city has maintained its status as the economic powerhouse of Wales, creating 20,000 net new jobs over 2019/20. With five out of every six net new jobs in Wales created in Cardiff over the past five years, the importance of the capital city to the Welsh economy cannot be overstated.

However, whilst Cardiff already has many of the critical assets needed to build a competitive economy – a skilled workforce, a strong higher education base and sectoral strengths in growth industries of the future, including the creative, cyber and financial technology sectors – productivity still lags behind a number of the UK's leading cities. Cardiff will face further challenges in the event of a 'No Deal' Brexit as the city's business adjusts to the new order and the full impact of Covid-19 on the city economy becomes apparent.

#### Key Successes in 2019/20

- **A new Industrial Strategy for Cardiff East was launched.** A key element of the strategy is the Cardiff Parkway development, which will bring a new train station, a business park and jobs to a long-overlooked area of the city in terms of infrastructure investment.
- **The Council has attracted UK Government investment of £58.3m and Cardiff Capital Region City Deal investment of £40m towards the upgrade of Central Station,** completing the required funding package for Metro Central. These funds will deliver significant capacity improvements at Cardiff Central Station, notably supporting a new transport interchange. Work has also begun on the interchange building, which will include a new bus station and a significant amount of 'Grade A' office space, adding to the city's thriving Central Square business district.
- The Council continued its **successful collaboration with the private sector to develop Cardiff's status as a centre for business and investment.** The next phase of the Central Square development was delivered, and the new HMRC building was officially handed over for fit-out. **Over 361,000 ft<sup>2</sup> of new office space was created in the city centre,** including at the John Street development and interchange new builds, as well as the completed Hodge House refurbishment.
- **A number of new 'challenger' banks, which are expected to drive the future development of the financial technology sector, have recently invested in the city.** Notably, a new internet bank, Starling Bank, established space at Brunel House, its first letting in Cardiff, and has announced that it will create 400 new jobs in the city.

- **Good progress has been made towards delivering the new Indoor Arena.** The Council has acquired the Red Dragon Centre site, on which the Arena will be built, and the list of bidders has been narrowed down to two property developers.
- **A new masterplan for the next era of Cardiff Bay's development was produced and is currently subject to detailed financial appraisal.** At the centre of this vision is transforming the International Sports Village into a major outdoor sports and leisure attraction.
- **The Cardiff Music Board was established** to drive forward the city's new Music Strategy and make Cardiff the UK's first Music City.
- **A new approach to secure the future of the New Theatre was established** after the Council agreed a 25-year lease with one of the UK's leading theatre operators. The new operating model, jointly developed with the private operator, will enable the theatre to stay open without Council subsidy and generate revenue that can be reinvested in maintenance (based on pre-Covid attendance).
- **The Museum of Cardiff (formerly the Cardiff Story Museum) was awarded a Gold Award** by Visit Wales for "delivering an outstanding and memorable experience for visitors in all aspects of the attraction". In June 2019 the museum worked closely with the Butetown community and hosted a free event 'Cardiff Race Riots: 100 years on' to tell the stories of prejudice and racism experienced by the people of Butetown and celebrate the community's resilience, a century on.
- **Creative Cardiff announced the first series of investment in innovation support for a range of production companies in Cardiff** with new incubation/accelerator space being made available by the University of South Wales in their Atrium Building in the heart of Cardiff.
- **Cardiff maintained its reputation as an excellent venue for hosting major events.** The city hosted the Creative Cities Convention, a top creative media conference, in April; the Cardiff Food and Drink Festival took place in early July, supporting over 120 small businesses and attracting in excess of 75,000 visitors to Cardiff Bay over the weekend; and a further 32,500 people attended a three-day music event in Cardiff Castle at the end of June.
- The **Western Gateway partnership**, spanning the Cardiff Capital Region, West of England Combined Authority, Gloucestershire, Wiltshire and Swansea Bay, was given formal UK Government support and funding, with Katherine Bennet, Senior Vice President of Airbus UK, appointed by the partnership as the new Independent Chair.
- **Cardiff Council exceeded its target on the total number of jobs safeguarded by approximately 165%** and the number of jobs created in businesses supported by the Council by approximately 85%.

## Key Challenges and Risks

- **Managing the economic impact of Covid-19:** The number of people claiming unemployment benefit in Cardiff has doubled between January and July 2020, with the threat of more job losses a real possibility. Many national department stores have already announced closures and supporting businesses and city centre footfall represent clear priorities.
- **Closure of cultural venues and the impact on the cultural sector:** Whilst Covid-19 did not materially impact attendance and revenue in 2019/20, the lockdown began having a significant impact on the sector in April, when all cultural venues and tourist attractions closed down, leaving them unable to generate income. The Council will therefore need to review its approach to supporting the city's cultural venues over the coming year and develop an innovative new policy response.

Lockdown measures and uncertainty in the entertainment sector will impact the delivery of the Council's ambitions in this area. The pandemic and subsequent shutdown of the cultural sector have delayed the transfer of the New Theatre to the private operator, however the operator remains committed to the arrangement, with a view to finalising the transition in April 2021.

The Council has been developing a new signature music event for the city, the 'Cardiff Music City Festival', in collaboration with the Welsh Government Major Events Unit and music sector partners. A bid has been submitted to Welsh Government to support the delivery of the festival, which was initially planned for October 2020, but has now been postponed until autumn 2021 due to Covid-19 challenges and public health restrictions.

- **Visitor market demand:** The total number of visitors in 2019/20 fell short of the target, for example footfall in Cardiff Bay was significantly impacted by ongoing works at Mermaid Quay, with total visitor numbers falling compared to the previous financial year. Whilst this is a national trend experienced by all major UK cities, Cardiff's performance is more robust than competitor cities. However, the significant increase in overall staying visitors suggests that the city's tourism offer remains competitive and investment in the sector continues apace with new hotel developments still underway in the city centre. Raising demand in the visitor market over the coming year – with Covid-19 hitting the tourism industry particularly hard – will, however, be challenging. To address this issue, a new marketing campaign is being developed promoting tourism in the recovery phase, and the city centre has already undergone a significant transformation to allow visitors to enjoy the centre's many retail, leisure and hospitality spaces in a safe and socially-distanced manner.
- **Delayed delivery:** Certain Council projects have been disrupted by the Covid-19 crisis, while others will face significant challenges in the coming year. Two major projects have faced delays due to Covid-19, after starting the year on schedule:

- The transfer of Council-owned land to the property developer Vastint to begin work on the new mixed-used development at Dumballs Road, which will include the delivery of 2,000 homes by 2022, has been delayed due to the pandemic.
  - A draft masterplan for a new Canal Quarter in the city centre was developed earlier in the year and the Council had started undertaking a process of engagement with local stakeholders with a view to presenting a final draft plan to Cabinet in the spring, however this engagement process has also been delayed due to the pandemic.
- **Brexit:** Uncertainty continues to affect business planning and investment decisions, and Cardiff is particularly vulnerable to a disruptive Brexit, as it is amongst the top five British cities most reliant on EU markets, with 46% of its exports going to EU countries. The Council has been preparing local businesses for a potential ‘no deal’ Brexit or a highly-limited EU trade deal at the end of the year, when the transition period expires. In the short-term, a ‘no-deal’ Brexit could result in a recession, as well as rises in inflation and unemployment, placing pressure on real incomes and real consumer spending. In response to the risk of a national economic downturn, the Council has identified a package of interventions required to support the local economy, which would require the support of national government to implement.
  - **Future of Regional Funding:** The future of structural funds – a major source of economic investment for South East Wales – remains an ongoing cause of uncertainty, as the UK Government is yet to confirm the amount of funding Wales will be allocated from the Shared Prosperity Fund, nor at which level of government EU replacement funds will be administered. Funding from the EU has been the biggest single financial contributor to regional and local economic development in Wales, with per capita funding far exceeding that in Scotland, Northern Ireland or England, making any changes to regional funding post-Brexit a significant risk for Wales. Given the nature and scale of the disadvantage in certain areas of Cardiff, the Council will work to ensure future funding arrangements more accurately reflect inequality across the region and the levels of deprivation within the city.

### Forward Look: Areas of Focus

- **Measures to support economic recovery will need to be developed**, which are likely to require enhanced support from the Council.
- Although progress on the proposed Canal Quarter in the city centre was delayed at the end of the past financial year due to Covid-19, **a final masterplan will be presented to Cabinet for approval by the end of the calendar year**, subject to the Motorpoint Arena being made redundant.
- A report seeking approval for the disposal of the land for the mixed-used Dumballs Road Development will be presented to Cabinet in September 2020.
- A final masterplan for the future vision of Cardiff Bay’s development will be presented to Cabinet in November 2020.

- The UK Government has made it clear that it intends to continue investing heavily in infrastructure and skills to ‘level up’ the UK’s regions, and it will be crucial for Cardiff to take advantage of this period of high public spending to build a dynamic, competitive and green local economy. The Western Gateway will play a key role in attracting inward investment to Cardiff from the Government and private sector in infrastructure, education, research & development, and new businesses, and more broadly, driving the inclusive and green economic growth that will define the post-Covid era.

**Self-Assessment of Performance:** Satisfactory progress

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

## Context

Cardiff's growth will create major economic and cultural opportunities, but it will also put pressures on city infrastructures and public services. Successfully capitalising on the opportunity of growth and ensuring that its benefits are widely felt, whilst mitigating its effects, will define Cardiff's development over the next 20 years. To ensure that Cardiff continues to grow in a resilient way, the Council committed to a programme of action in the following areas:

- Housing
- Transport and Clean Air
- Waste, Recycling and Clean Streets
- Climate Change and Energy

## Key Successes in 2019/20

### Housing

- The Council plans to build 6,500 new affordable homes during the twelve-year period (2014-2026) covered by the current Local Development Plan (LDP), with 1,082 affordable homes having been completed in the first five years to 2019. In April 2019, there were 4,790 affordable dwellings in the landbank on which work has not yet started. Since then, a further 234 affordable homes have been granted planning permission or secured as part of an off-site Section 106 agreement, which include a number of sites as part of the Cardiff Living programme. Further planning applications for several of the city's strategic housing sites are due to be considered over the next 12 months and construction is progressing on four of the strategic housing sites, which will result in the further release of land to deliver the city's affordable homes target.
- The delivery of 1,000 new Council homes by May 2022 is on target and progressing well, with planning applications for a housing scheme at St Mellons and the Maelfa Independent Living Scheme having been submitted and approved during 2019/20. Tenants are giving good feedback with regards to the quality and size of new homes which are being delivered and the Council's housing development programme has won a number of national awards. More broadly, four fifths (81.0%) of tenants who responded to the Annual Tenant Satisfaction Survey 2019 were satisfied with Cardiff Council as their landlord with a similar number (81.2%) satisfied that their rent is value for money; this included 46.8% who were very satisfied.
- The city's planning service continued to provide an effective service, with the percentage of major planning applications determined during the year within agreed timescales hitting

97.87% against a target of 60%, up from 86.67% in 2018/19. 88.3% of householder planning applications were also determined within agreed timescales, exceeding the target of 85%.

## **Transport and Clean Air**

- The Council's Clean Air Plan was approved by the Welsh Government, with associated funding of up to £21m being made available to the Council to support the implementation of a range of measures outlined in the Plan to address poor air quality, specifically on Castle Street which breached EU legal limits. The Plan includes funding for a bus retrofitting programme to lower emissions; taxi mitigation measures; city centre transport improvements; and an active travel package to make it easier for people to walk and cycle in the city centre.
- The Transport White Paper was launched on 15<sup>th</sup> January 2020 and sets out an ambitious ten-year plan to tackle the climate emergency, reduce congestion and improve air quality in Cardiff. It includes proposals for developing the South East Wales Metro, including new Metro lines connecting new and existing communities in the city; Rapid Bus Transport; Active Travel and improvements to our streets and the future of the car, including reducing car ownership through car clubs and greening through the expansion of electric vehicle (EV) charging infrastructure. The proportion of people travelling to work by sustainable transport modes increased in 2019/20 to 51.2%, exceeding the target of 46.6%. An Audit Wales examination found that the Council has incorporated the Sustainable Development Principle in its approach to developing the vision for Transport and Clean Air in Cardiff, with particular strengths in long-term planning, preventative thinking, local collaboration with PSB partners, and innovative public engagement, with recommendations to strengthen regional collaboration.
- The development of the Council's Active Travel programme continued in 2019/20, with continued investment in transforming the city's cycling and walking infrastructure. Construction of phase 1 of the Cycle Superhighway by 2021 is on target, with construction work on Cycleway 1 from St Andrews Crescent to Senghennydd Road progressing well. The construction of the North Road Cycle Upgrade Phase 2 also commenced. The on-street cycle hire scheme operated by Nextbike was expanded to provide 1,000 bikes and plans are in place to locate an additional 125 e-bikes in key appropriate locations across the city.
- The Council worked with a selection of schools (a mix of English, Welsh, Secondary and Primary Schools) as part of an initial pilot to develop methods for implementing a school Active Travel Plan based on an eight-step process with a template plan and example questions. The pilot exercise showed that a bespoke approach where the Council works with schools to address their specific issues and offer tailored support is better than a 'one size fits all' approach. A number of schools are now producing Active Travel Plans and Active Travel facilities, including cycle shelters and bike and scooter racks, have been installed in nine schools in Cardiff. In addition, the Council piloted 'School Streets' at five locations in the city in order to help prevent parking around schools at drop-off and pick-up times and plans for the expansion of this approach are being developed.

- The majority of core projects that form part of the Council's Electric Vehicle (EV) Strategy were successfully completed, including:
  - Initial grant funding of £1.86m from the Welsh Government was secured for ongoing work to implement a taxi incentive scheme to assist the taxi trade to transition to electric/ULEV (Ultra Low Emission Vehicles) taxis.
  - Cardiff Council/Cardiff Bus were successfully awarded grant funding from the UK Government for 75% of the cost of 36 new electric buses, with the Council providing a loan to Cardiff Bus to enable the company to secure the remaining 25% of the cost of the new buses.
  - The installation of a total of 18 EV charging points in ten residential locations with no access to off-street parking have been installed and became operational in September 2019. Work is ongoing to identify additional on-street EV charging points in the city, with a second phase to be installed at five locations in 2020/21.
  - A pilot project for the installation of six rapid EV charging stations has also been initiated in partnership with the company 'Engenie'. One location has been fully installed with the remaining five locations to be completed in 2020/21.

### **Waste, Recycling and Clean Streets**

- Over the course of 2019/20 a robust management response and reform programme has been developed to address longstanding performance issues in waste management and street scene services. These include the establishment of new management arrangements and a focus on performance management, including a data-led approach to service development and problem resolution. There has also been progress made in relation to workforce reforms with a move towards bank holiday working; permanent staff recruitment; and a significant improvement in workplace Health and Safety arrangements.
- A number of initiatives were also funded and deployed across the city to help improve recycling performance, including education and awareness raising, improved options and facilities for recycling, as well as a fundamental consideration of the approach to the collection of residual waste, recyclables and food waste. For example, a 'pink sticker' initiative was introduced where these are placed on waste incorrectly presented by households to help the Council monitor behaviours and to provide residents with information on how they can improve their recycling practices.
- Work was completed to create the east/west and afternoon/evening cleansing teams to ensure improvements in the coverage of the city throughout the day. The introduction of afternoon cleansing teams and targeted work through the 'Love Where You Live' campaign and by enforcement officers has been designed to improve waste presentation in specific areas of concern. The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness increased from 90.79% to 94.61% in 2019/20, exceeding the target of 90%.
- The Council is committed to tackling fly tipping in the city and has been successful in clearing 99.03% of reported fly tipping incidents within five working days, with 80.35% of incidents leading to enforcement activity.



## Climate Change and Energy

- The contract for delivering an 8.99MW Solar Farm at Lamby Way was signed in Quarter 2 following a complex negotiation, which resulted in delivery timelines being delayed and caused some slippage for the projected income generation targets. Lockdown due to Covid-19 has led to additional delays.
- The Council agreed a motion in July 2019 calling on the Cardiff & Vale of Glamorgan Pension Fund to continue the work to apply the principle of divestment in companies engaged in fossil fuel extraction. The Council's Pensions Committee has since approved changes to the Pension Fund's Investment Strategy Statement to include a section on carbon friendly investing and investment of 10% of Pension Fund assets (c. £200m) in a Low Carbon Tracker fund. Work is also continuing with the Wales Pension Partnership to develop a collaborative approach to responsible investing and carbon friendly investing.
- The Council's new Food Strategy and action plan were approved in November 2019 and set out how sustainable food can help progress the Council's Climate Emergency agenda, as well as supporting social and financial inclusion as well as economic & cultural sustainability.

## Key Challenges and Risk

- **Achieving statutory recycling targets:** The Council failed to achieve the statutory recycling target of 64% set by the Welsh Government for 2019/20, despite good progress being made against a range of identified interventions to promote recycling within the city. The fall in the overall recycling rate, compared to the previous year, is largely attributable to the decision in Quarter 4 to cease sending the residual (black bag) waste to have any recyclable material salvaged. Whilst this impacted performance figures during the quarter, it forms part of the wider policy shift to align the Council's approach with the Welsh Government collections blueprint, which involves waste segregation at source. This focuses on changing the behaviour of residents and businesses in relation to recycling and represents a more sustainable long-term approach. The in-year performance position was compounded by high levels of contamination within garden waste and green recycling bags.

Meeting this target will remain a significant performance challenge for the Council in 2020/21, as well as the need to meet the statutory target of 70% by 2024/25. A programme of work to address this under-performance is being developed in partnership with the Welsh Government, WRAP and local partnerships.

- **Flooding:** Coastal erosion, and associated flood risks relating to the condition of existing flood defences, remains a major risk area for the Council, with Cardiff being included within the top 10 global cities considered most at risk of flooding due to climate change in the

2050 Climate Change City Index. The Council continues to work with external bodies such as Natural Resources Wales to manage the residual risk.

- **Public Transport and Covid-19:** The impact of lockdown and the requirements of social distancing has had a major impact on public transport, particularly municipal bus companies. Discussions are ongoing with the Welsh Government and Transport for Wales regarding the provision of financial support for bus companies during the Covid-19 crisis and the future of bus services in Wales respectively. The commercial basis of much of the work relating specifically to Cardiff Bus requires these matters to be dealt with confidentially, however, Scrutiny panel members were reassured by the current approach being taken to minimise the financial risks to the Council, following the meeting of the Covid-19 Scrutiny Panel on 23<sup>rd</sup> June 2020.

### **Forward Look: Areas of Focus**

- The Council is working with the Welsh Government, WRAP and local partnerships to address under-performance and implement improvements to ensure that the statutory target of 64% is met as soon as possible and the next statutory target of 70% can be met in 2024/25.
- The Council has started a full review of the current Local Development Plan (LDP) 2006-2026 in accordance with the statutory duty to do so every four years after the plan has been adopted. The current LDP was adopted in 2016.
- In response to the Climate Emergency declared by the Council and Welsh Government in 2019, the Council's One Planet Cardiff strategy will be approved in autumn 2020.

### **Self-Assessment of Performance: Progress with identified areas of improvement**

# Well-Being Objective 4.1:

## Modernising & Integrating our Public Services

### Context

In the face of rising demand and reducing budgets, the Council is committed to modernising the systems and processes that support service delivery. This will mean streamlining and simplifying the way the Council does business, making better use of the Council's asset base, and finding new and better ways of working to take advantage of new technology. It will also mean continuing to invest in our workforce so that they have the skills to meet the complex challenges facing public services in the 21st century. The Council has therefore prioritised action in a number of key areas:

- Overall Organisational Performance
- Workforce Development
- Assets and Property
- Digital Ambition

### Key Successes in 2019/20

#### Overall Organisational Performance

- The Council continues to be able to evidence a broad pattern of year-on-year improvement, which has been consistently reflected by external regulators and comparative data. Since 2017 Cardiff Council's performance against the majority of national indicators has improved. Latest figures demonstrate that the Council is above the Welsh average in nearly 60% of nationally comparable indicators and the Council was **joint second in terms of local improvement** for 2018/19 and **joint top for most improved** Council in 2017/18. National indicators sets have not been released for 2019/20 due to Covid-19, so comparisons to other Welsh Local Authorities cannot yet be made for this financial year.
- In terms of citizen satisfaction with services and facilities, for the second year running Cardiff was ranked **first** for the number of people satisfied with local public services, according to the National Survey for Wales conducted by Welsh Government. The 2019/20 survey also asked, specifically for the first time, about citizen satisfaction with Council services. **When asked their views on whether their Local Authority provides high-quality services, 58% of surveyed residents in Cardiff replied that they agreed, the highest in Wales.** The results of the National Survey for Wales mirror the opinion of Cardiff citizens in the Ask Cardiff Survey which found 60% were satisfied with the services the Council provides. The Ask Cardiff Survey also showed that the areas that citizens were particularly satisfied with included Cardiff's parks and open spaces, libraries and Hubs, and street lighting. However, areas for improvement included youth services and activities for young people, road maintenance and services for the disabled.

## **Workforce Development**

- The Council has continued to invest in its workforce and created a high-quality, working environment through schemes and services such as the real Living Wage; personal and professional development opportunities available through the Academy; and the investment in well-being services. These include the provision of mental health services, occupational health support and a fast-track physio service. The Council recognises the continuing challenges in relation to sickness absence, a longstanding area of corporate improvement.
- As a result of the Bilingual Cardiff Strategy and the Bilingual Council Policy, 776 of the Council's staff are reported as having a level of Welsh language skills – a 48.4% increase on 2018/19, though much of this increase can be attributed to improved data collection. Training provision was moved in-house with the appointment of an internal Welsh language tutor with 158 staff members participating in Welsh language training courses and 955 completing Welsh language awareness training during 2019/20. A new Welsh language awareness e-module has been developed and will be launched in 2020/21.

## **Assets and Property**

- Good progress was made in 2019/20 in delivering the objectives set out in the Council's Property Strategy 2015-2020, 'Fewer and Better Buildings', achieving all headline targets. Capital receipts amounting to some £40m have already been generated and are being re-invested in delivering the Council's priorities.
- Significant progress was made over the year in relation to the Corporate Landlord function. A number of key strategic issues were progressed in 2019/20, including delivery of the 21st Century Schools Band B programme, ensuring key services have capacity to deliver the asset maintenance programmes and embedding the Landlord Consent process across the whole non-domestic estate. 2019/20 also saw significant improvement in Health and Safety Compliance and a number of operational improvements completed, including a new 'One Front Door' facility and Landlord Consent Process; School Building Handbook; Non Domestic Building Maintenance Frameworks; new Property Database (Technology Forge); and the completion of visual condition surveys for operational estate.

## **Digital Ambition**

- The Council had already established a comprehensive digital agenda, with the Digital Strategy setting out a clear direction of travel. The progress made in delivering this strategy has enabled the Council to support new working practices, including previously unprecedented levels of home and agile working. Whilst investment in digital infrastructure is often unseen, the Council's programme of software upgrades and migration to the latest operating platforms has established modern and resilient digital capacity. Simply put, the Council would not have been able to support home working at the scale demanded in response to the Covid-19 pandemic without the delivery of the

Digital Strategy. During the last weeks of March 2020 and the first few weeks of April, the Council's ICT and Digital Teams supported:

- The migration of 5,200 staff to Office 365 in three weeks, enabling wider access to Council systems from remote and mobile devices.
- Rolled out Microsoft Teams to the same number of users, enabling additional video conferencing and collaboration tools.
- The Council has continued to increase the number of customers choosing digital channels to contact the Council, with approximately 1.25 million customer contacts now being made through digital channels. This year-on-year improvement has seen record numbers accessing Council Tax self-service and parking permit applications through low-cost, 24-hour digital channels. Representative of this progress is the:
  - Cardiff App, with nearly 25,000 downloads and further services and online content being made available. It allows residents to report street cleansing issues, the need for pothole repairs, and to receive information about waste and recycling services.
  - The Council's bilingual ChatBot, 'Bobi', a computer program designed to simulate conversation with human users, was launched in February 2020. Initially providing support in relation to waste services, Bobi will be further enhanced to improve services for citizens and unlock potential efficiencies.

## Key Challenges and Risks

- **Financial Resilience:** The Covid-19 crisis will have significant financial implications for the Council over the course of 2020/21 and beyond. Within certain directorates additional expenditure will have been incurred and losses of income experienced. A key consideration will be the focus and duration of concerns as directorates grapple with the service delivery challenges associated with Covid-19. Certain assumptions have been made regarding the extent to which these costs and income losses can be recovered via the Welsh Government Hardship Fund for Local Authorities. Work is ongoing to establish the full financial impact of the crisis, both short and medium term, and this has, and will be, reported to Cabinet and Council. Whilst the Council is working closely with Welsh Government to ensure the financial impact of responding to Covid-19 is minimised, there remains a risk that not all lost income will be recovered.

Over and above the Covid-19 crisis, certain directorates facing longstanding and significant financial pressures, with ongoing challenges relating to the planning and delivery of departmental efficiency savings. The overall directorate outturn position for 2019/20 showed an over-spend of £8.629 million whilst a shortfall in departmental savings in 2019/20 demonstrates the absolute importance of robust savings plan and a discipline to realising savings. Departmental efficiency savings for 2020/21 were therefore robustly reviewed for achievability in order to deliver as planned. Enhanced service planning has been undertaken in a number of areas grappling with strategic challenges to ensure clear

accountabilities, metrics and targets – in order to ensure that a realistic cost base is set. Children’s Social Services will continue to represent a key area of focus.

- **Sickness Absence:** Sickness absence remains a longstanding area of challenge for the Council. The outturn sickness absence figure for 2019/20, at 11.77 full-time equivalent (FTE) days lost per employee across the Council, was above the target of 9.5 days lost per employee and was higher than the outturn for 2018/19 of 11.53. Following extensive review of sickness absence data, it is clear that whilst the number of short-term sickness absences continue to fall, underperformance at corporate level is driven by an increase in long-term sickness absences:
  - Short term sickness has reduced every year since 2015/16, with a 10% reduction resulting in over 9,000 FTE days saved.
  - Long-term sickness has increased by 9% since 2015/16, resulting in 16,000 additional FTE days lost. Much of this increase has been driven by a significant increase in sickness absences attributed to mental health caused by factors outside work, and to musculoskeletal issues. Even though long-term sickness accounted for 69% of all sickness in 2019/20, marginally down on the 2018/19 figure of 70%, this represents a relatively small number of individual cases.

Organisation-wide changes to strengthen management practice were introduced in Quarter 1 2019/20, alongside additional preventative measures, to address these areas of challenge. A focus on staff well-being now forms a key part of a wider refresh of workforce development with measures now in place to support staff affected by non-work related stress and mental health. This includes the provision of in-house and external counselling options and courses to assist both employees and managers in dealing with stressors inside and outside of work. The provision of additional support for mental health (triage services) and musculoskeletal absence (fast-track physio service) form a package of targeted interventions to address the main causes of sickness absence. In addition, a targeted approach was taken to the management of the Council’s long-term sickness absence cases, with the Chief Executive leading a series of challenge sessions to ensure that directorates are managing these cases proactively and appropriately. As a consequence of these interventions, Quarter 4 showed some early indications of positive performance in relation to levels of long-term sickness absence that need to be consolidated in 2020/21.

- **Assets and Property:** A number of key strategic issues continue to be progressed including delivery of the 21<sup>st</sup> Century Schools Band B programme, ensuring key services have capacity to deliver the asset maintenance programmes and embedding the Landlord Consent process across the whole non-domestic estate. The operational cost of the estate and implementation of energy conservation measures also remain key areas of focus.

The transition to home and agile working as a result of the Covid-19 crisis is likely to continue in order to prevent transmission of the disease for the remainder of 2020/21. The Cabinet will consider the long-term implications of this rapid transformation in working practice, and the appropriate medium- and long-term response, as part of a

renewed approach to property, technology and workforce as a corporate improvement priority for the year ahead.

- **Citizen Engagement, particularly with ‘seldom heard groups’:** Over recent years the Council has successfully expanded its digital citizen engagement strategy, with most public consultations and surveys now hosted online and achieving comparatively large response rates compared to other Welsh Local Authorities and Core Cities. To ensure that individuals and communities traditionally less likely to participate in Council consultation and engagement activities or to respond online are consulted, the Council has supplemented the digital engagement with focus group and face-to-face engagement. With social distancing likely to continue for an extended period as a result of Covid-19, the Council will need to develop new approaches to ensuring that all citizens and communities have the opportunity to have their voice heard in Council decision making.

### Forward Look: Areas of Focus

- **Covid-19:** Directorates must continue to review the risks associated with responding to Covid-19 from a service planning perspective. This must include financial, service and workforce planning.
- **Strengthening management practice across all directorates to reduce long-term sickness absence rates:** This will include the promotion of new services to address sickness absence by managers as part of a flexible and proportionate approach to managing staff well-being. Managers will also be provided with a greater level of performance management information to better support the management of sickness absence cases.

At the same time as responding to the immediate implications of the Covid-19 pandemic, the Council has continued to review the service delivery impacts of a revised approach to workforce management. Perhaps one of the most immediate impacts on productivity is the marked reduction in sickness absence achieved during a period of extensive homeworking. When considered alongside the results of a recent staff survey on homeworking, which demonstrated that staff felt there was little or no fall in their productivity as they continued to deliver largely the same tasks, there are clear efficiency gains being recorded.

- **Home and Agile Working:** Responding to Covid-19 demanded a radical transformation to the way in which many Council services were delivered. This transition to an ‘Essential Services Model’ included significant changes to working practices at unprecedented pace and scale, particularly in relation to home and agile working. While the Council will continue to maintain core office accommodation with office working remaining an important component of workforce development, collaboration and interaction, the opportunity exists to consolidate the progress made under lockdown and move towards an environment with much greater flexibility and the ability for staff to work effectively in a variety of settings. Delivering a shift to more agile and home working will require a programme of reviews which will include:

- Digital Infrastructure, ICT equipment and virtual processes;
  - Property and Assets;
  - Staff Terms and Conditions;
  - Staff Well-being (Physical and Mental);
  - Management Support and Performance Management Arrangements.
- **Progress delivery of the digital strategy** to enhance mobile working capacity, with targets to increase mobile and agile working, the number of customer contacts via digital channels and launch the bilingual “Chatbot” for voice calls.
  - Continue to strengthen the Corporate Landlord function through ongoing monitoring of Health and Safety compliance whilst also seeking to reduce the annual running cost of the estate, primarily by focusing on rationalisation and energy reduction.
  - Revised Budget Strategy to be brought forward to Cabinet in September/October to ensure financial sustainability in 2020/21.

**Self-Assessment of Performance:** Satisfactory progress

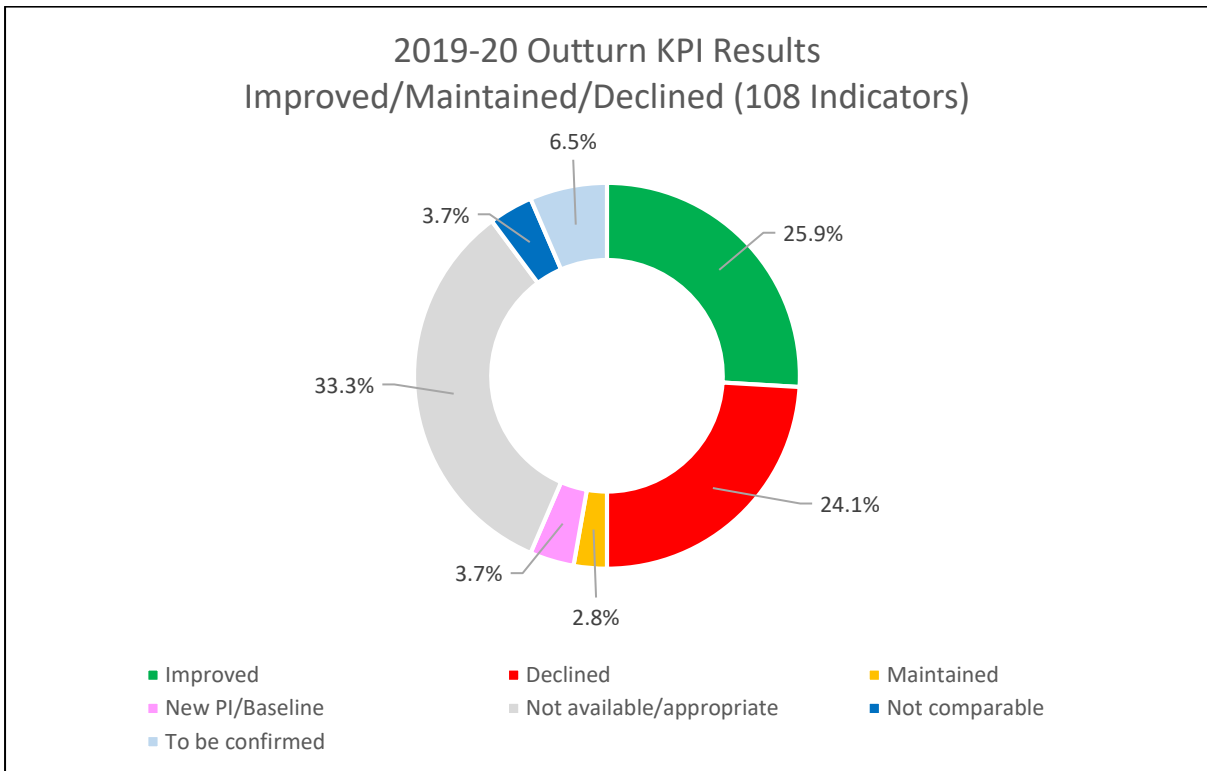
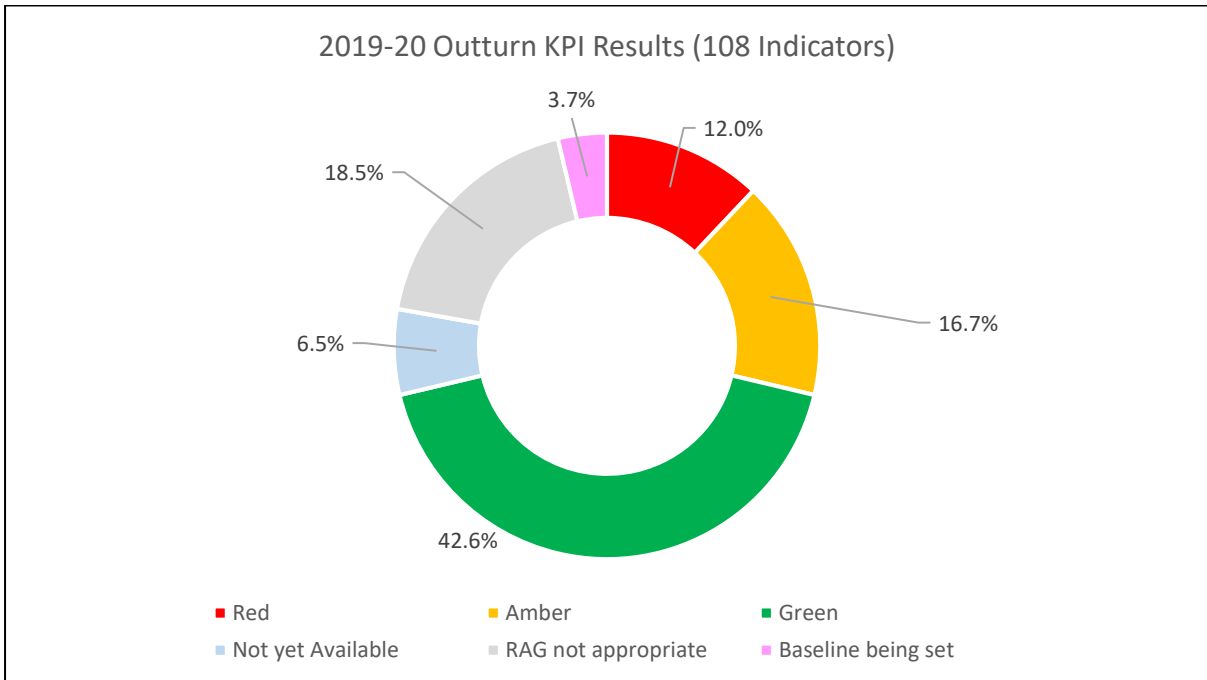
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## Appendix 1a – Key Performance Measures 2019-20

The Corporate Plan 2019-20 contains a total of 108 Key Performance Measures that have been selected as the most appropriate to give an indication of performance progress, within each Well-Being Objective.

The graphs below show the outturn position of the 108 Key Performance Measures as contained within the 2019-20 Corporate Plan.



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

Performance Measure	Result 2018/19 (Academic Year 2017/18)	Result 2019/20 (Academic Year 2018/19)	Target 2019/20 (Academic Year 2018/19)	Have we improved?
<b>Becoming a Child Friendly City</b>				
The number of schools that have received an award (Bronze, Silver or Gold) within the Rights Respecting Schools Programme by the end of the 18/19 Academic Year.	New Indicator	39	39 schools	N/A New indicator
<b>Every School in Cardiff is a Great School</b>				
The percentage of schools inspected by Estyn, during the seven-year inspection cycle ending as at the last academic year, where standards or current performance were judged to be Good or Excellent.	New Indicator	72.20%	80%	N/A New indicator
The percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 2.	90.2%	88.4%	N/A	N/A
The attainment gap in the Core Subject Indicator at the end of Key Stage 2 for those eligible for Free School Meals and those not.	9.6	14	N/A	N/A
The average Capped Nine Points Score achieved by Key Stage 4 pupils.	N/A	366	N/A New indicator	Not comparable to previous years
The attainment gap in the Capped Nine Points Score at the end of Key Stage 4 for those eligible for Free School Meals and those not.	N/A	73.9	N/A New indicator	Not comparable to previous years
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training:	98.1%	98%	98.5%	No
<ul style="list-style-type: none"> <li>All pupils</li> <li>Pupils educated other than at school</li> </ul>	New Indicator	86.5%	90%	N/A New indicator
The proportion of pupils achieving 3 'A' levels at grade A* to C.	New Indicator	66.4%	70%	N/A New indicator
The percentage attendance:	94.8%	94.75%	95%	No
<ul style="list-style-type: none"> <li>Primary</li> </ul>				

<ul style="list-style-type: none"> <li>Secondary</li> </ul>	94%	93.8%	94.2%	No
The percentage of children securing one of their first three choices of school placement:				Not comparable to previous years
<ul style="list-style-type: none"> <li>Primary</li> </ul>	95%	96.6%	96%	
<ul style="list-style-type: none"> <li>Secondary</li> </ul>	82%	85.5%	82%	Not comparable to previous years
<b>Asset and Estate Management</b>				
The proportion of Priority 1a Schools Asset Improvement works completed in the financial year, in accordance with the responsibilities of schools and corporate landlord.	New Indicator		80%	Figure available in September
<b>Supporting Vulnerable Children and Families – Improving Outcomes for All Our Children</b>				
The percentage attendance of looked after pupils whilst in care in secondary schools.	89.9%		95%	Result delayed due to Covid-19
The percentage of all care leavers in education, training or employment 12 months after leaving care.	40%	54.1%	62%	Yes
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training for Children Looked After by Cardiff Council.	New Indicator	85%	90%	N/A New indicator
The percentage of Children Looked After by Cardiff Council who achieve the minimum expected level of attainment at the end of Key Stage 2 (KS2 CSI Wales or equivalent).	New Indicator	70.83%	N/A	N/A New indicator
Of the total number of Children Looked After:				
Number of Children Looked After placed with parents.	New Indicator	176	No target, but under constant review	N/A New indicator
Number of Children Looked After in kinship placements.	New Indicator	133	Increase where appropriate	N/A New indicator
Number of Children Looked After fostered by Local Authority foster carers.	New Indicator	97	Increase actual to 110	N/A New indicator

Number of Children Looked After fostered by external foster carers.	New Indicator	367	Reduce as a percentage of overall population	N/A New indicator
Number of Children Looked After placed in residential placements.	New Indicator	87	Reduce and increase provision in Cardiff	N/A New indicator
Number of Children Looked After supported to live independently.	New Indicator	39	No target	N/A New indicator
Number of Children Looked After placed for adoption.	New Indicator	41	No target	N/A New indicator
Number of Children Looked After in other placements.	New Indicator	14	No target	N/A New indicator
The percentage of Children Looked After in regulated placements who are placed in Cardiff.	56.6%	56.6%	60%	Maintained
<b>Early Help:</b>				
Number of people supported through the Family Gateway.	New Indicator	8,205	No target	N/A New indicator
Number of people supported by the Family Help Team.	New Indicator	1,582	No target	N/A New indicator
Number of people supported by the Family Support Team.	New Indicator	2,019	No target	N/A New indicator

### Summary of Measures – 30

6.7%	26.7%	10%	10%	40%	6.7%
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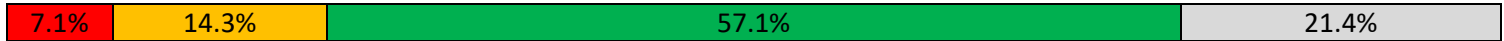
Red (10% or more away from target) (2)	Amber (within 10% of target) (8)	Green (on or above target) (3)	Baseline being set (3)	RAG not appropriate (12)	Not yet Available (2)
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**Well-being Objective 1.2: Cardiff is a great place to grow older**

Performance Measure	Result 2018/19	Result 2019/20	Target 2019/20	Have we improved?
<b>Managing Demand: Joining up Social Care, Health and Housing</b>				
Adults who are satisfied with the care and support they receive.	82.8%	84.3%	80%	Yes
Adults reporting that they felt involved in any decisions made about their care and support.	77.1%	80.3%	80%	Yes
The percentage of clients who felt able to live independently in their homes following support from Independent Living Services.	99%	96%	95%	No
The percentage of adults who completed a period of reablement and have a reduced package of care and support six months later.	83.9%		N/A	N/A No figure available
The number of people who accessed the Community Resource Team.	New Indicator		1,400	No figure available N/A New indicator
The total hours of support provided by the Community Resource Team.	New Indicator	57,882	30,000	N/A New indicator
The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services.	75.3%	71.97%	70% - 80%	No
The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date).	194	186	180	No
The percentage of Telecare calls resulting in an ambulance being called out.	6.64%	6.41%	6% - 10%	N/A
The percentage of people who feel reconnected into their community through interventions by the Day Opportunities team.	86%	89%	80%	Yes
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	New Indicator	6.07	8	N/A New indicator (Annual target amended in Q2)
<b>Supporting People: Age Friendly and Dementia Friendly City</b>				
The percentage of Council staff completing Dementia Friends training.	New indicator	37%	40%	N/A New indicator

The number of businesses pledging their commitment to work towards becoming Dementia Friendly.	New indicator	20	40	N/A New indicator
The number of Dementia Friendly City events held.	New indicator	794	200	N/A New indicator

**Summary of Measures – 14**



Red (10% or more away from target) (1)	Amber (within 10% of target) (2)	Green (on or above target) (8)	Baseline being set (0)	RAG not appropriate (3)	Not yet Available (0)
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### Well-being Objective 1.3: Supporting people out of poverty

Performance Measure	Result 2018/19	Result 2019/20	Target 2019/20	Have we improved?
<b>Socially Responsible Employers</b>				
The number of opportunities created for paid apprenticeships and trainees within the Council	181	152	125	No
<b>Tackling Poverty</b>				
The number of interventions which supported people receiving into work advice through the Gateway.	45,497	51,449	43,000	Yes
The number of clients who have been supported into employment having received tailored support through the Gateway.	787	1,050	623	Yes
The number of employers which have been assisted by the Council's employment support service.	211	191	200	No
The number of customers supported and assisted with their claims for Universal Credit.	5,375	3,348	1,500	No
Additional weekly benefit identified for clients of the City Centre Advice Team.	£16,100,000	£15,865,681	£13,000,000	No
<b>Tackling Homelessness and Rough Sleeping</b>				
The number of multi-agency interventions which supported rough sleepers into accommodation.	157	200	168	Yes
The percentage of households threatened with homelessness successfully prevented from becoming homeless.	77%	78%	70%	Yes
The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service.	81.75%	89.01%	70%	Yes
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.	94%	95%	60%	Yes
The number of people positively moved on from second-stage accommodation.	New indicator	119	150	N/A New indicator

### Summary of Measures – 11



Red (10% or more away from target) (1)	Amber (within 10% of target) (1)	Green (on or above target) (9)	Baseline being set (0)	RAG not appropriate (0)	Not yet Available (0)
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**Well-being Objective 1.4: Safe, confident and empowered communities**

Performance Measure	Result 2018/19	Result 2019/20	Target 2019/20	Have we improved?
<b>Safeguarding and Supporting Vulnerable People</b>				
The percentage of Council staff completing Safeguarding Awareness Training.	54.55%	71%	100%	Yes
The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence.	51.49%	62%	100%	Yes
The percentage of adult protection enquiries completed within seven days.	New Indicator	96%	99%	N/A New Indicator
The number of domiciliary care workers registered with Social Care Wales.	New Indicator	211	220	N/A New Indicator Target adjusted mid year
The percentage of Children's Services social work vacancies.	30.4%	38.3%	24%	No
The percentage of children re-offending within six months of their previous offence.	New Indicator		Baseline to be established	Data to be confirmed N/A New Indicator
<b>Regenerating Local Communities and Citizen-Centred Services</b>				
The percentage of customers satisfied with completed regeneration projects.	93.2%	96%	75%	Yes
The number of visitors to libraries and Hubs across the city.	3,400,000	3,266,110	3,300,000	No
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'.	98%	98%	95%	Maintained
The number of visits (page views) to the volunteer portal.	70,856	123,409	55,000	Yes
<b>Supporting Sports, Leisure, Culture and Green Spaces</b>				
The number of Green Flag parks and open spaces.	12	12	13	Maintained
The number of volunteer hours committed to parks and green spaces.	20,488	19,111	18,000	No
The number of visits to Local Authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity.	7,829	7,596	7,953 2% increase	No

The number of staff with Welsh language skills.	New Indicator	695	20% increase by 2021/22	N/A New Indicator
The number of staff attending Welsh courses.	New Indicator	158	10% increase by 2021/22	N/A New Indicator

**Summary of Measures – 15**



Red (10% or more away from target) (3)	Amber (within 10% of target) (5)	Green (on or above target) (4)	Baseline being set (1)	RAG not appropriate (2)	Not yet Available (0)
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## Well-being Objective 2.1: A capital city that works for Wales

Performance Measure	Result 2018/19	Result 2019/20	Target 2019/20	Have we improved?
<b>Supporting the City's Economy</b>				
The number of new jobs created.	1,166	926	500	No
The number of jobs safeguarded.	904	1,328	500	Yes
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.). <i>(This is a rolling two-year target.)</i>	366,000 *two year figure	361,000	300,000 square feet	No
The number of staying visitors.	2,065,000	2,190,000 1.8% increase	2% increase	Yes
Total visitor numbers.	22,170,000	21,490,000 -3.4% (decrease)	2% increase	No
Attendance at Commercial Venues.	910,517	979,591	903,000	Yes

### Summary of Measures – 6



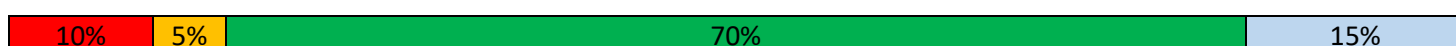
Red (10% or more away from target) (1)	Amber (within 10% of target) (1)	Green (on or above target) (4)	Baseline being set (0)	RAG not appropriate (0)	Not yet Available (0)
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### Well-being Objective 3.1: Cardiff grows in a resilient way

Performance Measure	Result 2018/19	Result 2019/20	Target 2019/20	Have we improved?
<b>Housing</b>				
Total number of new Council homes completed and provided.	65	316	400 cumulative	Yes
The percentage of householder planning applications determined within agreed time periods.	92.86%	88.3%	>85%	No
The percentage of major planning applications determined within agreed time periods.	86.67%	97.87%	>60%	Yes
The percentage of affordable housing at completion stage provided in a development on greenfield sites.	14%	Unable to collect data due to Covid-19	30% (LDP)	N/A
The percentage of affordable housing at completion stage provided in a development on brownfield sites.	21%	Unable to collect data due to Covid-19	20% (LDP)	N/A
<b>Transport and Clean Air</b>				
Modal Split for All Journeys (2026 target 50:50): Proportion of people travelling to work by sustainable transport modes.	48.1%	51.2%	46.6%	Yes
The number of schools supported to develop an Active Travel Plan.	New indicator	74 (58.26%)	40	N/A New indicator
The percentage reduction in carbon dioxide emissions from Council buildings.	9.37%	9.42%	2%	Yes
The level of nitrogen dioxide (NO <sub>2</sub> ) across the city.	28µg/m <sup>3</sup>	29.6µg/m <sup>3</sup>	35µg/m <sup>3</sup>	No
<b>Waste and Recycling</b>				
The percentage of total recycling and waste collections reported as missed by customer.	New indicator	Not available due to changes in collections	<0.01%	N/A New indicator
The percentage of municipal waste collected and prepared for re-use and/or recycled.	59.29%	57.9%	64%	No
The maximum permissible tonnage of biodegradable municipal waste sent to landfill.	3,512	2,803	<33,557 tonnes	Yes

The number of Street Scene investigation actions per month.	New indicator	25,617	6,000	N/A New indicator
The number of Street Scene legal enforcement actions per month (with enforcement actions including Fixed Penalty Notices, Cases which proceed to prosecution, Section 46 or other legal notices).	New indicator	13,525	3,600	N/A New indicator
<b>Clean Streets</b>				
The percentage of principal (A) roads that are in overall poor condition.	3.50%	3.30%	5%	Yes
The percentage of non-principal/classified (B) roads that are in overall poor condition.	4.70%	5.60%	5%	No
The percentage of non-principal/classified (C) roads that are in overall poor condition.	5.80%	5.60%	7%	Yes
The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness.	90.79%	94.61%	90%	Yes
The percentage of reported fly-tipping incidents cleared within five working days.	99.33%	99.03%	90%	No
The percentage of reported fly-tipping incidents which lead to enforcement activity.	90.92%	80.35%	70%	No

**Summary of Measures – 20**



Red (10% or more away from target) (2)	Amber (within 10% of target) (1)	Green (on or above target) (14)	Baseline being set (0)	RAG not appropriate (3)	Not yet Available (0)
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### Well-being Objective 4.1: Modernising and integrating our public services

Performance Measure	Result 2018/19	Result 2019/20	Target 2019/20	Have we improved?
<b>Modernisation, Resilience and Organisational Development</b>				
Reduce the gross internal area (GIA) of buildings in operational use.	2.99%		3%	Awaiting final figures
Reduce the total running cost of occupied operational buildings.	2.4%		1.7%	Awaiting final figures
Reduce the maintenance backlog.	£4,811,127		£4,000,000	Awaiting final figures
Capital income generated.	£15,220,558		£15,000,000	Awaiting final figures
The number of customer contacts to the Council using digital channels.	946,019	1,240,299	993,319 (5% increase on the 2018/19 outturn figure)	Yes
The percentage of staff that have completed a Personal Review (excluding school staff).	95.13%	N/A	100%	Not available (Covid-19)
The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence.	11.53	11.77	9.5	No
Maintaining customer/citizen satisfaction with Council services.	64.10%	59.81%	75%	No
The percentage of draft committee minutes published on the Council website within ten working days of the meeting being held.	61%	45%	80%	No
The total number of webcast hits (Full Council, Planning Committees, Scrutiny Committees, Audit Committee, Cabinet).	4,991 *figure not cumulative in 2018/19	8,750	5,500	Yes
The number of Facebook followers.	New Indicator	28,200	24,000	N/A New indicator
The percentage of voter registration.	89.3%	96.4%	90%	Yes

### Summary of Measures – 12



Red (10% or more away from target) (3)	Amber (within 10% of target) (0)	Green (on or above target) (4)	Baseline being set (0)	RAG not appropriate (0)	Not yet Available (5)
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## Appendix 1b – Narrative Updates against Steps

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

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Promote and fulfil children’s rights by <b>building a Child Friendly City</b> in partnership with UNICEF UK between 2018 and 2021.	Cllr Sarah Merry	Education & Lifelong Learning	<p>Cardiff is progressing toward becoming a ‘child friendly city’ where all children and young people have an equal chance to thrive and reach their potential. This will require partners to work together to make a city where the voices, needs, priorities and rights of children and young people are at the heart of public policies, programmes and decisions.</p> <p>The Child Friendly City strategy was launched in November 2018 with partners and progress is being monitored via a delivery plan. The Council is currently in the implementation phase.</p> <p>The participation of children and young people in their own education, through the involvement of young people in the programme, continues to improve. Schools have made significant achievements towards becoming Rights Respecting. 65 schools received an award in the programme during 2019/20 (academic year 2018/19).</p>		<b>In progress</b>
<b>Deliver the new schemes within the £284m ‘Band B’ programme of school investment</b> between April 2019 and 2024 to:	Cllr Sarah Merry	Education & Lifelong Learning	<p>Work is progressing on a number of schemes within the ‘Band B’ programme of school investment:</p> <ul style="list-style-type: none"> <li>The design of the new Fitzalan High School is underway with a revised programme for completion set for February 2023.</li> </ul>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<ul style="list-style-type: none"> <li>• Increase the number of school places available;</li> <li>• Improve the condition of school buildings;</li> <li>• Improve the teaching and learning environment.</li> </ul>			<ul style="list-style-type: none"> <li>• St Mary the Virgin tender package has been completed. It is anticipated work will go out to tender during summer 2020.</li> <li>• Greenhill initial feasibility has commenced for current and new sites across the city.</li> <li>• The consultation for the Doyle Avenue scheme has ended and is being considered by the Welsh Government, due to changes to sixth form provision outlined in the proposal.</li> <li>• Work also continues to progress improvements at Cathays High and on Early Years, Primary and Secondary School Provision to serve Adamsdown and Splott.</li> </ul> <p>Plans for the next phase of investment in the school estate, Band B, are being progressed. Prior to the completion of the Band B school investment programme, there are challenges in relation to meeting sufficiency requirements, particularly for secondary and additional learning needs (ALN) places, and short to medium term risks relating to poor building assets that need to be addressed.</p>		
<p>Deliver a <b>strengthened programme of academic and vocational provision for learners educated outside of mainstream settings</b> to improve learner outcomes during the academic year 2018/19 and beyond.</p>	Cllr Sarah Merry	Education & Lifelong Learning	<p>Improved tracking and monitoring systems this year has enabled more scrutiny and challenge of the progress made by Educated Other Than At School (EOTAS) learners. 2018/19 results show that the performance of EOTAS learners, when using the narrow GCSE measures, is still too low. The numbers of pupils EOTAS in Cardiff over the last five years has increased by 52.4% from 204 in 2015, to 311 in 2019.</p>		<b>In progress</b>



Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Wider sources of performance information indicate that outcomes for learners who are EOTAS in the Pupil Referral Unit, training providers and college are improving. Nearly all learners achieve qualifications with many achieving more than three. Learner outcomes show year-on-year improvement with the proportion of learners achieving more than three qualifications and Level One increasing. A wide range of vocational qualifications were achieved in 2019 alongside some GCSEs.</p> <p>Work needs to continue to ensure that transfers to EOTAS from mainstream education are reduced, and in those circumstances where EOTAS is the best option, that the curriculum offer is of high quality.</p>		
<p><b>Reshape and enhance specialist provision and services for pupils with additional learning needs</b> to ensure sufficient, high-quality provision is available to meet the current and projected need from 2018 to 2022.</p>	<p>CIlr Sarah Merry</p>	<p>Education &amp; Lifelong Learning</p>	<p>Good progress is being made to prepare for the implementation of Additional Learning Needs (ALN) Reform at school/ setting, cluster, Local Authority and regional levels. 97% schools have completed ALN readiness audits, and engaged in cluster planning. Four special school projects have been included in the Band B 21st Century Schools Programme. Seven additional projects were delivered in 2017/18 to increase specialist resource base and special school places in both English and Welsh medium sectors.</p> <p>Progress is being made to extend provision for Early Intervention for foundation age pupils for September 2020. However, the demand continues to increase and the Local Authority continues to rely on placements in the independent sector.</p> <p>Stronger systems for monitoring the quality and impact of ALN provision in schools is needed. The Local Authority is</p>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			working with schools and the Central South Consortium to embed effective provision mapping, self-evaluation and improvement planning processes for ALN/inclusive practice. This would strengthen schools' capacity to identify and address needs early on, as well as through school-to-school working and take-up of training.		
<p><b>Support Cardiff schools to move towards a new curriculum, and to respond to new qualification and assessment frameworks, with effect from Autumn 2019 until 2022.</b></p>	Cllr Sarah Merry	Education & Lifelong Learning	<p>A new curriculum for learners from 3-16 has been developed which includes all the learning experiences and assessment activities planned in pursuit of the four purposes of the Curriculum for Wales 2022. Curriculum for Wales 2022 seeks to allow for a broadening of learning, supporting settings and schools to be more flexible in their approaches, and provides education leaders and practitioners with greater agency, enabling them to be innovative and creative. Curriculum for Wales 2022 guidance has been made available and is planned to be rolled out in September 2022 for all year groups in primary school and year 7 in secondary schools. The curriculum will roll out to Year 8 in September 2023 and year-on-year until it is introduced to Year 11 in 2026.</p> <p>There continues to be active engagement of teachers and leaders in the shaping of the new curriculum for Wales in a number of Cardiff schools. However, there are a number of challenges, including:</p> <ul style="list-style-type: none"> <li>• Attracting and securing a high-quality workforce for schools, particularly in the context of changes to Initial Teacher Education (ITE);</li> <li>• Ensuring that new qualifications meet the needs of learners in Wales, and that schools have plenty of time to plan and prepare effectively.</li> </ul>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Address the maintenance backlog in schools, as part of a wider programme of Asset and Estate management</b>, targeting increased investment in schools that require priority action by March 2020.</p>	<p>Cllr Sarah Merry &amp; Cllr Russell Goodway</p>	<p>Education &amp; Lifelong Learning, and Economic Development</p>	<p>Circa £8.2m works on the schools estate was completed in 2019/20. This was slightly less than projected because of Covid-19.</p> <p>Extensive work has been undertaken during 2019/20 to collate property information and refine processes moving forward. The Schools Annual Maintenance Programme for 2020/21 has been finalised.</p>		<p><b>In progress</b></p>
<p><b>Support young people into education, employment or training by delivering the Cardiff Commitment</b>, with a focus during the academic years 2018/19 and 2019/20 upon:</p> <ul style="list-style-type: none"> <li>• Creating school/business partnerships that target skills development in the key economic growth sectors of the Cardiff Capital Region;</li> <li>• Introducing targeted programmes of support and mentoring for young people;</li> <li>• Rolling out the 'Open Your Eyes' careers week to seven secondary school clusters.</li> </ul>	<p>Cllr Sarah Merry</p>	<p>Education &amp; Lifelong Learning, and Economic Development</p>	<p>220 employers have been engaged to date to support the Cardiff Commitment initiative from the public, private and third sectors.</p> <p>Open Your Eyes Week was delivered in the St Teilo's and St Illtyd's cluster in Jan/Feb 2020, providing the opportunity for schools to engage with businesses around occupations and career pathways.</p> <p>The One Million Mentors programme has been launched in eight secondary schools and Cardiff &amp; Vale College. The Mini Police Programme was delivered to 21 primary schools and will be rolled out to 21 schools again this year.</p> <p>2018/19 data collated by the Local Authority shows that the year 11 EET (in education, employment or training) figure is 97.95% (3,162 out of 3,228 school leavers). 66 pupils were NEET (not in education, employment or training) (2%). Of the pupils registered as EOTAS (102 pupils), provisional data indicates that 92 progressed to EET in 2018/19. This represents 90.2%. 10% of EOTAS pupils were NEET (10 pupils).</p>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Launch the 'Cardiff 2030 Vision for Education' by December 2019.	Cllr Sarah Merry	Education & Lifelong Learning	<p>'Cardiff 2030 – A ten year vision for a Capital City of Learning &amp; Opportunity' was launched in November 2019. 'Cardiff 2030' sets out an ambitious vision, underpinned by two themes, five goals and priority commitments. City-wide partnership and children's rights are key to the approach, recognising that Education is Everybody's Business and that Cardiff is aspiring to be a UNICEF Child Friendly City.</p> <p>A series of engagement events and research were undertaken to capture a wide range of views and perspectives on developing the 2030 vision. This included school staff, children and young people, governors and partners – including higher/further education and employers.</p>		Complete
Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to Children and Young People Emotional and Mental Health Support.	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, People & Communities, and Social Services	<p>The links between the new Family Gateway and the Health Board's model for Emotional &amp; Mental Health Services have been developed and agreed with relevant partners. Where appropriate staff are co-located to ensure the right referrals are made to ensure that families receive the right support in a timely manner.</p> <p>In the majority of cases, it is possible to provide or find the emotional and mental health support required for young people coming through the Family Gateway. However, Family Help and Support4Families advisers do not have the professional knowledge or experience to effectively support young people with more complex emotional mental health issues.</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>The pathway for referrals into the Barnardo's Family Well-Being Service is now fully embedded and working well.</p> <p>Ensuring that children and young people are ready and able to learn, and can easily access support to promote their emotional, mental and physical well-being is a key priority in both the Cardiff 2030 Vision and Child Friendly City Strategy, and has been highlighted as a priority for children and young people.</p> <p>A whole system approach to therapeutic interventions and support across the whole of the child journey from Early Help through to adoption has been developed with key partners via the Regional Children's Partnership Board and will be commissioned with Integrated Care Fund funding.</p>		
<p><b>Develop a new delivery model for an integrated early help and prevention service for families, children and young people by March 2020</b>, with the aim of reducing the impact of adverse childhood experiences on their well-being:</p> <ul style="list-style-type: none"> <li>• Launching the new delivery model by June 2019 that will bring together a variety of multi-agency provision across three distinct services – Family Gateway, Family Help and Family Support;</li> <li>• Reviewing the current arrangements within the Multi- Agency Safeguarding</li> </ul>	Cllr Graham Hinchey	People & Communities, and Social Services	<p>Since 1st April 2019 the Cardiff Family Advice and Support (CFAS) service has supported over 8,200 people by providing information, advice or assistance. Over 1,500 families have benefitted from support given by a Family Help Adviser.</p> <p>The formal launch of the CFAS Service took place on 15<sup>th</sup> November 2019 and this was a good opportunity to raise awareness of the service with multi agency partners.</p> <p>Strong relationships have been developed with key referral partners across Education, Schools, Children's Services (Multi-Agency Safeguarding Hub, Child Health &amp; Disability team), Into Work Services, Benefits and Advice,</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Hub (MASH) to take account of the new early help service.</p>			<p>South Wales Police, Health, Save the Children (Building Blocks), Action for Children (Side Step), and Barnardo's.</p> <p>Processes between the Gateway, Family Help and Support4Families have been improved and managers meet regularly to ensure that there is effective step-up and step-down for families.</p> <p>A framework to measure 'distance travelled' (i.e. progress made by families) has been developed to contribute to informed decision making and ensure that Early Help is responsibly delivering effective services which can be evidenced to improve outcomes for children, young people and families in Cardiff.</p> <p>The new Multi-Agency Safeguarding Hub (MASH) model is under review and will be implemented when arrangements have been agreed with partners.</p>		
<p><b>Enable more children to be placed nearer to home by March 2020 by:</b></p> <ul style="list-style-type: none"> <li>Developing a comprehensive placement commissioning strategy to map need against resources and influence the local market to provide a range of provision to meet the needs of Children Looked After;</li> <li>Increasing the number of Local Authority foster carers (including kinship carers);</li> </ul>	Cllr Graham Hinchey	Social Services	<p>The Children's Commissioning Strategy has been approved, evidencing need in Cardiff and setting out the Council's direction of travel for the next three years. Progress includes:</p> <ul style="list-style-type: none"> <li>The social media and online marketing campaign to attract in-house foster carers is impacting on the volume of enquiries - 30 full assessments were ongoing at 31<sup>st</sup> March 2020.</li> <li>Engagement with residential providers is positive with interest in setting up new homes in Cardiff. Young people have been involved in recruitment processes for in-house residential provisions.</li> </ul>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<ul style="list-style-type: none"> <li>Increasing the range of local residential provision by commissioning 20 new placements;</li> <li>Working with the regional adoption service to increase the number of adoptive placements.</li> </ul>			<p>The recruitment of adopters continues to increase and Cardiff continues to recruit a higher number of adopters into the system. More adopters who are able to meet the complex needs of children have been recruited, however there is still a dependency to need to use external adoption agency for sibling groups and older children.</p> <p>The Fostering Service has attended a number of community events across the city during the year. These have included Pride, Sikh Festival, and a Community Day at Ely Festival. Attendance at these events has resulted in an increase in enquiries of people looking to foster.</p> <p>Work to develop a small emergency unit is being taken forward alongside work to open an assessment unit. Engagement with residential providers is very positive with lots of interest in setting up new homes in Cardiff.</p> <p>Concerns still exist around the supply of the right type of services for our most vulnerable children, including scarcity of fostering and residential provision for children and young people with more complex needs and this will be addressed by the implementation of the Commissioning Strategy.</p> <p>A review of children who have been on a Placement Order for more than a year but who have not yet been placed for adoption is required and will be undertaken in 2020/21.</p>		

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Develop a place-based approach to enhancing well-being and protection for vulnerable children and families</b>, trialling new ways of working in an area of the city by March 2020.</p>	Cllr Graham Hinchey	Social Services	<p>Following an analysis of existing demand across the city, three locality areas were identified, aligning localities to GP and school clusters – with the North team based in Hafan Gobaith, the East team based in St. Mellons and the South team based in County Hall.</p> <p>The virtual launch of locality working was achieved in Quarter 3 and movement of teams commenced with the relocation of the Fostering Service taking place in December. The North, South and East teams moved to their locality bases in Quarter 44 and the new locality OM for the East teams took up post.</p> <p>A review of demand/ resource ratio across the locality teams is required but has been delayed by Covid-19.</p>		In progress
<p><b>Ensure the best outcomes for children and young people for whom the Council has a responsibility by:</b></p> <ul style="list-style-type: none"> <li>Increasing the accommodation and support for care leavers by March 2020;</li> <li>Improving the care planning arrangements for Children Looked After by reducing the time taken to progress cases through the court process;</li> <li>Improving transition and progression into education, employment or training for care leavers by March 2020;</li> </ul>	Cllr Graham Hinchey	Social Services	<p>The successful integration of the Bright Start Service into the Into Work Service has been an opportunity for education and training opportunities to be expanded for Children Looked After. 105 young people were engaged with the project between October 2019 and January 2020.</p> <p>The Pathway Plan document has been revised, however the review of all existing plans into the new format has been delayed due to Covid-19. Following a restructure. the Personal Advisor Service now sits within the Adolescent Service. This allows for a more robust and cohesive service that effectively engages with partners to share resources, and ensure a more effective transition for care leavers.</p>		In progress



Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<ul style="list-style-type: none"> <li>Improving educational outcomes for Children Looked After.</li> </ul>			<p>Tenancy training sessions are being run monthly with young people being given a priority banding to assist with move-on into social accommodation.</p> <p>A pilot with the Child and Family Court Advisory Support Service to accelerate the discharge of Care Orders where parents are in agreement has commenced. The intention is for children who are looked after under Placement with Parent Regulations to cease being looked after where it is safe and appropriate to do so.</p> <p>The annual Bright Sparks awards were held and were once again a success, celebrating the achievements of our children who are looked after and care leavers.</p>		
<p><b>Support young carers and care leavers</b> with a range of interventions, including into work support, trialling assistance with transport needs and wider well-being provision.</p>	Cllr Graham Hinchey	Social Services	<p>Following a successful Integrated Care Fund bid, a Development Officer for young carers is in post. The post-holder has responsibility for the development and commissioning of services to meet the needs of young carers, including ensuring those who require assessments receive them. A clear pathway for assessments has been developed and is being disseminated to partners.</p> <p>Partnership working with Education continues and governor training is being planned. The production and dissemination of a policy for young carers and associated e-learning is in progress and a joint strategy with the Vale of Glamorgan is being developed.</p> <p>Awareness raising of young carers continues and work has been undertaken with young carers to inform the</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>development of a co-produced service specification for a new service for young carers. The new service will be implemented during 2020.</p> <p>The Council remains committed to ensuring that young carers and parents are able to access the services they find helpful and are concerned that they may be reluctant to contact the Gateway.</p>		

## Well-Being Objective 1.2: Cardiff is a great place to grow older

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Empower people to remain independent at home and reduce reliance on intensive interventions</b> by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living. Key activities will include:</p> <ul style="list-style-type: none"> <li>• <b>Commencing a phased implementation of the new model of Community Resource Team, including the Get Me Home Plus Service</b>, to improve and expand the provision to enable people to remain independent at home;</li> <li>• <b>Developing a new way of delivering domiciliary care by March 2021</b> that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy;</li> <li>• <b>Implementing the ‘Discharge to Assess’ model</b> by March 2021, building on the success of the First Point of Contact, enabling more people to be discharged safely through the development of night care services.</li> </ul>	Cllr Susan Elsmore	Social Services	<p>The “Get Me Home” and “Get Me Home Plus” services continue to provide a first point of contact for patients in the hospital, with support provided by the Council to enable them to leave hospital sooner and continue to live independently at home. Throughout the year the “Get Me Home” service has supported 1,223 people out of hospital and back to their own accommodation.</p> <p>A Single Point of Access (SPA) was successfully piloted in three wards at the University Hospital of Wales (UHW) and supported by the First Point of Contact (FPoC) workers. The trial evidenced a reduction in bed days and agreement has been obtained for all UHW wards to work in this way, with the same approach to be implemented in Llandough and St. Davids Hospitals.</p> <p>Early work in pilot areas progressed well, however progress has been delayed due to Covid-19 and there are new considerations in relation to hospital discharge requirements and Welsh Government advice and guidance around discharge to residential settings.</p> <p>Pilots of the new way of delivering domiciliary care were progressing well – provider events and meetings took place to implement the pilots, however these had to be halted due to Covid-19. The Cost of Care Exercise also had to be put on hold and the procurement timeline has been revised for contracts to be in place by April 2021.</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Deliver the Older Persons Housing Strategy to support independent living</b>, fully understanding their housing needs and aligning work between Council and Health Services including:</p> <ul style="list-style-type: none"> <li>• Working to build and refurbish 'care-ready' schemes for older people;</li> <li>• Developing an Older Persons &amp; Accessible Homes Unit to provide person-centred information, advice and assistance;</li> <li>• Developing innovative models of care, support and nursing services.</li> </ul>	Cllr Lynda Thorne & Cllr Susan Elsmore	People & Communities	<p>The Older Persons Housing Strategy continues to be implemented across Cardiff. Planning permission has been secured at the Maelfa and St.Mellons older person schemes which will see the delivery of over 100 'care-ready' older person flats. The development of a care-ready specification has set a high standard for adaptable, attractive and well-designed older person housing options.</p> <p>The programme to refurbish three day centres across the city has been completed with the refurbishment and reopening of Fairwater Day Centre in July. The centres new layout and improved facilities has seen positive outcomes for both users and staff and has seen increased usage and referrals to the service following its reopening.</p> <p>The Sandown Court refurbishment scheme was completed to the RNIB Cymru Six Standards Accreditation. Cardiff Council was officially awarded the Platinum Level Visibly Better for Sandown Court, a hallmark of good practice which is recognised by Welsh Government.</p> <p>Concept plans have been carried out for Broadlands and Worcester Court. However due to the Covid-19 crisis, the works which had been planned to commence in June 2020 have been delayed.</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society by:</p> <ul style="list-style-type: none"> <li>• Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021;</li> <li>• Developing e-module training in collaboration with the Alzheimer's Society that will be delivered through the Cardiff Academy by March 2020;</li> <li>• Encouraging businesses to pledge their commitment to becoming Dementia Friendly by delivering the Council's awareness and engagement programme;</li> <li>• Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia;</li> <li>• Delivering locality-focused dementia awareness events.</li> </ul>	Cllr Susan Elsmore	Social Services	<p>Good progress has been made against actions throughout the year. Extensive work took place to launch the bilingual Dementia Friends training module, making Cardiff the first Local Authority in the UK to make Dementia Friends training mandatory. This information has been shared as a good practice approach with other organisations and Authorities – including Welsh Government. Over 1,800 Council staff have undertaken Dementia Friends Training.</p> <p>Progress was also made in ensuring Dementia Friendly events were delivered throughout the City – mainly through the Community Hubs. 794 events were held in total.</p> <p>Integrated Care Fund (ICF) Funding has been received to support the development of a dedicated website, however at the present time this has been impacted by Covid-19.</p> <p>20 business pledged their commitment to work towards becoming Dementia Friendly during the year. A Dementia Friendly Communities Co-ordinator has been appointed, hosted by Marie Curie. Action is being taken to develop a Dementia Friendly Business action plan.</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Address social isolation and enhance quality of life of older people</b> by developing inter-generational working with schools, Hubs, community groups, and private sector partners.</p>	<p>Cllr Susan Elsmore, Cllr Lynda Thorne &amp; Cllr Sarah Merry</p>	<p>People &amp; Communities, and Education &amp; Lifelong Learning</p>	<p>Following previous successful inter-generational sessions, day centre managers have included inter-generational activities into their team plans. For example Grand Avenue Day Centre worked with Windsor Clive School in Ely to develop a programme with primary school-aged children.</p> <p>A 50+ festival was held during September, which was inter-generational covering Rhiwbina, Heath and Llanishen. Following the success of this, a further event will be held in the South West arc of Cardiff.</p> <p>Focus has been placed on digital inclusion for older people supporting them to get online to find alternative ways to engage with their community.</p> <p>The First Point of Contact teams, as part of their “what matters” and “better outcome” conversations with individuals, continue to identify social isolation and loneliness issues. Staff are aware of the importance of identifying these issues and discussing potential options with individuals at the first point of contact and with their family, carers and others involved in supporting them.</p>		<p><b>In progress</b></p>

### Well-Being Objective 1.3: Supporting people out of poverty

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Act as an <b>advocate for the Real Living Wage initiative</b> and promote its adoption by the city's employers.	Cllr Huw Thomas	Resources	<p>In November 2019 Cardiff was officially announced as a Living Wage City. The Council played an active part in Living Wage week through regular social media releases. A communications plan is in place for regular media releases throughout 2020.</p> <p>There are now 108 accredited Living Wage employers in Cardiff employing 35,538 individuals.</p> <p>The Living Wage City Action Plan priorities for 2020/21 have been amended to reflect the impact of Covid-19 on the economy in Cardiff and proposed target organisations.</p>		<b>In progress</b>
<p><b>Better support people into work by further integrating employment support services.</b></p> <p>This will include:</p> <ul style="list-style-type: none"> <li>Ensuring that the Gateway into employment is accessible across the city;</li> <li>Ensuring that Into Work Advice Services and Adult Community Learning fully align with the new Gateway by September 2019;</li> <li>Providing effective employer engagement and assistance into self-employment; Promoting and extending volunteering opportunities by October 2019.</li> </ul>	Cllr Lynda Thorne	People & Communities	<p>A phased service review has been carried out to ensure a greater join-up between Adult Learning and Into Work Services, addressing duplication across the services. Since September 2019, all learners enrolling for the Learning for Work programme, are also allocated an into work mentor, therefore ensuring that learners are supported on a one-to-one basis into employment.</p> <p>Central Jobs Fair was held at St David's Hall during Quarter 3. Over 700 jobseekers visited, with over 40 recruiting employers, and 20 advice and training providers in attendance.</p> <p>The volunteer portal was repurposed to respond to Covid-19. It was used to bring together community volunteers in the Together for Cardiff call to action. Over 1,100 volunteers came forward to give their time to help the response to the</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			pandemic. A new volunteer strategy co-ordination group has been created with third sector organisations, other Local Authorities and Public Health Wales as a response to the pandemic, creating a space to share best practise, ideas, support and guidance.		
<p>Ensure support is available to <b>mitigate potentially negative consequences associated with the roll-out of Universal Credit</b> by:</p> <ul style="list-style-type: none"> <li>• Providing digital access and assistance across the city;</li> <li>• Working with private landlords to identify how the Council can help them with the change by March 2020;</li> <li>• Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need;</li> <li>• Further developing the telephone advice line for customers.</li> </ul>	Cllr Lynda Thorne	People & Communities	<p>A review of digital access has been undertaken, with more volunteers recruited where needed and digital training provided to all Hub staff. A detailed training plan has been rolled out to all staff across the Hubs and libraries ensuring they can identify when a claim for Universal Credit should be made and how to support clients in doing this. The review also identified the benefit of merging websites to include Landlord Liaison information within a dedicated section of the Housing Options Centre Website</p> <p>Discussions are ongoing with the Department for Work and Pensions regarding issues being experienced with the digital element of Universal Credit.</p> <p>The Adviceline was expanded from four lines to 30 in the immediate response to Covid-19. The Adviceline was pivotal in the food response for Cardiff, providing advice to shielded callers, on Universal Credit changes, and the food operation.</p>		<b>Complete</b>
<b>Create more paid apprenticeships and trainee opportunities</b> within the Council by March 2020.	Cllr Huw Thomas & Cllr Chris Weaver	Resources	Across the year, 152 paid opportunities for apprentices and trainees have been provided. Funding for 2020/21 is being reviewed in light of Covid-19 and consideration is being given to the possible need to extend some existing apprentices' and trainees' contracts.		<b>Complete</b>



Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Support the Foundational Economy by implementing the Socially Responsible Procurement Policy</b>, helping ensure that local people and local communities benefit from the money the Council spends on goods and services.</p>	Cllr Chris Weaver	Resources	<p>The Council has developed its Social Value Measurement Framework and Social Value Portal and will look to implement them from Quarter 1 2020/21. This will provide an opportunity for the local economic impact of local employment and use of local supply chains to be taken into account in the award of contracts. The Social Value Portal will also enable improved monitoring and reporting of social value across Council contracts.</p> <p>The Council will review spend data for 2019/20 to evaluate non-local spend and that with social enterprises and the third sector before working with partners to see how we can better provide opportunities for the sector.</p>		In progress
<p>Deliver the Rough Sleeper Strategy, and the Homelessness Strategy, to <b>address rough sleeping in the city</b> by:</p> <ul style="list-style-type: none"> <li>• Extending the 'No First Night Out' policy;</li> <li>• Extending the capacity of the Housing First scheme to make better use of the private rented sector;</li> <li>• Building on the multi-agency team around rough sleepers to include substance misuse, probation and mental health services;</li> <li>• Implementing the diversionary pathway for anti-social behaviour and begging in partnership with South Wales Police.</li> </ul>	Cllr Lynda Thorne	People & Communities	<p>Additional capacity has been created across the year, including the Huggard Pods and additional places at Ty Nos. The Housing First Scheme has progressed well with the first prison leaver housed through the scheme and while the scheme is not yet at capacity, work is ongoing to identifying suitable prison leavers in the future.</p> <p>Accommodating pairs in is now embedded as part of the choice offering to rough sleepers.</p> <p>Dedicated Emergency Overnight Stay officers have worked with clients in emergency accommodation in order to better understand the needs of people using this accommodation regularly.</p> <p>Rough sleeper numbers have decreased to single figures during the Covid-19 pandemic and more people than ever</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			have started accessing accommodation and services. Only a handful of very entrenched rough sleepers remain outside and there is a commitment to ensuring that this extra provision continues after the crisis is over.		

### Well-Being Objective 1.4: Safe, confident and empowered communities

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Ensure children and adults are <b>protected from risk of harm and abuse</b> by:</p> <ul style="list-style-type: none"> <li>Implementing the <b>Child and Adult Exploitation Strategy</b> to encompass new and emerging themes of child and adult exploitation;</li> <li>Initiating <b>regional discussions</b> with the Vale of Glamorgan Council by March 2020 to develop a joint regional Child and Adult Exploitation Strategy;</li> <li>Implementing the new <b>All-Wales Adult Safeguarding Procedures</b> by March 2020 – in consultation with staff and partners – to ensure that adults at risk are protected from harm.</li> </ul>	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services	<p>The new All Wales Safeguarding Procedures (WSP) were launched in partnership with Welsh Government and Cardiff and Vale Regional Safeguarding Board during National Safeguarding Week in November.</p> <p>Implementation of the WSP and associated training was halted due to Covid-19. Arrangements for training are in place, awaiting confirmation of a revised implementation date.</p> <p>A Guide to Safeguarding Essentials has been updated to reference the WSP and has been made available to the workforce via various means.</p> <p>The Cardiff and Vale Tackling Exploitation Strategy has been ratified and published. A thematic group has been established to monitor the delivery and progress of the actions and to measure the impact achieved against the main goals.</p> <p>Contextual Safeguarding has been made a key priority of the Cardiff and Vale Regional Safeguarding Board.</p>		<b>In progress</b>
<p>Continue the implementation of a <b>strengths-based approach to social work practice</b> to put individuals, families and communities at the centre of their own well-being by:</p> <ul style="list-style-type: none"> <li>Refreshing the Signs of Safety Implementation Plan to <b>embed strengths-</b></li> </ul>	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services	<p>Work to fully embed Signs of Safety approaches in practice is ongoing. Children's Services teams have Signs of Safety actions in their team plans and the approach has been included in staff inductions. Mentors have been put in place to support staff in the implementation process. Work will be undertaken during 2020/21 to ensure that the Signs of Safety approach becomes fully</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>based practice in partnership with families to support children to remain at home</b>, supported by a safety plan by March 2020;</p> <ul style="list-style-type: none"> <li>Establishing and embedding <b>strengths-based practice in Adult Services</b> by March 2022.</li> </ul>			<p>embedded and dovetails with the Reunification Framework.</p> <p>Collaborative Conversations strengths-based training continues to be rolled out across Adult Services and is positively received by all the teams who have experienced it</p>		
<p><b>Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a 'Healthier Wales' by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible.</b></p>	<p>Cllr Susan Elsmore &amp; Cllr Graham Hinchey</p>	<p>Social Services</p>	<p>Please refer to the narrative update for the step "Empower people to remain independent at home and reduce reliance on intensive interventions ..." under Well-being Objective 1.2.</p>		<p><b>In progress</b></p>
<p><b>Implement the Council's Corporate Safeguarding Policy</b> by March 2020 to ensure an effective approach to implementation is embedded across the Council.</p>	<p>Cllr Chris Weaver</p>	<p>Social Services</p>	<p>A Corporate Safeguarding Service Manager has been appointed and will lead on the implementation and delivery of Council's Corporate Safeguarding Policy action plan.</p> <p>71% of Council staff have completed the mandatory Safeguarding eLearning programme. Cardiff Academy have included the module in the corporate induction programme for new recruits. An alternative to the eLearning programme was developed for non-office based / non-PC using staff, however implementation of this has been delayed by Covid-19.</p> <p>The implementation of the Corporate Safeguarding action plan was also delayed due to Covid-19, whilst there was a focus on robust safeguarding through COVID-19 operating models.</p>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p>Continue to develop and support the workforce by:</p> <ul style="list-style-type: none"> <li>• <b>Implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016</b> and ensuring that all internal and external domiciliary care workers are appropriately qualified and registered by March 2020;</li> <li>• <b>Delivering a reduction in agency workforce and vacancies in the children's social workers workforce</b> by implementing a recruitment and retention strategy and refreshed workforce plan.</li> </ul>	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services	<p>The Council has worked with Social Care Wales to promote and stress the importance of registration and explain clearly the consequences of non-compliance to the sector. 1,961 social care staff are now registered (211 internal), however there are concerns that an estimated 50% of the workforce remain unregistered.</p> <p>The 31st March 2020 deadline for registration has been deferred due to Covid-19 and the new deadline date is yet to be confirmed.</p> <p>A new secondment scheme has been introduced with additional places offered and taken up by unqualified staff wishing to undertake the social work degree. The additional places have been offered by the Open University and the Masters programme at Cardiff University. Fewer final year students applied for posts than expected. In the future, engagement with final year students will be undertaken earlier in their course to retain them in Cardiff.</p>		In progress
<b>Deliver a three-year plan that combines service and financial planning for adults and children's social services.</b>	Cllr Graham Hinchey & Cllr Susan Elsmore	Social Services	<p>The Children's Services "Delivering Excellent Outcomes" Strategy is in place; implementation continued to be monitored via monthly performance scorecards during the year</p> <p>Stronger links are being developed in the community to better identify carers and provide them with information regarding referral to the Carer Support teams and this has been supported by Carer Assessment Workers.</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Consultation sessions were held with adults to inform the development of the Adult Services Strategy, with support from Cardiff Third Sector Council. Adult Services are currently reviewing how to work collaboratively with people to provide an opportunity to challenge service provision and inform the development of the Strategy. This work has been delayed by Covid-19 and a new timeline for completion of the strategy is being developed.</p>		
<p><b>Support people with learning disabilities and mental health issues to be more independent by:</b></p> <ul style="list-style-type: none"> <li>• Implementing a Regional Learning Disabilities Commissioning Strategy by March 2020;</li> <li>• In collaboration with the University Health Board, implementing the recommendations of the Community Services Review on the future model of the service by March 2020.</li> </ul>	<p>CIr Susan Elsmore</p>	<p>Social Services</p>	<p>Cardiff Council, Vale of Glamorgan Council and Cardiff and Vale University Health Board launched their first integrated Commissioning Strategy for Adult Learning Disability Services for the people living in Cardiff and the Vale of Glamorgan on 18<sup>th</sup> June during Learning Disability Week.</p> <p>The Regional Learning Disability Strategy has been implemented and eight priority action groups have been established to deliver the strategy.</p> <p>The Assistant Director of Adult Services is co-chairing a project with the Assistant Police and Crime Commissioner to develop mental health pathways. It is anticipated this work will inform and refresh the Community Services Review in setting the strategic direction for adult mental health services across Cardiff and the Vale of Glamorgan. This work has been delayed by Covid-19.</p>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Complete a service review of the Youth Offending Service by 2020 and review the effectiveness of interventions by the service, in order to reduce offending/re-offending rates.	Cllr Graham Hinchey	Social Services	<p>The Youth Offending Service was subject to inspection by HM Inspectorate of Probation during Quarter 4 and was subsequently rated as inadequate. An action plan to address identified issues has been developed and is being implemented. The improvement journey will be undertaken with the full engagement of the wider Children's Services teams.</p> <p>The Youth Justice Plan was agreed by the Management Board and submitted to the Youth Justice Board within the prescribed timescale. Cardiff YOS received and accepted an offer from the Youth Justice Board to assist with its National Standards Audit with respect to Out of Court Disposals.</p>		In progress
Deliver the actions identified in the <b>Cardiff &amp; Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy 2018-2023</b> including the commissioning of a regional service for male victims.	Cllr Susan Elsmore	People & Communities	<p>Survivors of all forms of abuse attend the sub-groups that take the VAWDASV strategy's action plan forward are invited to also speak at events and provide quotes, case studies and perspectives.</p> <p>Preparations to commission a male victims service were underway in collaboration with the Vale of Glamorgan and Bridgend Councils. In Quarter 4 Bridgend Council withdrew from this exercise and guidance to recommence procurement activity is being sought.</p> <p>The region is also exploring options to extend existing perpetrator programmes and looking at supporting schools with the Whole School Approach to VAWDASV.</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Opportunities for delivering a range of perpetrator programmes are still being explored. The Police and Crime Commissioner has confirmed continued funding for Drive and CLEAR during 2020/21.</p>		
<p><b>Deliver a co-ordinated response to the UK leaving the European Union</b>, including:</p> <ul style="list-style-type: none"> <li>• Putting in place local advice and support to enable EU Citizens in Cardiff to access the EU Citizen Settlement Scheme by April 2019;</li> <li>• Responding to any civil contingencies emerging from a disruptive or ‘no deal’ Brexit;</li> <li>• Ensuring a cross-public service approach to services and communications through the Cardiff Public Services Board.</li> </ul>	<p>Cllr Huw Thomas &amp; Cllr Lynda Thorne</p>	<p>People &amp; Communities, and Resources</p>	<p>Corporately, the Council has reviewed its Business Continuity Plans in response to Brexit and the assessment that a No Deal “remains a possible outcome; for which public services in Wales need to be prepared”. Nominated officers have been identified in each Directorate to lead on Brexit response planning and a Cardiff Council Brexit Issues Register has been developed which consolidates all identified risks, issues and mitigating actions.</p> <p>Cardiff has developed an EU Settlement Scheme (EUSS) Community Engagement Plan to co-ordinate activity relating to the EUSS in the city. As of the end of March 2020, 14,300 EU nationals have applied to the EUSS in Cardiff.</p> <p>In order to support EU citizens to complete the ID checking part of the EUSS process, Cardiff’s Registrar Officer has begun offering a ‘chip and check’ ID scanning service at City Hall.</p> <p>The Council is continuing to host engagement events in order to promote the EUSS and available support to EU nationals living in Cardiff, with targeted engagement for vulnerable groups.</p>		<p><b>In progress</b></p>



Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Engagement has been focused on schools, with an email sent to all head teachers in Cardiff asking if they would like the Council to host an information event for parents concerning the scheme within their school.</p> <p>The Council has received grant funding through the WLGA's Food Poverty Grant and the EU Transition Fund. The grants have strengthened existing local provision, helped expand on the Council's 'More than Food' programme and been used to tackle homelessness among migrant communities</p>		
Implement the Welsh Government Cohesion Action Plan and review local delivery from 2019/20.	Cllr Lynda Thorne	People & Communities	<p>In October 2019 Cardiff hosted a trans-national conference and political roundtable, attended by representatives of 16 UK and European cities, on the theme of cities remaining open and global post-Brexit.</p> <p>The Fair City Survey was delivered throughout the city, with targeted promotion in wards which are traditionally underrepresented in Council surveys. The survey explored residents' experiences of socio-economic inclusion, prejudice and cohesion in the city.</p> <p>The Cohesion team has worked with M&amp;C Saatchi to develop a communication campaign focusing on South Wales' migration history, with a view to launching this in 2021.</p> <p>During the Covid-19 lockdown the cohesion team have been proactively sharing public health messages with Cardiff's migrant communities to ensure that this</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			message is accessible. The team have also worked closely with Welsh Government to develop a nuanced and sensitive approach to faith burials in the context of Covid-19.		
Implement the Home Office Counter Extremism Strategy and review local delivery from 2019/20.	Cllr Lynda Thorne	People & Communities	<p>Home Office funding to deliver communications on the Building a Stronger Britain together (BSBT) programme covering the South Wales area was secured and quality assurance, assistance and monitoring has been delivered to several community groups who are working under the programme. Welsh Government funding was also secured to form communications and narratives on the history of Cardiff and the role our diverse communities have played.</p> <p>The BSBT funding stream was being used to support Glamorgan Cricket Club and Cardiff City Foundation to deliver a Youth Cohesion Cup in the city over summer. The timescales for delivery will be revised to reflect social distancing guidance and the tournament will be delivered when it is safe to do so.</p> <p>Links have been developed with the Think Safe exploitation team and the team is now delivering some training sessions around radicalisation and extremism.</p> <p>The 'Young Ambassadors for Shared Values' pen pal school twinning pilot between Cardiff primary schools and schools in Caerphilly was successful and has been upscaled to enhance and embed participants with knowledge of the shared values – democracy, rule of law,</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			individual liberty and mutual respect and tolerance of different faiths and beliefs.		
Develop an action plan to deliver the outcomes of the Young People and Drugs Joint Scrutiny Committee Report within six months of the Scrutiny report being approved.	Cllr Lynda Thorne	People & Communities	Of the 19 scrutiny recommendations, 12 were accepted and six were accepted in principle. An action plan has been developed with partners, which reported to the Community Safety Delivery Board on the 14 <sup>th</sup> November 2019, and back to Scrutiny Committees in November (Community & Adult Services); and December (Children & Young People). Many of the recommendations have now been implemented; they will be reported and reviewed when Scrutiny Committees recommence in Autumn 2020.		<b>Complete</b>
<p><b>Invest in the regeneration of local communities by:</b></p> <ul style="list-style-type: none"> <li>• Delivering a new three-year programme of Neighbourhood Renewal Schemes;</li> <li>• Completing Phase 2 of the Maelfa redevelopment scheme by summer 2020;</li> <li>• Implementing priority schemes identified in the Estate Regeneration Programme;</li> <li>• Progressing opportunities for funding through the Targeted Regeneration Investment Programme.</li> </ul>	Cllr Lynda Thorne	People & Communities	<p>Consultation was undertaken on Year 1 Neighbourhood Renewal Schemes, and 2 out of 3 environmental improvements schemes (end closures in Cathays and Riverside) have been completed.</p> <p>Regeneration is progressing at the Maelfa and good partnership arrangements are in place with Cardiff Community Housing Association. Estate regeneration work commenced in Lower Llanrumney, but design issues have delayed the site start. Roundwood regeneration is behind schedule due to issues with resident sign-up to partake in the scheme and poor uptake following consultation.</p> <p>Two Targeted Regeneration Investment Programme funding bids for the South Riverside Business Corridor have been approved by Welsh Government.</p>		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Drive up standards in the private rented housing sector</b> by taking enforcement action against rogue agents and landlords letting and managing properties.</p>	<p>Clr Lynda Thorne</p>	<p>Resources</p>	<p>A bid for Warm Homes Funding was successful, with 16 Local Authorities currently participating in the scheme. The scheme will aid landlords to fund energy efficiency improvements in private rental properties. The procurement of contractors is in progress.</p> <p>A series of four videos about Rent Smart Wales and compliance with its requirements has been developed. The first has been launched in an autumn newsletter to registered licensees.</p> <p>Attention is being given to identify landlords and agents who still need to comply with the registration and licensing scheme.</p> <p>The use of Local Authority staff to undertake audits on behalf of Rent Smart Wales proved unsuccessful and will require further attention and re-deployment from existing duties.</p>		<p><b>Complete</b></p>
<p><b>Continue to deliver the Community Well-being Hubs programme</b>, in collaboration with partners, including:</p> <ul style="list-style-type: none"> <li>Progressing plans for Youth Hubs in the City Centre, Butetown and Ely;</li> <li>Working with the Health Board on the Cardiff Royal Infirmary and other Well-being Hubs;</li> <li>Exploring opportunities for investment in Community Well-being Hubs;</li> </ul>	<p>Clr Lynda Thorne &amp; Clr Susan Elsmore</p>	<p>People &amp; Communities</p>	<p>Funding has been secured through Integrated Care Fund funding (Well-being Hubs and City Centre Youth Hub) and Welsh Government Targeted Regeneration Investment Programme funding (Butetown Creative Youth Hub). Butetown Creative Youth Hub work has been completed and the building handed over.</p> <p>Contractor work has also been completed at the domestic abuse facility at the Cardiff Royal Infirmary. The final handover is pending due to the impact of Covid-19 on Cardiff &amp; Vale University Health Board.</p>		<p><b>Complete</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<ul style="list-style-type: none"> <li>Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers.</li> </ul>			<p>There have been some issues with the opening dates for Whitchurch and Rhydypennau Hubs due to Covid-19 following their closure for redesign improvements.</p> <p>Community Inclusion officers continue to make links within communities, setting up groups to alleviate isolation and identify gaps in service provision.</p>		
<p><b>Promote and support the growth of the Welsh Language</b> to help meet the Welsh Government’s ‘Cymraeg 2050: A million Welsh speakers’ strategy by:</p> <ul style="list-style-type: none"> <li>Delivering Cardiff Council’s commitments in the city-wide Bilingual Cardiff Strategy 2017-2022;</li> <li>Expanding the provision of Welsh-medium education and promoting Welsh in English-medium education.</li> </ul>	Cllr Huw Thomas & Cllr Sarah Merry	Resources, and Education & Lifelong Learning	<p>The Local Authority continues to expand the provision of Welsh-medium education in the city. The number of young people enrolled in Welsh-medium education has increased by 244 between January 2019 and January 2020, whilst allocations to the September 2020 Welsh-medium reception intake have increased over 10% compared to the September 2019 intake. The Local Authority is progressing Welsh Government grant-funded proposals to further expand Welsh-medium places across the city, including the expansion of Ysgol Y Wern and the establishment of new Cylch Meithrin provision. In July 2020, the Council approved the establishment of dual-stream provision to serve the Plasdŵr development and proposals to expand Welsh-medium primary school provision serving Central Cardiff will be brought forward in autumn 2020.</p> <p>The event 'Y Cynnig Cymraeg' has been developed to promote opportunities for students taught through the medium of Welsh to continue their education or secure employment that enables them to continue to speak Welsh.</p>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>The Bilingual Cardiff Strategy Partners Forum, with representation from over 30 key stakeholders and partners, is in place to deliver Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2017-2022</p> <p>Cardiff Council supported the successful Tafwyl festival and the National Urdd Eisteddfod.</p>		
<p>Work with partners to develop strategic plans for the development of <b>sport and physical activity by March 2020 that secure increases in participation, attract investment and ensure sustainability of provision.</b></p>	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>	<p>A Playing Pitch Strategy has been developed in dialogue with representatives from the main National Governing Bodies, Universities, Cardiff City Foundation, Urdd and the main sports clubs in the city.</p> <p>An Aquatics Strategy for Cardiff has been completed involving all water activity providers with a stakeholder board in place to regularly review progress.</p> <p>The Sport Wales regionalisation of Community Sport continues to gather momentum and Cardiff's sports network group has submitted an intention to lead the South East regional board and to tender for the opportunity to develop strategic direction in the South East region.</p> <p>The Local Sports Plan funded by Sport Wales and delivered through the Joint Venture with Cardiff Met and Sport Cardiff was realigned to prioritise the Southern Arc of the city. The aim was to target the sedentary population and increase opportunities for under-</p>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>represented groups to reduce inactivity, tackle obesity in young people and deliver new activities to stimulate alternative participation.</p> <p>Work is underway with consultants to develop a Sport, Health and Physical Activity Strategy.</p>		
Work with our network of 'Friends of' and volunteer groups to <b>engender a sense of ownership within local communities</b> in the management and development of our parks and green spaces, and to secure improvements in local environmental quality.	Cllr Peter Bradbury	Economic Development	<p>Across the year a total of 19,111 volunteer hours were recorded, despite activity tailing off during the lead-up to lockdown. These hours equate to a monetary value of £149k using the National Living Wage.</p> <p>Representatives from a number of friends and interest groups have joined the Local Nature Partnership for Cardiff, working towards a more integrated approach to natural resource management.</p> <p>New friends groups have been constituted for Victoria Park and St Mary's Gardens.</p>		<b>In progress</b>
Work in partnership with Welsh Water to <b>re-open the Lisvane and Llanishen Reservoir sites for recreational purposes</b> and re-introduce sailing to the Llanishen reservoir.	Cllr Peter Bradbury	Economic Development	<p>A project board has been established and a partnership manager appointed to deliver the reservoir project.</p> <p>A pre-application public consultation process is scheduled to go live in early July linked to the creation of a Visitor Hub at both reservoirs. Given the current Covid-19 restrictions, face-to-face public information events to share the proposals are not possible, therefore a number of virtual platforms to enable people to review the proposals have been developed.</p>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			The reservoir restoration works are nearing completion and it is envisaged that a planning application for the site will be submitted to the Council in September.		



## Well-Being Objective 2.1: A capital city that works for Wales

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Progress delivery of a new Indoor Arena to attract premier national and international events.	Cllr Russell Goodway	Economic Development	Procurement of a developer and operator consortium for the new Indoor Arena is progressing. The Call for Final Tender has been issued to bidders and bid submissions are to be submitted by August 2020. A report to Cabinet to approve the preferred bidder will be presented in October 2020.		In progress
Grow the City Centre as a location for businesses and investment delivering an additional 300,000ft <sup>2</sup> of 'Grade A' office space by 2021.	Cllr Russell Goodway	Economic Development	<p>Good progress has been made in developing additional 'Grade A' office space and attracting business growth in Cardiff:</p> <ul style="list-style-type: none"> <li>• Monzo Bank has taken two floors at No 2 Kingsway.</li> <li>• A joint venture has been announced between the WRU, Rightacres and Celtic Manor to build a new hotel in Westgate Street.</li> <li>• Starling Bank has now established space at Brunel House, its first letting in Cardiff, creating approximately 400 jobs in the city.</li> <li>• The new HMRC building in Central Square has been officially handed over for fit-out.</li> <li>• During the year 361,000 sq ft of Grade A office construction commenced and include: <ul style="list-style-type: none"> <li>• The interchange (120,000 sq ft)</li> <li>• 'Grade A' refurbishment projects at Hodge House (67,000 sq ft) and Fusion One (65,000 sq ft) have been completed.</li> </ul> </li> <li>• Work has started at the John Street development – the 2.5 acres development will have 109,000 sq ft new speculative office accommodation to be completed in early 2021.</li> </ul>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to <b>deliver investment and capacity improvements at Cardiff Central Station</b> which sits at the heart of the South Wales Metro and the Integrated Transport Hub.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development	Work has started on the Interchange building including a significant amount of 'Grade A' office space.  UK Government has announced funding support of £58.3m towards the upgrade of Central Station, completing the required funding package. Transport for Wales has now been appointed to complete the Detailed Business Case for the modernisation of Cardiff Central Station.		In progress
Bring forward a <b>new mixed-use development at Dumballs Road</b> through the delivery of 2,000 homes by 2022.	Cllr Russell Goodway	Economic Development	A planning application for Dumballs Road has been produced. An agreement is in place for the disposal of Council-owned land to developers, subject to Cabinet approval, which has been delayed due to the Covid-19 pandemic.		In progress
<b>Deliver an Industrial Strategy for Cardiff East</b> , which will support the progression of the Cardiff Parkway development.	Cllr Russell Goodway	Economic Development	The East Cardiff Industrial Strategy has been approved and a market testing exercise is underway. Work is progressing on the Parkway development with a planning application due in Quarter 3 2020/21.		In progress
Develop a <b>new vision and masterplan for Cardiff Bay</b> by 2020, including taking forward delivery of the next phase of development for the International Sports Village by 2019.	Cllr Russell Goodway & Cllr Peter Bradbury	Economic Development	A development strategy for revitalising the International Sports Village, including the Toys R Us building, has been produced. Work on the new Cardiff Bay masterplan is progressing with a view to a final plan being presented to Cabinet in November 2020.		In progress
Launch a new masterplan for the <b>Cardiff Canal Quarter</b> by April 2020.	Cllr Russell Goodway	Economic Development	A draft masterplan for the Canal Quarter has been developed and the Council is now undertaking a process of engagement with local landowners. Engagement activities have been delayed due to the		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			Covid-19 pandemic and a final masterplan will now be presented to Cabinet in Quarter 3 2020/21.		
Work with Cardiff Capital Region partners to <b>ensure that City Deal investment supports the economic development opportunities of the city-region.</b>	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development, and Planning, Transport & Environment	<p>A graduate scheme has been launched with significant input from Cardiff businesses.</p> <p>The Cardiff Capital Region Cabinet approved funding and a new partnership approach to work with Cardiff Council for MIPIM 2020. However due to the Covid-19 pandemic, the event was cancelled.</p> <p>Masterplan visioning work continues for the Metro Central I collaboration with City Deal partners.</p> <p>Collaboration with City Deal has led to tailored COVID-19 business support packages being announced in Wales. Initial outline business cases approved for support for Coryton Life Sciences Hub and a local life-sciences business based in Cardiff University.</p>	Green	In progress
<b>Develop a sustainable events portfolio</b> which builds on Cardiff's event hosting credentials. This will include the development of a 'signature event' and establishing Cardiff as a <b>Music City</b> over the next 5 years.	Cllr Peter Bradbury	Economic Development	<p>Cardiff Castle hosted Tafwyl in June 2019 attended by over 40,000 visitors. A further 32,500 attended a three-day music event in the Castle at the end of June.</p> <p>The Cardiff Food and Drink Festival took place in early July 2019, supporting over 120 small businesses and attracting in excess of 75,000 visitors to Cardiff Bay over the weekend.</p> <p>Cardiff Music Board has been established and will support the delivery of the Cardiff Music Strategy recommendations. The Council is working in partnership</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			with the Welsh Government Major Events Unit and music sector partners to develop the 'Cardiff Music City Festival'. The festival was initially planned for October 2020, but has now been postponed until autumn 2021 due to Covid-19 challenges and public health restrictions.		
<p><b>Support the development of the creative sector</b> and help unlock investment opportunities by working with partners across the sector to support the growth of creative enterprises through the establishment of a Creative Accelerator programme.</p>	Cllr Peter Bradbury	Economic Development	<p>Cardiff hosted the Creative Cities Convention 2019 in April.</p> <p>Creative Cardiff announced the first series of investment in innovation support for a range of production companies in Cardiff. New incubation / accelerator space has been made available by the University of South Wales in their Atrium Building in the heart of Cardiff.</p> <p>A work programme has been established with Industry body, PACT, to support growth in TV independent sector in Cardiff, including support to establish the PACT Wales TV Group in association with Welsh Government.</p> <p>Cardiff Council is a partner of Creative Cardiff's 'Strength in Places' bid for UK Government funding to support the sector.</p> <p>Cardiff is working with colleagues in Bristol and private partners to realise the benefits arising from Channel 4's Creative Hub in Bristol.</p>		<b>In progress</b>



### Well-Being Objective 3.1: Cardiff grows in a resilient way

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Work with Welsh Government and Local Authorities to jointly explore a new programme of regional recycling infrastructure over the next three years, focused on delivering facilities to improve and extend the capability and capacity for the sustainable treatment of “difficult to recycle” materials.	Cllr Michael Michael	Planning, Transport & Environment	Cardiff Council have worked collaboratively with Welsh Government and were successful in receiving a grant from Welsh Government for £515,068. This grant covers procurement of vehicles, bins & caddies and depot changes to support the collection of Absorbent Hygiene Products (AHP). With this funding, the service has procured four new vehicles to support AHP collections.  Cardiff Council will participate in meetings during 2020 with regards to a Regional Wood Facility Project. The development of a business case will determine whether Cardiff Council work collaboratively to deliver this project.		In progress
Meet our recycling targets by working with Welsh Government and WRAP (Waste & Resources Action Programme) to: <ul style="list-style-type: none"> <li>Develop and deliver short-term recycling objectives by June 2019;</li> <li>Develop a long-term sustainable approach to the collection of residual wastes, recyclables and food waste by March 2020.</li> </ul>	Cllr Michael Michael	Planning, Transport & Environment	A project board and project team are in place with Welsh Government, Local Partnerships and WRAP.  A baseline model was substantially completed in Quarter 4. The modelling does not show a significant impact to recycling performance. The final report will be received in Quarter 1 2020/21 and will include a review of four-day working.		In progress
Develop a citizen-based strategic plan for new and existing recycling centres,	Cllr Michael Michael	Planning, Transport & Environment	Recycling levels were 75% at Bessemer Close and 74% at Lamby Way and although the 80% target was not met, improvements have been made.		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
and promote improved recycling to 80% in centres by March 2020.			Black bag splitting is not effective due to the high volumes arriving at the recycling sites and the reluctance of residents to participate in this activity.  Covid-19 will mean different controls will be required and these will develop during Quarters 1 and 2 of 2020/21.		
Develop and deliver targeted interventions to promote recycling in communities to support achieving the 64% recycling target for 2019/20.	Cllr Michael Michael	Planning, Transport & Environment	A Cabinet report 'Improving Recycling in Cardiff' will promote the use of education to support the improvements in recycling performance. The application of a 'pink sticker' linked with BarTec and StarTraq will ensure residents receive information on how they can improve their recycling.  The recycling performance for 2019/20 was 57.88%. Covid-19 had limited impact on this performance, albeit the pandemic has delayed the application of the 'pink sticker' campaign.		<b>In progress</b>
Enhance and expand existing partnership(s) to support re-use in Cardiff by March 2020.	Cllr Michael Michael	Planning, Transport & Environment	Work with internal Design and Delivery team is not progressing due to resource. Project Team are reviewing frameworks to tender the purchase and installation of temporary buildings on site for a Re-Use Centre. Work is progressing on branding for the Centre working with our partner, Waste Savers.  Decision to relocate re-use building to Lamby Way following work to clear the location of the old recycling centre.		<b>In progress</b>
Establish for roll-out an area-based model for cleansing and enforcement to support efficient and effective service delivery by June 2019.	Cllr Michael Michael	Planning, Transport & Environment	Following a trial period from September to December, work has been completed to create the east/west and afternoon/evening teams – supporting required improvements of coverage of the city throughout the day.		<b>Complete</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Develop and deliver an <b>extended campaign for 'Love Where You Live'</b> to encourage local volunteering, and engage with citizens and businesses on concerns in their communities by September 2019.	Cllr Michael Michael	Planning, Transport & Environment	<p>Good progress has been made across the year:</p> <ul style="list-style-type: none"> <li>• Love Where You Live lockers have been installed in a number of Hubs.</li> <li>• Community Street Planters have been installed.</li> <li>• The Leave Only Pawprints campaign was launched.</li> </ul> <p>Work commenced with engaging citizens and businesses in focused areas such as Grangetown. The pilot work did provide localised improvements, but was not expanded due to resource requirements.</p>		<b>In progress</b>
Develop and implement a comprehensive programme in the Council's street scene services to drive productivity and performance improvements from April 2019, with better co-ordination of highways maintenance, waste management and cleansing to improve the public realm.	Cllr Michael Michael	Planning, Transport & Environment	Co-ordination of work is taking place to tackle problems in areas of concerns in wards. The development of a programme of improvements is in place for Street Scene. Monitoring of productivity and performance is ongoing to support informed decision making and feedback to specific initiatives/projects.		<b>In progress</b>
<b>Develop a Cardiff Food Strategy</b> for approval by May 2019 and implement the approved action plan.	Cllr Michael Michael	Planning, Transport & Environment	<p>The Food Strategy was approved by Cabinet November 2019 and is now at implementation stage. The Steering Group membership agreed has been and initial meeting was arranged for April 2020. However the meeting had to be postponed until June due to Covid-19 and was held virtually.</p> <p>Meetings have taken place with Public Health Wales to ensure alignment with the Move More, Eat Well Strategy.</p>		<b>In progress</b>
<b>Deliver a 7.5 Megawatt Solar Farm at Lamby Way</b> by September 2019 – generating	Cllr Michael Michael	Planning, Transport & Environment	Overall, the project is moving forward successfully but there has been a minor delay as a result of Covid-19 construction conditions. Contractor is now on site and scheduled to complete by the end of August 2020.		<b>In progress</b>



Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
renewable energy and supporting carbon-neutral aspirations – subject to the approval of a final business case in April 2019.			Progress on the installation of the private wire is delayed but this will not impact on the completion of the solar farm.		
<p><b>Ensure the Council can achieve compliance with the EU Limit Value for Nitrogen Dioxide (NO<sub>2</sub>) in the shortest possible time by:</b></p> <ul style="list-style-type: none"> <li>• Completing the feasibility study to identify the preferred measure(s);</li> <li>• Submitting the Final Plan – including the full business case for the preferred option – to Welsh Government by 30<sup>th</sup> June 2019.</li> </ul>	Cllr Michael Michael & Cllr Caro Wild	Planning, Transport & Environment	In December 2020 it was confirmed by the Welsh Government Minister that the Council's Clean Air Plan has been approved with funding of up to £21m to be made available. The Plan has been developed with specialist consultants and passed through a series of quality tests to ensure it is as robust as is possible. A collaborative approach between Welsh Government and Cardiff Council has been undertaken throughout the process with regular meetings and negotiations ongoing.		<b>In progress</b>
Launch a <b>new Transport &amp; Clean Air Vision</b> for the city and develop a Clean Air Strategy, including Active Travel solutions, by September 2019.	Cllr Caro Wild	Planning, Transport & Environment	<p>The Transport White Paper was launched on 15<sup>th</sup> January 2020 and lays out an ambitious 10-year plan to tackle the climate emergency, reduce congestion and improve air quality. It includes proposals for developing the South East Wales Metro, including new Metro lines connecting new and existing communities in the city, Rapid Bus Transport, Active Travel and improvements to our streets and the future of the car, including reducing car ownership through car clubs and greening through the expansion of electric vehicle charging infrastructure.</p> <p>The timescale for the White Paper was amended in line with ongoing developments in relation to the Clean Air Plan to ensure alignment.</p>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Deliver a prioritised programme of highways enhancements</b> through minor road repairs and full-scale resurfacing to address concerns such as potholes, and deteriorating roads and pavements.</p>	<p>CLlr Caro Wild</p>	<p>Planning, Transport &amp; Environment</p>	<p>Specialist works programme for concrete carriageways has been completed, micro-surfacing phase 1 is also completed. Phase 2 commenced in Quarter 4 but will also continue in Quarter 1 2020/21. Contracts have been let for resurfacing works under the South East Wales Framework and commenced in Quarter 4 but will also continue in 2020/21 Quarter 1. Patching works have continued at high volume and quality throughout the city.</p> <p>Estimates on previous works, utilising experience of road type, materials and potential disruption to ensure accuracy during evaluation process, have been produced and careful monitoring of spend on patching works continues to ensure budget constraints are met. The delivery of programmes of work will continue through to the end of the financial year.</p>		<p><b>In progress</b></p>
<p><b>Support Transport for Wales with the implementation of the Cardiff Metro</b>, increasing the quality of public transport infrastructure, the frequency of train journeys and the deployment of new train/tram extensions and stations across Cardiff.</p>	<p>CLlr Caro Wild</p>	<p>Planning, Transport &amp; Environment</p>	<p>Working groups with Transport for Wales and Transport for Wales Rail have been established to progress the preparation of business cases for improvements to stations, new stations and line extensions in Cardiff.</p> <p>Key successes across the year include:</p> <ul style="list-style-type: none"> <li>• Short-listing of options for the North West Cardiff WelTAG 1 study has been completed.</li> <li>• Technical work on Cardiff West Junction identifying options to unlock the Cardiff Cross-rail link between the North West Corridor and Cardiff Bay has been completed.</li> <li>• Scoping work was undertaken to inform the development of business cases and further technical work including Central Station to Cardiff Bay and Cardiff Bay to Roath Dock.</li> <li>• Progress was made identifying work programmes to review future enhancements to the Cardiff Metro including station improvements, new stations and new line extensions facilitating cross-city and regional movements unlocking development opportunities and contributing towards carbon reduction.</li> </ul>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Develop an <b>Electric Vehicles Strategy</b> by December 2019, including the delivery of new electric buses.	Cllr Caro Wild & Cllr Michael Michael	Planning, Transport & Environment	<p>Significant steps have been undertaken in defining the Electric Vehicle (EV) Strategy. The majority of core projects have been successfully completed. Key progress includes:</p> <ul style="list-style-type: none"> <li>• Progress with residential EV charging locations has ensured that 10 locations with a total of 18 fast charging points have been installed across the city. A second phase of five sites with one charge point each is in progress.</li> <li>• Pilot project for installation of six Rapid Charging stations has been initiated with the company 'Enginie'. One location has been fully installed with the remaining five locations now in final planning stages, and licenses being progressed.</li> <li>• The work undertaken by Central Transport Services (CTS) to replace 90 Council vehicles with full EVs by 2021 has been delayed due to Covid-19. CTS are intending to review the wider fleet with Welsh Government Energy Service and OLEV. Following this review, a revised timetable will be known.</li> <li>• Ongoing work to implement taxi incentive scheme to assist taxi trade to transition to electric/ ultra-low emissions vehicle (ULEV) taxis. An initial grant of £1.86m will be used to support this.</li> </ul>		In progress
<b>Progress the City Centre Transport Masterplan</b> through achievable and deliverable transport projects from 2019 through to 2021. Projects will focus on delivering the sustainable transport infrastructure improvements and transport deliverables outlined in the Masterplan, Transport	Cllr Caro Wild	Planning, Transport & Environment	<p>Despite some delays due to Covid-19 factors, all projects within the City Centre Transport Masterplan are due to be designed and delivered within the high-level programme schedule:</p> <p>Phase 1: Central Square on site Phase 2: Castle Street – out to tender Phase 3: Boulevard de Nantes and City Centre East – delayed due to Covid-19, rephrasing and programming exercise complete.</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Strategy, the new Transport & Clean Air Vision, and Local Development Plan.					
<p><b>Support the delivery of the Council's Active Travel agenda by:</b></p> <ul style="list-style-type: none"> <li>• <b>Implementing 20mph speed limits across the city</b>, completing Grangetown and developing plans for Splott, Butetown, Canton and Penylan (subject to funding) during 2019/20.</li> <li>• <b>Improving the cycling and walking networks</b> by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Superhighway by 2021.</li> <li>• <b>Expanding the on-street cycle hire scheme</b> to 1,000 bikes by July 2019.</li> <li>• <b>Working with the Active Travel Advisory Groups.</b></li> </ul>	Cllr Caro Wild	Planning, Transport & Environment	<p><b>20mph speed limits:</b></p> <ul style="list-style-type: none"> <li>• During the year, Grangetown and Penylan schemes have been completed and plans have been developed for Splott, Butetown, Canton/Riverside, Llandaff, Creigiau, Pentyrch and Tongwynlais – in anticipation of funding for 2020/21.</li> <li>• Work with Welsh Government has commenced to assist on an evaluation pilot of processes to inform guidance on a future 20mph default speed limit in built- up areas.</li> </ul> <p><b>Cycle and walking networks:</b></p> <ul style="list-style-type: none"> <li>• Construction of Cycleway 1 Phase 1 (St Andrew's Crescent to Senghennydd Road) is complete.</li> <li>• Construction of North Road Cycle Upgrade Phase 2 has commenced but finish date has been delayed as a result of temporary site closure due to Covid-19.</li> <li>• Design and modelling work is ongoing for Cycleway 3 (City Centre / Splott to Cardiff Bay).</li> <li>• Consultation on Hailey Park and Cycleway 4 (Sophia Gardens) started prior to Covid-19 lockdown but closing dates extended due to lockdown starting within consultation period.</li> </ul> <p><b>On-street cycle hire:</b></p> <ul style="list-style-type: none"> <li>• Additional rental stations have been installed during the year and the system has expanded to approximately 1,000 bikes available. Ebikes infrastructure planning is underway to locate 125 bikes in key appropriate locations across the city.</li> </ul>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<ul style="list-style-type: none"> <li>A BikeShare4All outreach scheme is being developed with support from key stakeholders which will increase the access to the scheme for hard-to-reach groups.</li> </ul> <p><b>Active Travel Groups:</b></p> <ul style="list-style-type: none"> <li>A comprehensive agenda of active travel interventions and schemes have been discussed through the Council's Cycling Advisory Group. There was extensive liaison with active travel stakeholders in the lead up to the Cardiff Car Free Day and HSBC Let's Ride Event in May.</li> <li>Work has begun on developing the Healthy Streets Programme in partnership with campaigning charity 'Living Streets'. The work will include engagement with local communities to inform the prioritisation of interventions and the design process.</li> </ul>		
<p><b>Ensure every school in Cardiff has developed an Active Travel plan</b> – including training and/or infrastructure improvements – by 2022.</p>	<p>Cllr Caro Wild &amp; Cllr Sarah Merry</p>	<p>Planning, Transport &amp; Environment, and Education &amp; Lifelong Learning</p>	<p>A number of schools are now producing Active Travel Plans. The pilot engagement has shown that a bespoke approach with individuals schools to address their specific issues and offer tailored support has proven better than a 'one size fits all' approach.</p> <p>School streets were piloted in five locations to prevent parking around schools at drop-off and pick-up times. Plans for expansion of the approach are being developed.</p> <p>Planning and active travel plan advice and guidance has been given for Band B school projects, most notably Fitzalan School, Doyle Avenue and Willows High schemes.</p> <p>Active travel facilities have been installed in nine schools including cycle shelters and bike and scooter racks.</p>		<p><b>In progress</b></p>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Support the delivery of high-quality and well-connected communities</b> – as described by the Council’s Master Planning Principles – ensuring that:</p> <ul style="list-style-type: none"> <li>Supporting infrastructure, such as sustainable transport, schools, community facilities and green spaces, are delivered at all new strategic housing developments;</li> <li>New housing developments are informed by good design and infrastructure planning;</li> <li>Community infrastructure improvements on strategic sites are communicated to the public.</li> </ul>	Cllr Caro Wild	Planning, Transport & Environment	<p>Significant progress has been made on a number of Local Development Plan (LDP) strategic sites and supporting infrastructure.</p> <p>“Approval of Reserved Matters” applications have been submitted for:</p> <ul style="list-style-type: none"> <li>Plasdŵr (LDP Site C);</li> <li>St Edeyrn’s (LDP Site G);</li> <li>Junction 33 (LDP Site D), and;</li> <li>Churchlands (LDP Site F).</li> </ul> <p>Work is progressing in relation to a new Primary School at St Edeyrn’s (LDP Site G).</p>		In progress
<p><b>Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic</b></p>	Cllr Caro Wild	Planning, Transport & Environment	<p>The 6,500 target is for the 12-year period 2014 to 2026 and for the first five years the completion of 1,082 affordable homes has been recorded. As of April 2019 there are 4,790 affordable dwellings not yet started in the landbank and since then, a further 234 affordable homes have been granted planning</p>		In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
sites including 6,500 new affordable homes by 2026.			<p>permission or secured as part of an off-site Section 106 agreement, including a number of Cardiff Housing Partnership sites across the city.</p> <p>Further planning applications for several of the strategic housing sites are due to be considered over the next 12 months and construction is now progressing on four of the strategic housing sites, which will result in the release of further land to deliver the affordable homes target.</p>		
<b>Deliver 2,000 new Council homes</b> , of which at least 1,000 will be delivered by May 2022.	Cllr Lynda Thorne	People & Communities	<p>Work is progressing across a number of schemes to deliver new Council homes. Planning applications have been submitted for the St Mellons scheme and the Maelfa Independent Living Scheme. Consultants for the Channel View redevelopment scheme have been appointed and work is progressing with the Caldicot Road scheme.</p> <p>The Cardiff Design Standard has been drafted, setting out the standards that all new Council housing schemes should meet, with a view to implement the standard by September 2020. Consultation will be undertaken with stakeholders and partners to ensure we adopt a suitable and deliverable standard.</p> <p>Cardiff's development programme is being well-received by tenants and the programme has won three national awards to date.</p>		<b>Complete</b>
<b>Secure a contract for the delivery of a heat network</b> to serve areas of the Bay and City Centre, subject to successful national government capital grant award and cabinet approval	Cllr Michael Michael	Planning, Transport & Environment	National Government Grant and Welsh Government interest-free loan has now been secured and procurement commenced in June 2020. The final business case, including prices derived through procurement, is scheduled for December 2020		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
of a final business case by October 2019.					
Convene regular Design Review Meetings to consider and <b>make recommendations to development proposals</b> submitted to the Local Planning Authority, publish an annual Design Review Monitoring Report, and complete the Supplementary Planning Guidance programme.	Cllr Caro Wild	Planning, Transport & Environment	<p>The Design Review group met 33 times in 2019 and commented on 119 schemes. The Annual Report is available on the link below:  <a href="https://www.cardiff.gov.uk/ENG/resident/Planning/City-design-and-public-art/Documents/Design%20Review%20Annual%20Report%202019.pdf">https://www.cardiff.gov.uk/ENG/resident/Planning/City-design-and-public-art/Documents/Design%20Review%20Annual%20Report%202019.pdf</a></p> <p>The Supplementary Planning Guidance programme is complete.</p>		<b>Complete</b>
Continue to engage with the Pensions Committee to deliver an environmentally-friendly pension policy.	Cllr Chris Weaver	Resources	<p>Cardiff is working with the Wales Pension Partnership (WPP) to develop a collaborative approach to responsible investing and carbon-friendly investing.</p> <p>In May 2019 the Pensions Committee agreed to the following changes and recommendations, which have been implemented during the year:</p> <ol style="list-style-type: none"> <li>1. The Investment Advisory Panel make an initial allocation during 2019/20 of 10% of fund assets to a fund tracking a Global Low Carbon index;</li> <li>2. Supports in principle for disinvestment in companies engaged in fossil fuel extraction and support further development of climate change investment policy;</li> <li>3. Notes the ongoing work being undertaken in collaboration with the other WPP authorities and the WPP's investment partners.</li> </ol> <p>In Quarter 4, 10% of the total fund assets (value circa £200 million) was transferred into the Low Carbon Tracker fund.</p>		<b>In progress</b>



### Well-Being Objective 4.1: Modernising and integrating our public services

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
<p><b>Progress the seven strands of the Council's Digital First Agenda</b>, with a focus on:</p> <ul style="list-style-type: none"> <li>Identifying priorities for the 'connected citizen strategy' by June 2019;</li> <li>Working with stakeholders to identify the priorities of the remaining 'connected' strands by December 2019.</li> </ul>	Cllr Chris Weaver	Resources	<p>A high-response rate was received from service areas providing the first annual update on their Digital Strand aspirations/priorities. These responses provided a target date and narrative on work undertaken and stories of success. A draft 'We said, We did' document has been created from responses given to show progress on key aspirations. This is yet to be published due to priorities around Covid-19.</p> <p>A review of applications and software used to provide Digital Services to customers is to take place. This will provide an analysis of the current products used.</p>		<b>Complete</b>
<p><b>Modernise the Council's estate and reduce the footprint</b> through rationalisation and investment in maintenance.</p>	Cllr Russell Goodway	Economic Development	<p>The roll-out of the One Front Door 'consent for works' initiative across the corporate estate was completed in Quarter 4 together with the Non-Schools Handbook.</p> <p>The Schools and Non-Schools Annual Maintenance Programmes for 2020/21 have been finalised.</p>		<b>In progress</b>
<p><b>Develop a new five-year Property Strategy by March 2020.</b></p>	Cllr Russell Goodway	Economic Development	<p>The presentation of a new Property Strategy to Cabinet has been delayed due to the pandemic and will now be presented in Quarter 3 2020/21.</p>		<b>In progress</b>
<p>Take forward delivery of the <b>Core Office Strategy</b>.</p>	Cllr Russell Goodway	Economic Development	<p>The presentation of a report on the Core Office Strategy to Cabinet has been delayed due to the pandemic and will now be presented to Cabinet in October 2020.</p>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Improve the health and well-being of our employees by continuing to monitor sickness absence, and proactively provide support for employees and managers.	Cllr Chris Weaver	Resources	<p>The Attendance and Well-being Policy was reviewed and adjusted. A letter was sent to all staff from the Chief Executive, including a leaflet outlining the changes.</p> <p>A new Fast Track Physio referral service was launched at the start of August and continued support is in place to support employees with musculoskeletal problems to either remain in work or to return to work more quickly. Meetings have taken place with all Directorates and the Chief Executive to review all long-term sickness cases.</p> <p>Additional support is being provided for mental health cases through a number of mechanisms which support mental health issues over a longer period.</p> <p>The end of year figure for sickness was 11.77 days lost per Full-Time Employee against a target of 9.5.</p>		Complete
Work towards the <b>Gold Level Corporate Health Standard Award</b> by March 2020.	Cllr Chris Weaver	Resources	<p>The Health and Well-being Survey commenced in Quarter 2 and this included questions relating to the Corporate Health Standard.</p> <p>Progress towards the Gold Health Standard has been delayed due to Covid-19. As the organisation moves to new ways of working and is considering its office space and assets, it has been agreed that the application for the Gold award be put on hold.</p> <p>In order to retain our Silver status we will need to go through a revalidation process. This should be completed by March 2021, however, there is a six-month leeway period should we require it.</p>		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Continue to reinforce the Agency Workers Charter and embed core processes to review Agency Worker placements at 12 and 18 months.	Cllr Chris Weaver	Resources	The number of agency workers in Waste Management has been reduced through their appointment to 26 permanent posts. Regular reports are to be sent to Directorates regarding agency staff who have been working for lengthy periods and responses to be shared at Trade Union Partnership meetings. This has been delayed due to Covid-19.		Complete
Support people and communities to be more engaged with the work of the Council.	Cllr Huw Thomas & Cllr Chris Weaver	Resources	<p>A Citizens Engagement Review was completed in July and an improvement plan has been developed to enhance the Council's engagement practice.</p> <p>New branding materials were produced for Cardiff's Citizens Panel and a number of recruitment stalls were organised at events with high footfall.</p> <p>A mid-point review of Ask Cardiff 2019 took place, where the Research Team explored the demographics of the responses to date, and designed the second half of their engagement plan to address any gaps in representation as far as possible.</p> <p>Due to the late financial settlement, the Council's Budget Consultation was delivered and concluded in Quarter 4, including a new question which prompted residents to share their views on service priorities in the city. A programme of engagement was delivered to support the consultation to reach communities traditionally underrepresented in Council surveys.</p>		Complete
Ensure that the Council's workforce is representative of the communities it serves.	Cllr Chris Weaver	Resources	Unconscious bias has been included in the draft updated Recruitment & Selection Policy and Manager Guide. The Council was placed 187 out of 503 employers in the Stonewall 2020		Complete

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			<p>Workplace Equality Index (WEI), an improved position on the previous year. A draft Action Plan had been put in place for next WEI submission, however Stonewall have taken the decision not to have a WEI this year due to impact of Covid-19 on activities. WEI categories have also changed, so the action plan will need to be revisited for next year's submission.</p> <p>The reverse mentoring pilot has been put on hold due to absence. This pilot pairs a mentor with a senior manager and gives insight into how they see the organisation/policies etc. and how these can be shaped in respect of the protected characteristics.</p> <p>The Council continues to advertise job vacancies externally and includes an equal opportunity statement on the website to encourage applications from under-represented groups, which includes those aged under 25; those not currently in education, employment or training; from local communities including in particular, disabled individuals, carers and those from the Cardiff BAME and LGBT+ communities; and those with the ability to communicate fluently in Welsh. The Council also continues to promote its commitments as a Disability Confident Employer as well as a Stonewall Diversity Champion on the website.</p> <p>Covid-19 has impacted on the ability of the Employee Networks to undertake activities. Further reminders have been issued to employees to update their equality data.</p>		
Ensure that the Council delivers a high-quality customer service across the organisation by delivering the seven priorities recommended in the	Cllr Chris Weaver	Resources	Three modules for customer service training have been developed, with online training released in Quarter 2.	Green	In progress

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
Customer & Leadership report by March 2020.			An Institute of Customer Service Benchmarking survey was carried out during Quarter 3, a discussion on the results took place in January and a decision not to publish the results was taken. Further discussions will need to take place prior to any further ICS benchmarking surveys to ensure we are happy with the process. The feedback from the consultation undertaken at customer service week on the suite of customer service documents has been taken into consideration into the draft documents, and sign off for these with cabinet is awaited.		
Deliver the Council's priorities within the Strategic Equality Plan 2016-2020 and <b>launch a new Strategic Equality Plan by April 2020.</b>	Cllr Chris Weaver	Resources	<p>A staff engagement event regarding the Strategic Equality Plan was delivered in January 2020 including guest speakers from the Bevan Foundation, Stonewall and Welsh Government. The public consultation on the objectives for 2020-2024 was completed in February 2020.</p> <p>It was agreed that the new Strategic Equality Plan would be aligned with the Corporate Plan 2020-23, creating a single coherent document, to ensure the Council's equality practice is mainstreamed and embedded within policy development and service delivery.</p> <p>Due to Covid-19, the statutory publication deadline for the publication of both the Council's Strategic Equality Objectives and annual report was postponed until October 2020 to enable public bodies to ensure that their plans reflected the changed environment and new challenges emerging from the pandemic, including the introduction of the Socio-economic Duty in April 2021.</p> <p>The annual report has been completed and will be published in September. The Strategic Equality Plan has been thoroughly</p>		<b>In progress</b>

Steps	Lead Member	Lead Directorate	Narrative Update	RAG	Status
			revised throughout to reflect the new landscape and recovery plans for the city. This will be submitted to Cabinet ready for publication in September.		

Appendix 1c:

# **The Impact of COVID-19 on Cardiff and Summary of the Council's Response**

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# 1. Background & Summary

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## 1.1 Background

The World Health Organisation declared a global health emergency in relation to the novel coronavirus on 31 January 2020.

On 11 February 2020, the Director of Public Health for Cardiff and the Vale of Glamorgan briefed the Council's senior management team on the nature, likely development and potential impact of COVID-19 on Cardiff.

Following this meeting the Cabinet was briefed on the potential implications for the Council and the city and, in accordance with the Cabinet's direction, the Chief Executive instructed that preparations be made to stand-up the Council's Emergency Management arrangements under the Civil Contingencies Act 2005. This approach has provided robust governance and supported clarity of decision making over the course of the crisis, and has drawn upon the capacity and capability that the Council has built up over many years of managing international events and responding to extreme weather events. On 25 February 2020 COVID-19 became a standing item on the Council's weekly Senior Management Team agenda and on 19 March 2020 a Strategic Coordinating Group, chaired by Chief Executive and reporting through to the Leader and Cabinet, was established to lead on a cross-Council approach to preparing the organisation for the impact of COVID-19.

This approach built on the Council has well established emergency management infrastructure, which underpinned the Council's COVID-19 Incident Management Structure. During the Covid-19 pandemic a Strategic Coordination Group (SCG) was established and chaired by the Chief Executive. It included attendance by the Leader of the Council, the senior management team, the Operational Manager for Health and Safety and the Manager of the Resilience Unit with full minutes, action logs and decision records available. Cabinet retained oversight of the Council's Incident Management Structure, with the Leader and Chief Executive reporting and updating on a weekly basis.

From the outset, it was clear that the crisis was likely to have significant financial implications for the Council, both in terms of additional costs and loss of income. The Section 151 officer, therefore, also established systems to monitor the financial impact of the crisis. The Council's approach to financial management in response to the COVID-19 crisis is set out in detail in an accompanying Cabinet report.

Recognising the importance of civic leadership and partnership working across public services in responding effectively to the crisis, on 13 March 2020 the Council convened the Joint Public Services Board (PSB) with the Vale of Glamorgan to discuss the development of a cross-public sector approach to COVID-19.

On 23 March 2020, the UK Government announced a UK-wide ‘lockdown’ in order to limit the spread of the COVID-19 virus. In response, the Council transitioned rapidly to an ‘essential services’ model. Three core principles were immediately established to guide the Council’s response:

- Preventing the spread of infection
- Ensuring the health and safety of staff, service users and citizens
- Prioritising key frontline services and support for vulnerable people

The lockdown has had a major impact on all aspects of city life and public services and in the weeks following the announcement on 23 March 2020 the Council went through a period of unprecedented change and innovation, which has been summarised in the Joint Cabinet Statement that was considered at a meeting of the Council held remotely on 21 May 2020.

This was given additional impetus by partnership working between public services partners. At a strategic level, the Cardiff PSB has continued to meet, chaired by the Leader of the Council, to provide cross-public service leadership and direction, supported by weekly operational multiagency meetings chaired by the Council’s Chief Executive. A partnership approach has been taken in addressing a series of issues, including the establishment of the Dragon’s Heart hospital, the interface between Health and Social Services and across a wide range of community safety related matters.

At all times, the Council has sought to communicate the rapid service changes clearly and concisely to the public, to councillors and to local and national partners. It is equally important that the Council ensure an appropriate level of oversight over Council activity during this period for the purposes of performance monitoring and accountability. This report therefore:

- Summarises the impact of COVID-19 on Cardiff by drawing on the available data sets
- Outlines the Council’s response to the pandemic during Quarter 1 of 2020/21

Given that many aspects of Council business and core processes was disrupted during Quarter 1 of the 2020/21 Financial Year, this report is an important addition to the Council’s performance monitoring framework. In providing an account of the impact of COVID-19 on Cardiff and summarising the Council’s report, this document serves as the performance report for Q1 2020/21.

## 2. COVID-19: Impact on Cardiff

---

This section addresses the direct impact of COVID-19 on the population of Cardiff. The data presented includes testing, confirmed cases and deaths. While the focus of much of this report is on Quarter 1 2020/21, most of the data examined in this section will extend beyond that period, looking at the full range of COVID-19 data available at the time of writing.

Where available, the data in this section is taken directly from source, and presented in chart format. Any assumptions, exclusions or comments on the data are included as footnotes. Where the source data isn't accessible, or has already been examined and presented by another reliable source, such as Public Health Wales and Data Cymru, existing charts have been added to the report (either in situ or as an appendix), with links to the live charts in the footnotes.

### 2.1 Testing & Cases

Testing for COVID-19 began on 4 February 2020, ramping up significantly from mid-March. During Quarter 1, there were on average 180 tests administered per day in Cardiff. Data for testing and cases across Wales is from Public Health Wales. Public Health Wales host a COVID-19 dashboard<sup>1</sup> which is updated regularly, with the dataset behind it being publicly accessible, some of which is taken from other sources, including the Office of National Statistics.

#### Cases and Tests over Time

Figures 2.1.1 and 2.1.2 show confirmed COVID-19 cases, divided into new cases, showing a clear peak in late March and early April, and cumulative cases, showing the tapering off of cases from June onwards. Appendix C shows equivalent information for England from the UK Government Coronavirus Data Dashboard<sup>2</sup>. Appendix G shows this information for Local Health Boards (Wales)<sup>3</sup>.

Figures 2.1.3 and 2.1.4 show testing episodes. As above, this data is presented in two ways: per day, and cumulative. Appendix F shows equivalent information for England from the UK government Coronavirus Data Dashboard.

For COVID-19 testing, comparisons are made against other Welsh authorities, as the testing regime used across Wales is directly comparable to Cardiff.

---

<sup>1</sup> The Public Health Wales COVID-19 Surveillance Dashboard can be accessed [here](#).

<sup>2</sup> The UK government Coronavirus Data Dashboard can be accessed [here](#).

<sup>3</sup> Source: [Public Health Wales](#), 20/08/20.

### New COVID-19 Cases per Day

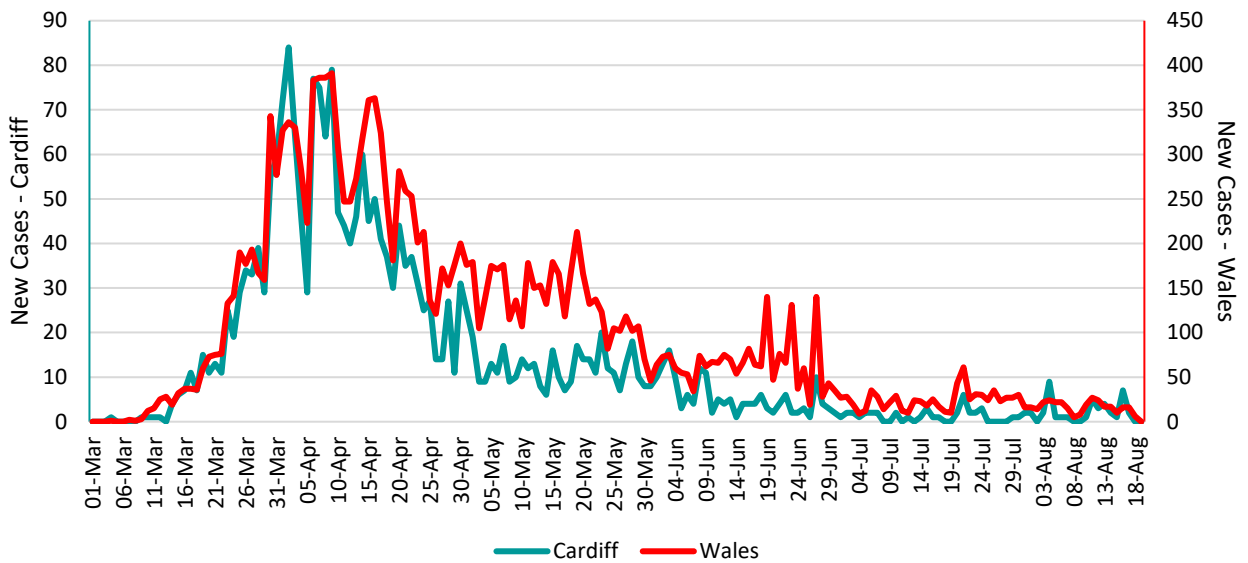


Figure 2.1.1 - New COVID-19 Cases per Day: Cardiff and all-Wales Total<sup>1</sup>

### Cumulative COVID-19 Cases

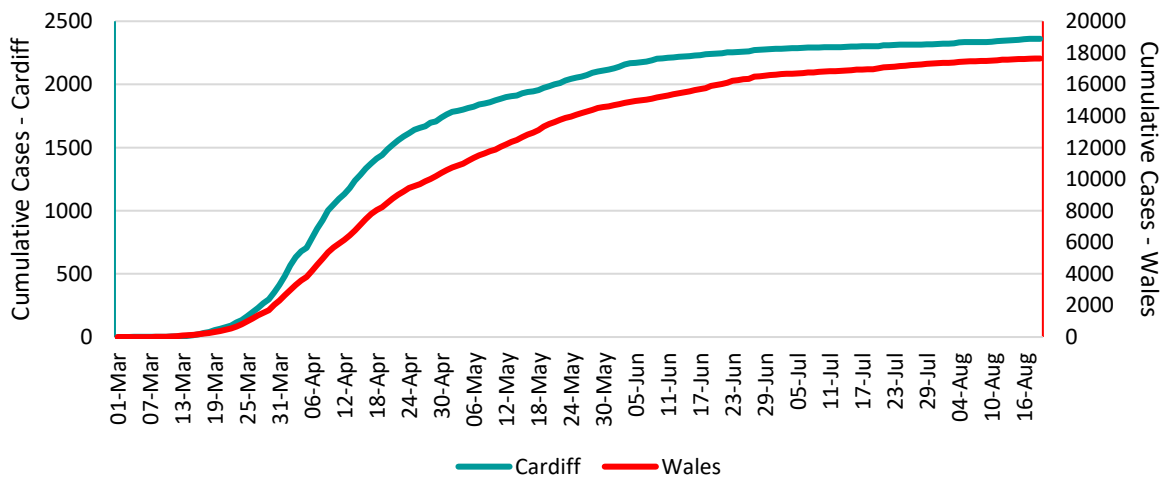


Figure 2.1.2 - Cumulative COVID-19 Cases: Cardiff and all-Wales Total<sup>2</sup>

<sup>1</sup> Source: [Public Health Wales](https://publichealth.wales), 20/08/20. Data broken down by each Welsh Local Authority by Month is included in Appendix A.

<sup>2</sup> Source: [Public Health Wales](https://publichealth.wales), 20/08/20. Data broken down by each Welsh Local Authority by Month is included in Appendix B.

### New COVID-19 Tests per Day

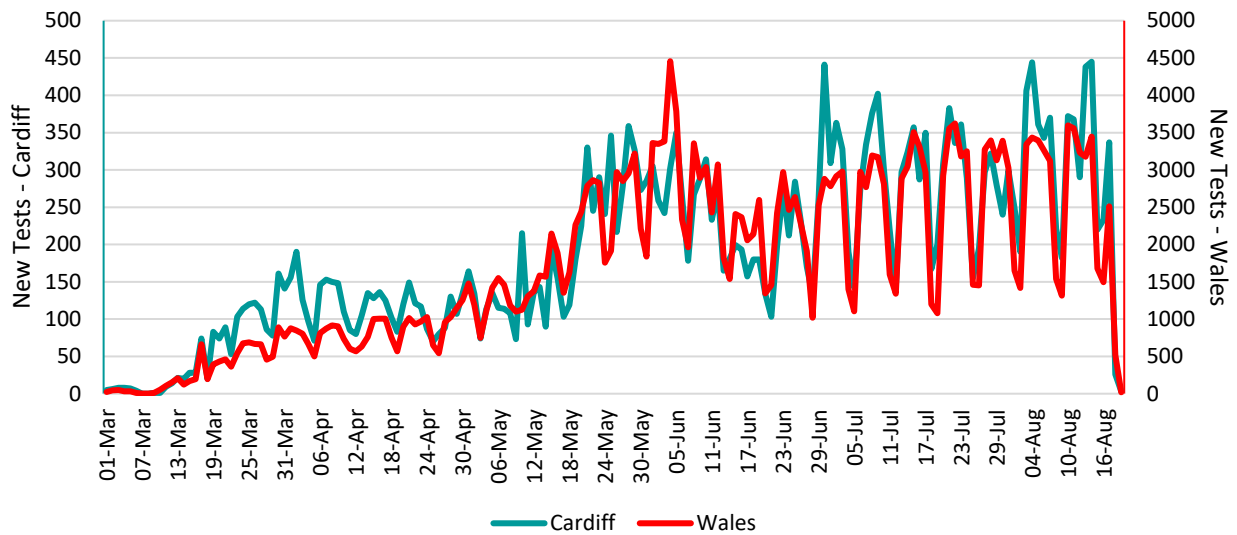


Figure 2.1.3 - COVID-19 Tests per Day: Cardiff and all-Wales Total<sup>1</sup>

### Cumulative COVID-19 Tests

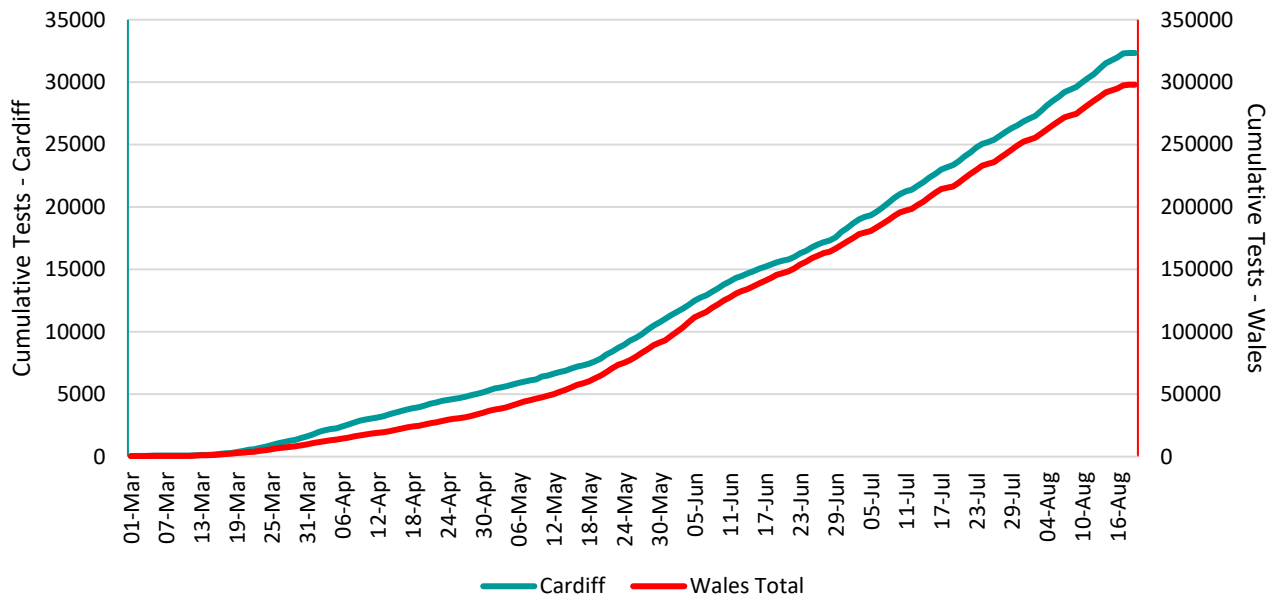


Figure 2.1.4 – COVID-19 Cumulative Tests: Cardiff and all-Wales Total<sup>2</sup>

<sup>1</sup> Source: [Public Health Wales](https://publichealth.wales), 20/08/20. Data broken down by each Welsh Local Authority by Month is included in Appendix D.

<sup>2</sup> Source: [Public Health Wales](https://publichealth.wales), 20/08/20. Data broken down by each Welsh Local Authority by Month is included in Appendix D.

## Cases and Tests by Local Authority

Figure 2.1.5 shows the confirmed cases and testing episodes undertaken for Cardiff (red) compared against other Welsh Local Authorities.

Cardiff undertook significantly more testing, and had more cases, than other authorities. This can be attributed, at least in part, to Cardiff's higher total population and population density. The trend of larger authorities undertaking more tests, and having more cases, is consistent across Wales. A notable exception is Merthyr which, whilst having the smallest population, has a relatively large number of confirmed cases.

The percentages in figure 2.1.5 show the proportion of tests which return positive, as an average over the duration examined (approximately five months). Across all of Wales 7.5% of tests returned positive, with Cardiff's proportion being slightly higher at 9.4%, and Rhondda having the highest at 10.4%. This percentage doesn't necessarily indicate a population's susceptibility to COVID-19, but could also be indicative of the effectiveness and targeting of testing.

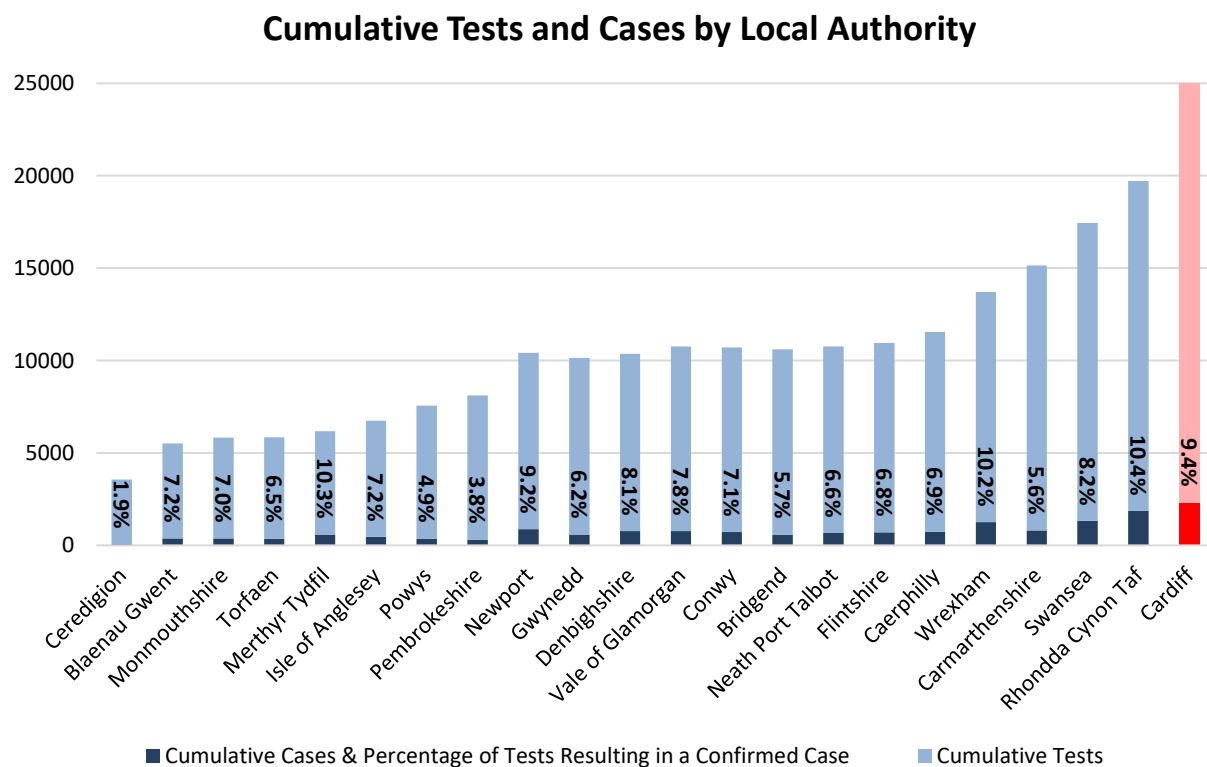


Figure 2.1.5 - Cumulative COVID-19 Tests and Cases: Welsh Local Authority Comparison<sup>1</sup>

<sup>1</sup> Source: [Public Health Wales](https://publichealth.wales). Data runs from the start of the pandemic to July 25, 2020. Chart excludes 6517 tests and 274 cases marked as 'unknown' and 'outside Wales'.

### Cases by Age Group and Gender (Wales)

Figures 2.1.6 and 2.1.7 show the split of confirmed cases and testing episodes by both age group and gender. This information is currently only available at a national level (all-Wales), rather than a local (Cardiff) level.

Of all testing subjects in Wales, 36% were male and 64% were female. This divide could be due to the public sector and healthcare having a proportionately larger female workforce (66% in public sector as a whole<sup>1</sup> and 77% in the NHS<sup>2</sup>). It is these public sector workers who are most likely to be dealing face-to-face with members of the public, including those who are most vulnerable, and would therefore have the most pressing requirement for testing.

Across all of data available on confirmed cases and testing episodes, there is a clear trend, as shown in the charts above and appendices A-G. This trend shows that despite a significant rise in the number of tests conducted, the number of positive cases has continued to fall, with cumulative cases plateauing from around mid-June.

Other protected characteristics are not yet mapped against COVID-19 case and test data, although ethnicity information is available in regards to COVID-19 deaths, though only at an England and Wales level – see below in section 2.2.

#### COVID-19 Cases in Wales: Gender Split by Age Group

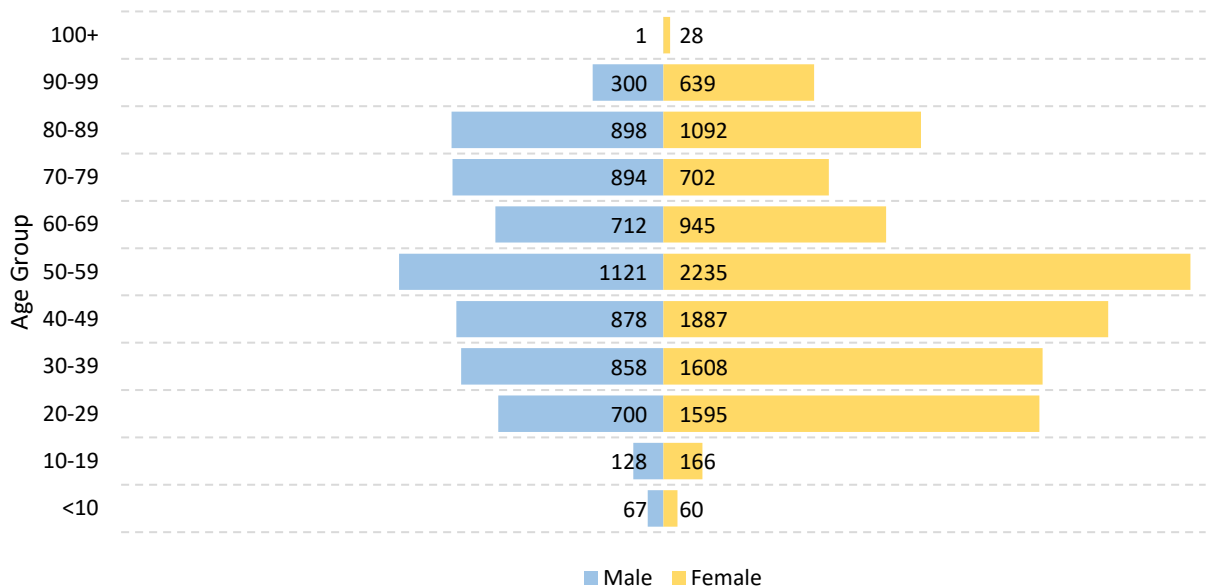


Figure 2.1.6 - COVID-19 Cases Split by Gender and Age group, Wales<sup>3</sup>

<sup>1</sup> Public sector gender split information from: [Gender Diversity in the Healthcare Sector](#).

<sup>2</sup> NHS gender split information from: [NHS Digital](#).

<sup>3</sup> Source: [Public Health Wales](#), 20/08/20. Excludes 4 cases marked as 'unknown'.



## COVID-19 Tests in Wales: Gender Split by Age Group

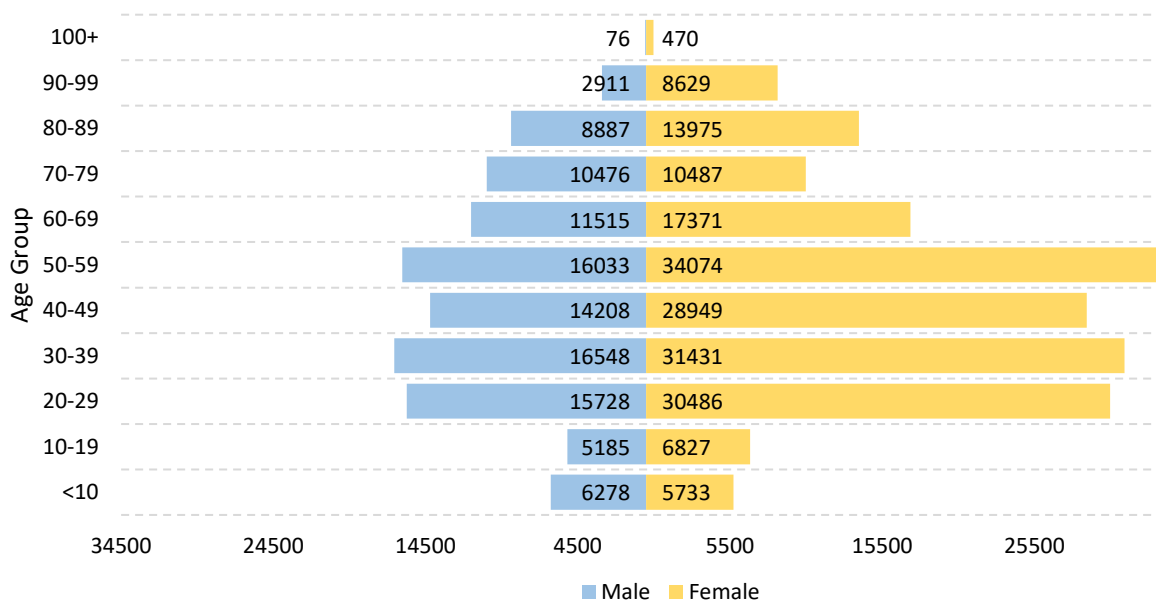


Figure 2.1.7 COVID-19 Tests Split by Gender and Age Group, Wales<sup>1</sup>

### Cases and Tests, Cardiff Council Staff

In addition to the publicly accessible data via Public Health Wales, Cardiff Council has also been reporting internally, and with partners, on information relating to staff testing and cases. Between 1 April and 30 June, 161 Council staff were tested for COVID-19. In total during this period, the Council received 1,294 requests for testing, with 1,280 of these being referred. Of those tests undertaken, 187 have returned positive and 595 have returned negative<sup>2</sup>. By the end of the quarter, a total of 18,008 tests had been administered, with 2,280 total (cumulative) confirmed cases.

## 2.2 Fatalities

This section presents the data on COVID-19 deaths in Cardiff, other Welsh Local Authorities, and English Core Cities.

<sup>1</sup> Source: [Public Health Wales](#), 20/08/20. Excludes 157 tests marked as 'unknown'.

<sup>2</sup> 499 of these results are marked as 'no result' and are unavailable. This total equals 1281 – one more than the number of referrals, suggesting that there is a minor error in this data.

Data on deaths is compiled and made public by the Officer of National Statistics (ONS). During the COVID-19 pandemic, ONS have released a number of COVID-19-specific datasets, including registered deaths attributed to the virus<sup>1</sup>.

In addition to the deaths attributed directly to COVID-19, the excess deaths have also been calculated. The excess deaths<sup>2</sup> figures can offer insights into the wider impact of COVID-19 outside of deaths directly attributed to the virus. Excess deaths and excess mortality rates can offer a more balanced view of the real impact of COVID-19, as this takes into account any deaths which may have been indirectly caused by COVID-19, where COVID-19 was not recorded as a contributor to death, and also accounts for those who may have died anyway from other causes, but ended up having COVID-19 recorded as their cause of death.

The charts below show the total number of fatalities and the fatality rate per 100,000 population for Cardiff over time, compared to other Welsh local authorities and UK Core Cities.

### Deaths over Time

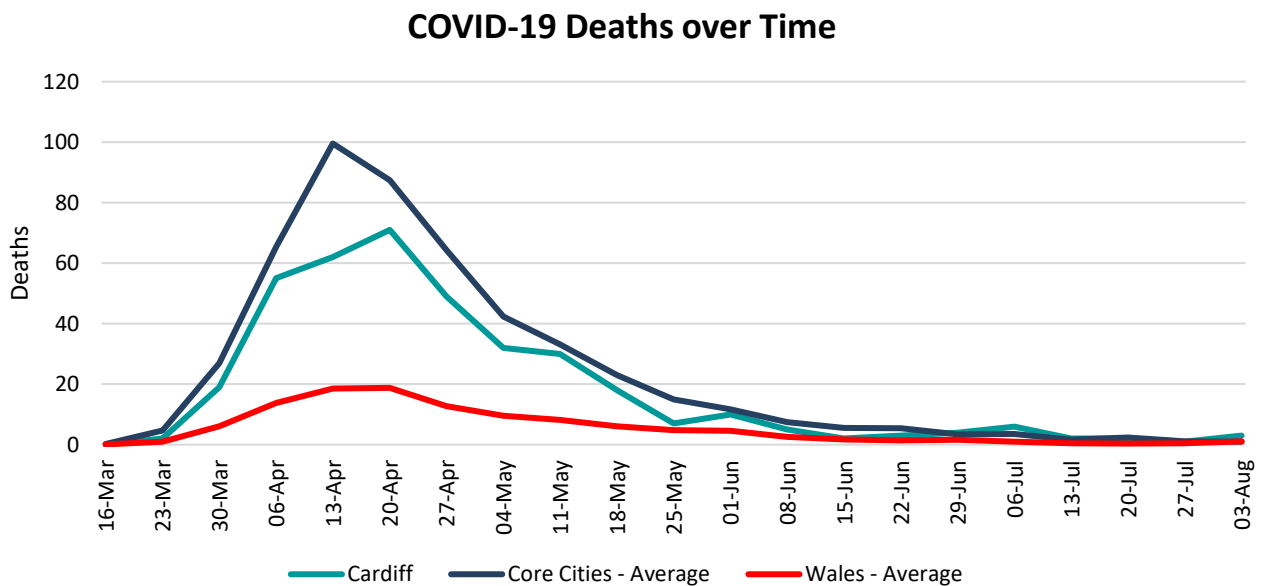


Figure 2.2.1 - Registered Deaths due to COVID-19: Cardiff, Wales Average, and Core Cities Average (excluding Scotland)<sup>3</sup>

<sup>1</sup> It should be noted that there are some differences in recording methodologies for COVID-19 deaths in England compared to Wales.

<sup>2</sup> Excess mortality is an epidemiological and public health term which refers to the number of deaths over and above what would be considered to occur during 'normal' conditions. Data used to calculate excess deaths is from The Office of National Statistics – [Deaths Registered in England in Wales](#). The comparison point for 'normal' conditions used is Q1 2019/20 (compared against Q1 2020/21).

<sup>3</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.

## Total COVID-19 Deaths

### Total COVID-19 Deaths by Local Authority

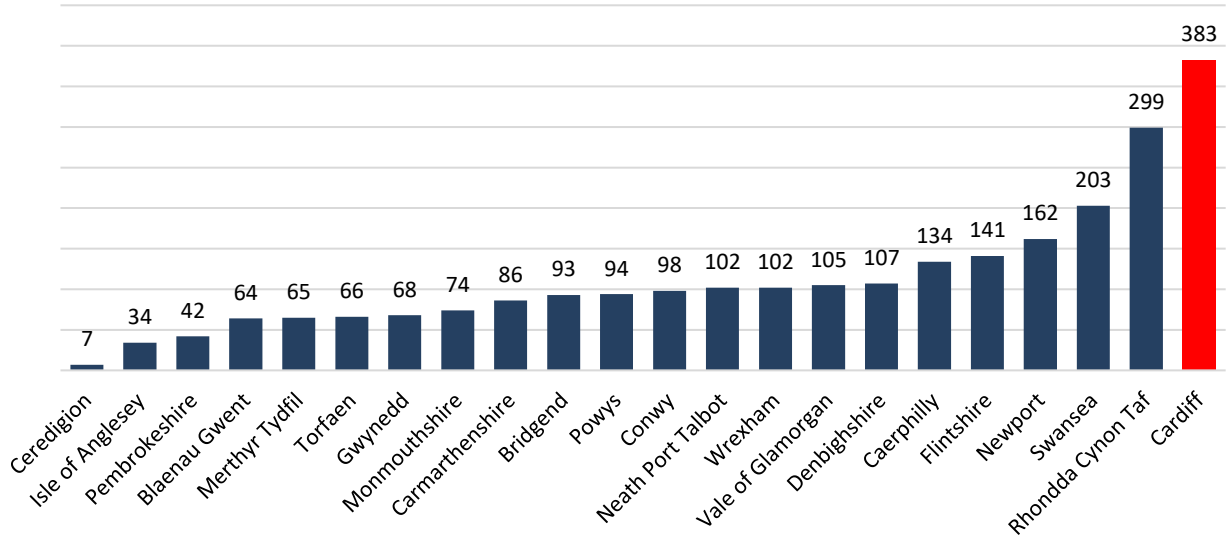


Figure 2.2.2 - Total COVID-19 Deaths by Welsh Local Authority, 2020 Calendar Year (to date)<sup>1</sup>

### Total COVID-19 Deaths by Core City

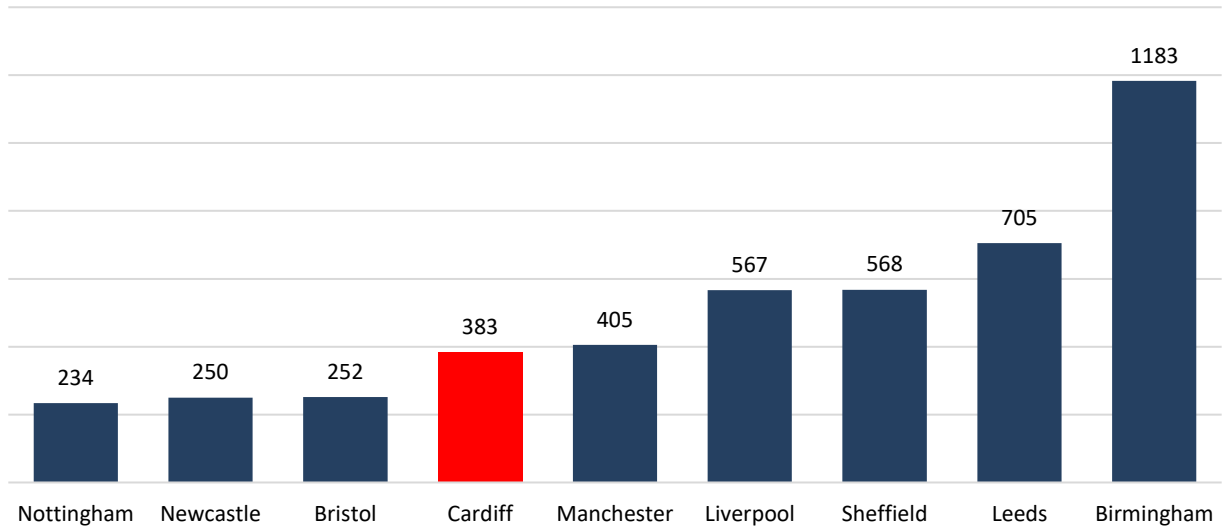


Figure 2.2.3 - Total COVID-19 Deaths by Core City (England and Wales), 2020 Calendar Year (to date)<sup>2</sup>

<sup>1</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.

<sup>2</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.

## Fatality Rates per 100,000 Population

### COVID-19 Deaths per 100,000 Population: Wales

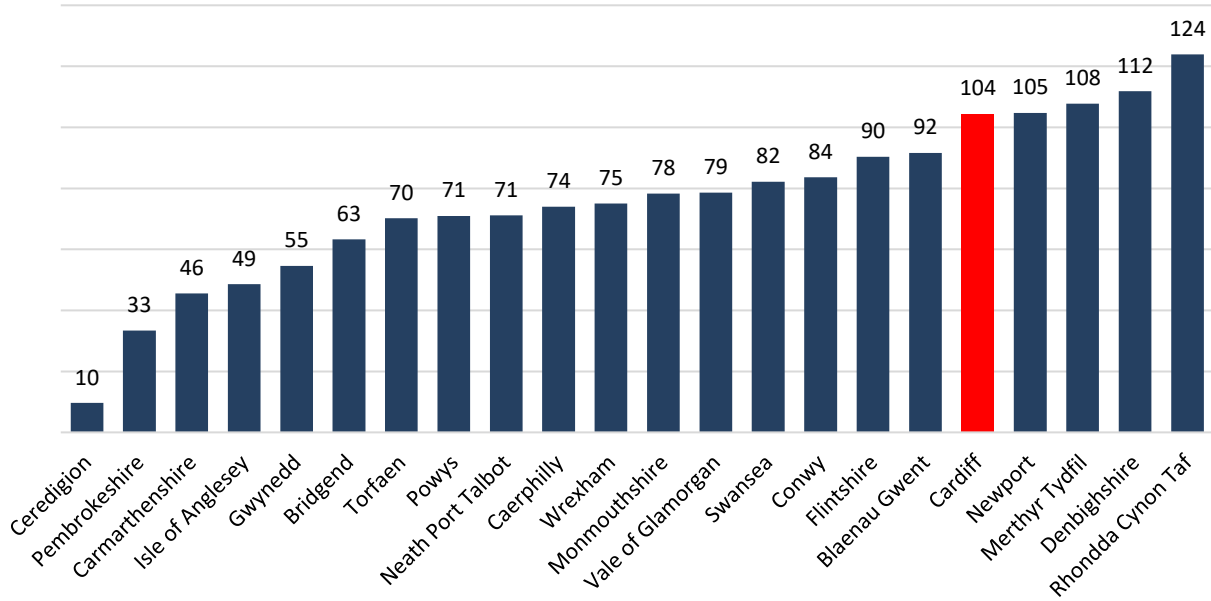


Figure 2.2.4 - COVID-19 Mortality Rate per Capita by Welsh Local Authority, 2020 Calendar Year (to date)<sup>1</sup>

### COVID-19 Deaths per 100,000 Population: Core Cities

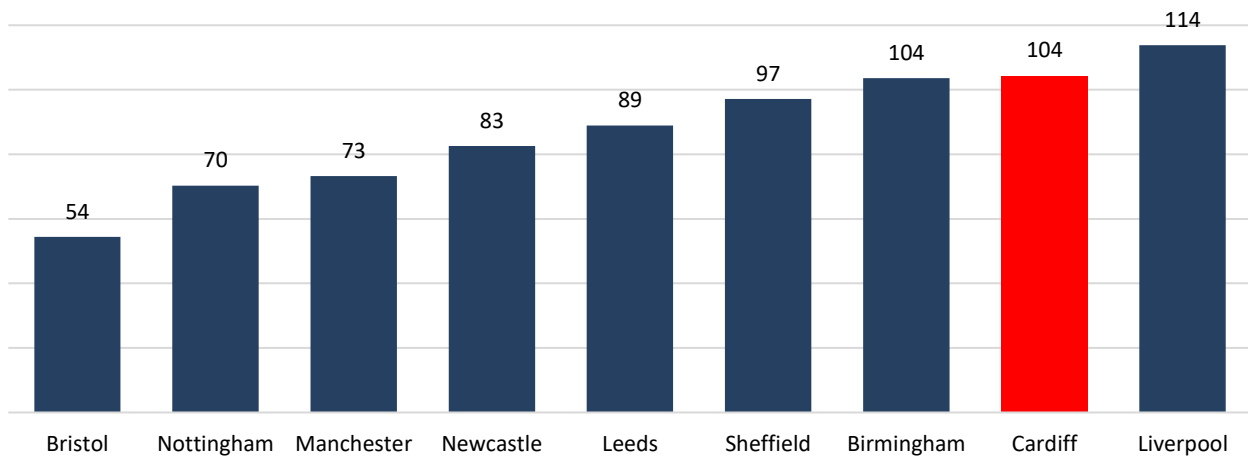


Figure 2.2.5 - COVID-19 Mortality rate per Capita by Core City (England & Wales), 2020 Calendar Year (to date)<sup>2</sup>

<sup>1</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020. Population data used to calculate the rate per capita is from the Office for National Statistics, [Population Estimates, April 2020](#).

<sup>2</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020. Population data used to calculate the rate per capita is from the Office for National Statistics, [Population Estimates, April 2020](#).

## Excess Deaths and Mortality Rates

### COVID-19 Excess Deaths & Mortality Rates: Wales

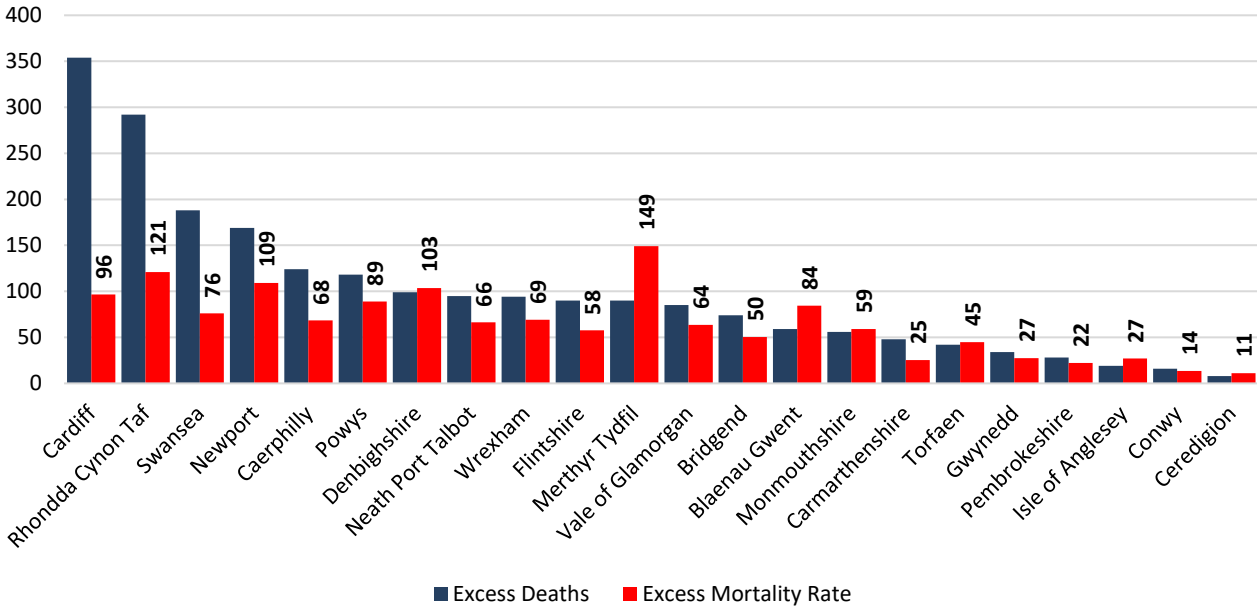


Figure 2.2.6 – COVID-19 Excess Deaths and Mortality Rates per Capita by Welsh Local Authority, Quarter 1 2020-21

### COVID-19 Excess Deaths & Mortality Rates: Core Cities

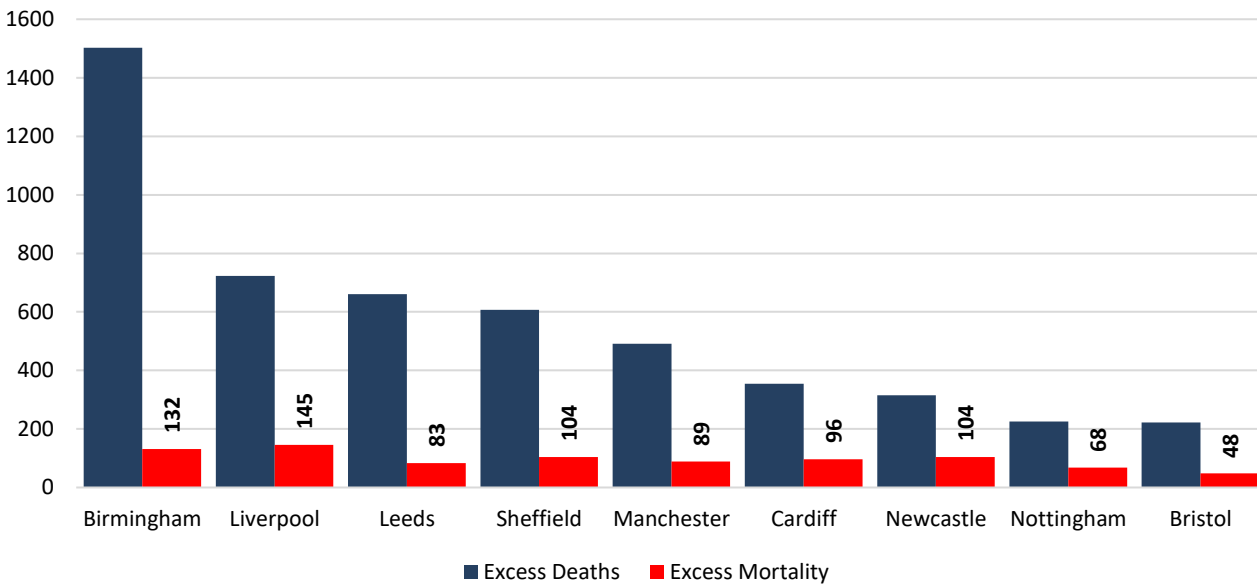


Figure 2.2.7 – COVID-19 Excess Deaths and Mortality Rates per Capita by Core City (England & Wales), Quarter 1 2020-21

In Cardiff there were a total of 367 deaths attributed to COVID-19 in Q1<sup>1</sup>.

A clear peak can be seen from data on deaths in mid to late April, with levels lowering significantly by the end of the quarter. This pattern is consistent with the data from other local authorities across England and Wales, with the national peak occurring between weeks 16 and 17 of the calendar year (April 13 – 26).

At the pandemic's worst point in Cardiff, deaths reached a peak at 71 deaths in one week. Across English and Welsh authorities, COVID-19 deaths in Q1 represented approximately 0.08% of the total population (or around 83 deaths per 100,000 people). The rate for Wales alone (excluding English authorities) was lower, at 0.07%.

Cardiff's rate sat higher than the average, at 0.10%, though was still far from the highest authority rate, which reached up to 0.17%. Some authorities had rates which are also much lower, notably Bristol, which had a rate of only 0.05%, the lowest rate of the core cities.

Among the Welsh authorities, Cardiff has experienced the most deaths due to COVID-19, and has one of the highest COVID-19 base mortality rates in Wales at 104.39 deaths per 100,000 population<sup>2</sup>.

While having the most excess deaths, Cardiff's excess mortality rate is the fifth highest in Wales, lower than Merthyr, Rhondda, Newport and Denbighshire. Cardiff still has a higher rate than the all-Wales total, which is 69.21, but lower than the Core Cities total, at 101.28.

When compared on excess deaths and the excess mortality rates, it is clear than Cardiff fared far better than most core cities, with Birmingham and Liverpool having notably high excess mortality rates, far above Cardiff's rate. Again, Bristol's rate is very low when compared to similar authorities.

## Deaths by Location

The section below presents ONS data on registered COVID-19 deaths by the location of death.

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<sup>1</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), data on quoted Q1 figures is from Quarter 1 2020/21 which includes the initial peak of COVID-19 deaths.

<sup>2</sup> The mortality rates calculated here are crude rates per 100,000 population per quarter. Some COVID-19 reporting has used ASMR (age-standardised mortality rates) in contrast to these crude rates. However, at the time of writing, ASMRs are only calculated by ONS at a national level, and are not yet available locally. ASMRs use the mortality rate of various age groups to take into account differences in the age make-up of a population, giving a more standardised rate which can be more accurately be compared to other areas (i.e. countries, regions, cities etc.).

## COVID-19 Deaths by Place of Death: Cardiff

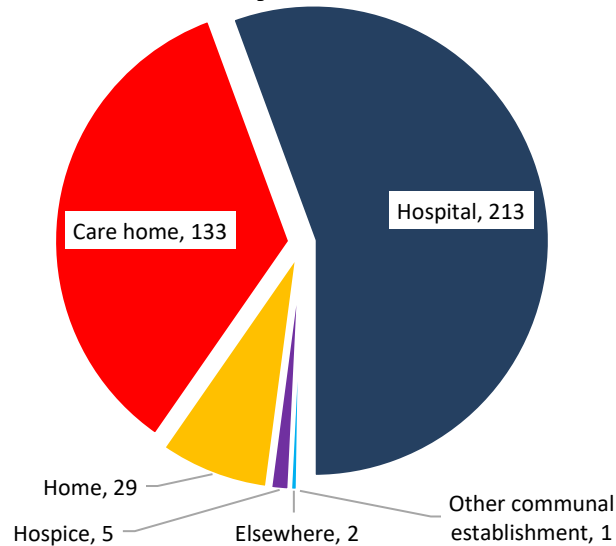


Figure 2.2.8 – COVID-19 Death by Place of Death: Cardiff, Calendar Year 2020 (to date)<sup>1</sup>

## COVID-19 Deaths by Place of Death: England & Wales

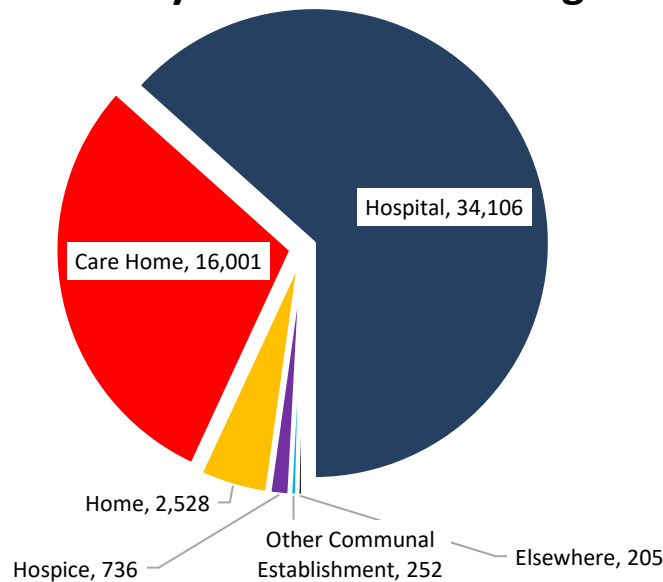


Figure 2.2.9 - COVID-19 Deaths by Place of Death: England & Wales, Calendar Year 2020 (to date)<sup>2</sup>

<sup>1</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020. Appendix H shows the COVID-19 deaths by location as a rate per 100,000 population for Welsh Local Authorities – source: [Data Cymru](#).

<sup>2</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020. Appendix H shows the COVID-19 deaths by location as a rate per 100,000 population for Welsh Local Authorities – source: [Data Cymru](#).

### COVID-19 Deaths in Hospitals: Welsh LAs

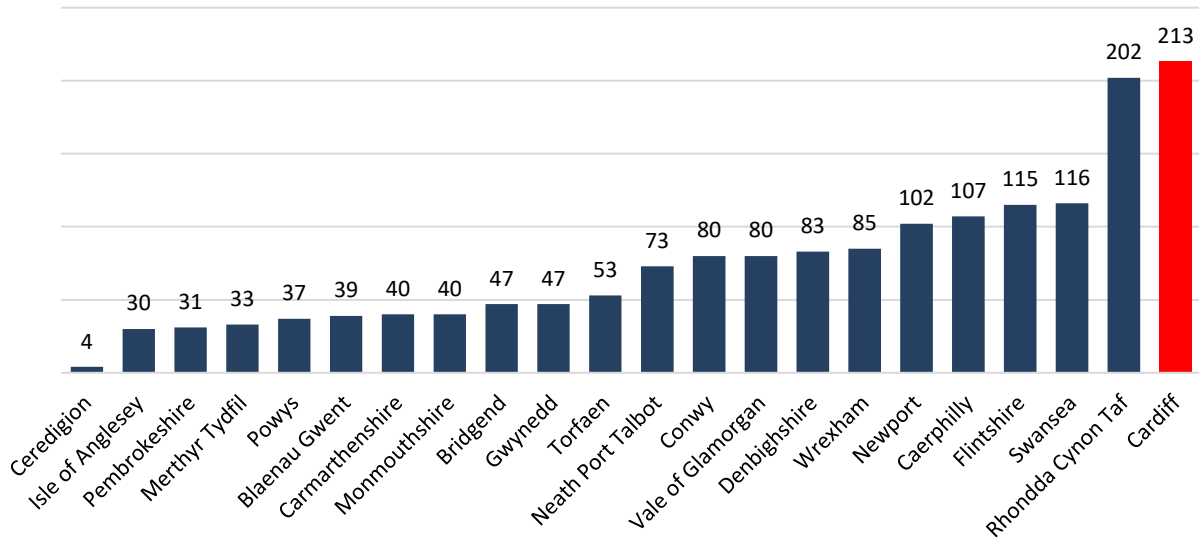


Figure 2.2.10 – COVID-19 Deaths in Hospitals: Welsh Local Authorities, Calendar Year 2020 (to date)<sup>1</sup>

### COVID-19 Deaths in Care Homes: Welsh LAs

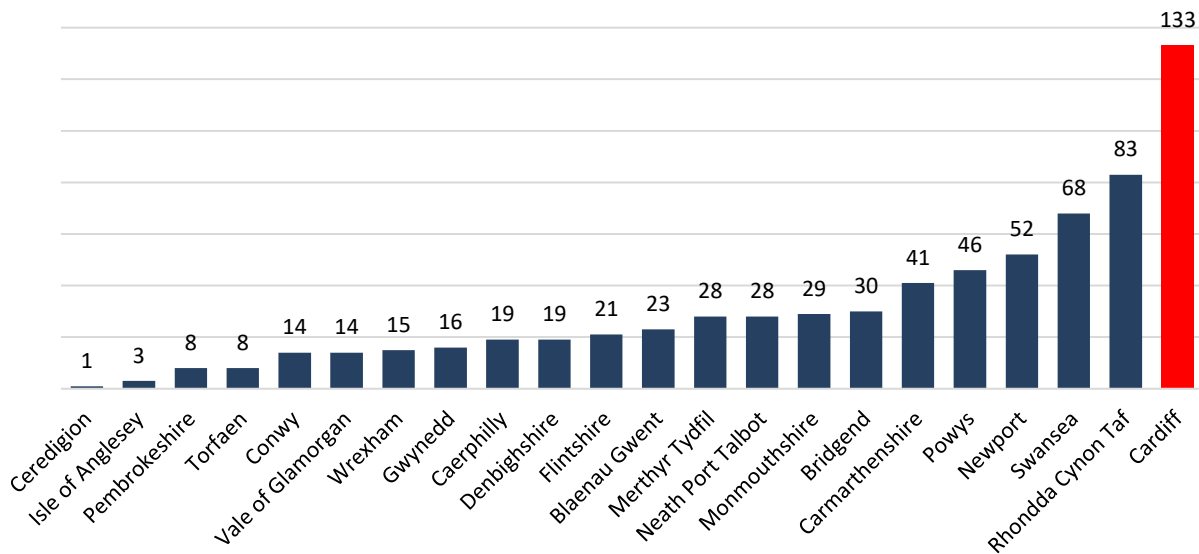


Figure 2.2.11 – COVID-19 Deaths in Care Homes: Welsh Local Authorities, Calendar Year 2020 (to date)<sup>2</sup>

<sup>1</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.

<sup>2</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.



### COVID-19 Deaths in Hospitals: Core Cities

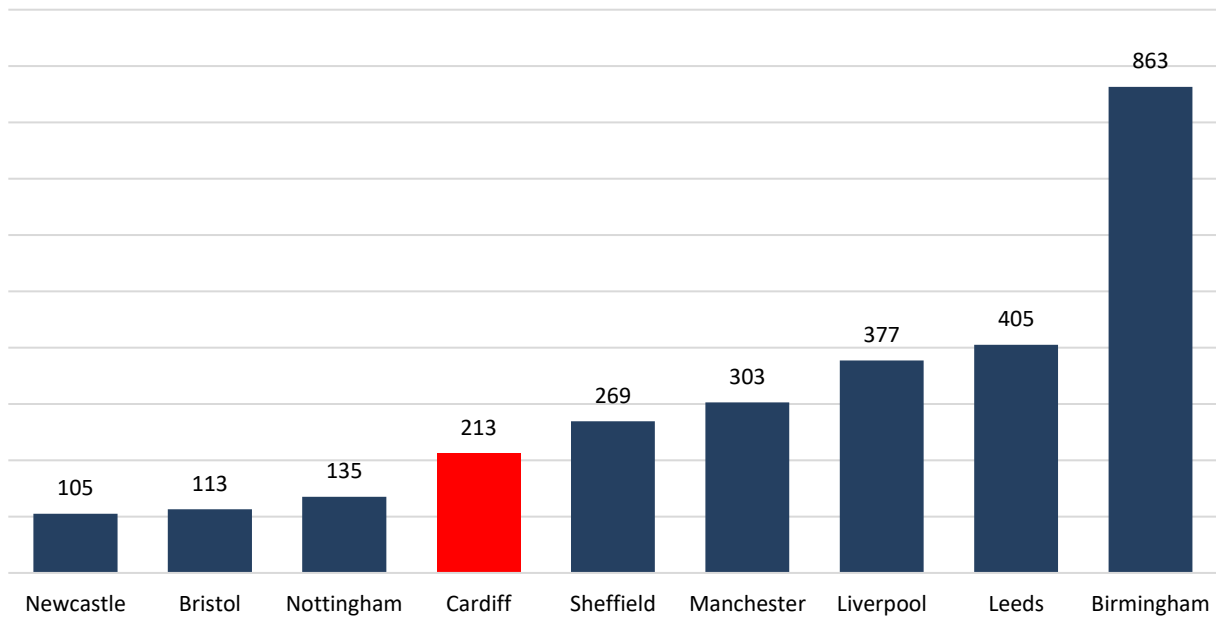


Figure 2.2.12 - COVID-19 Deaths in Hospitals: Core Cities, Calendar Year 2020 (to date)<sup>1</sup>

### COVID-19 Deaths in Care Homes: Core Cities

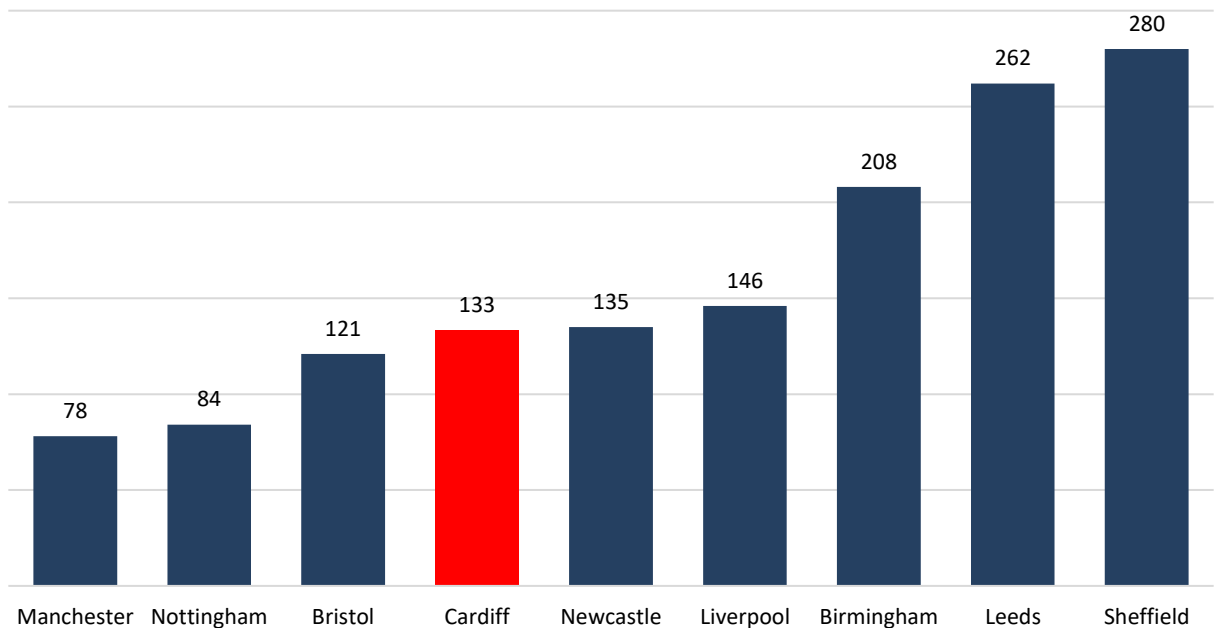


Figure 2.2.13 – COVID-19 Deaths in Care Homes: Core Cities, Calendar Year 2020 (to date)<sup>2</sup>

<sup>1</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.

<sup>2</sup> Source: Office of National Statistics – [Deaths by Local Authority and Health Board](#), updated on August 7, 2020.

In Cardiff, as across the UK, the majority of COVID-19 deaths occurred in hospital.

Cardiff experienced proportionally more deaths in care homes (35% of COVID-19 deaths) than the Welsh average (28%) and the English Core Cities average (32%).

Cardiff care home deaths also peaked slightly earlier (mid-April) than deaths at hospital (late April).

### Deaths by Age Group and Gender (England and Wales)

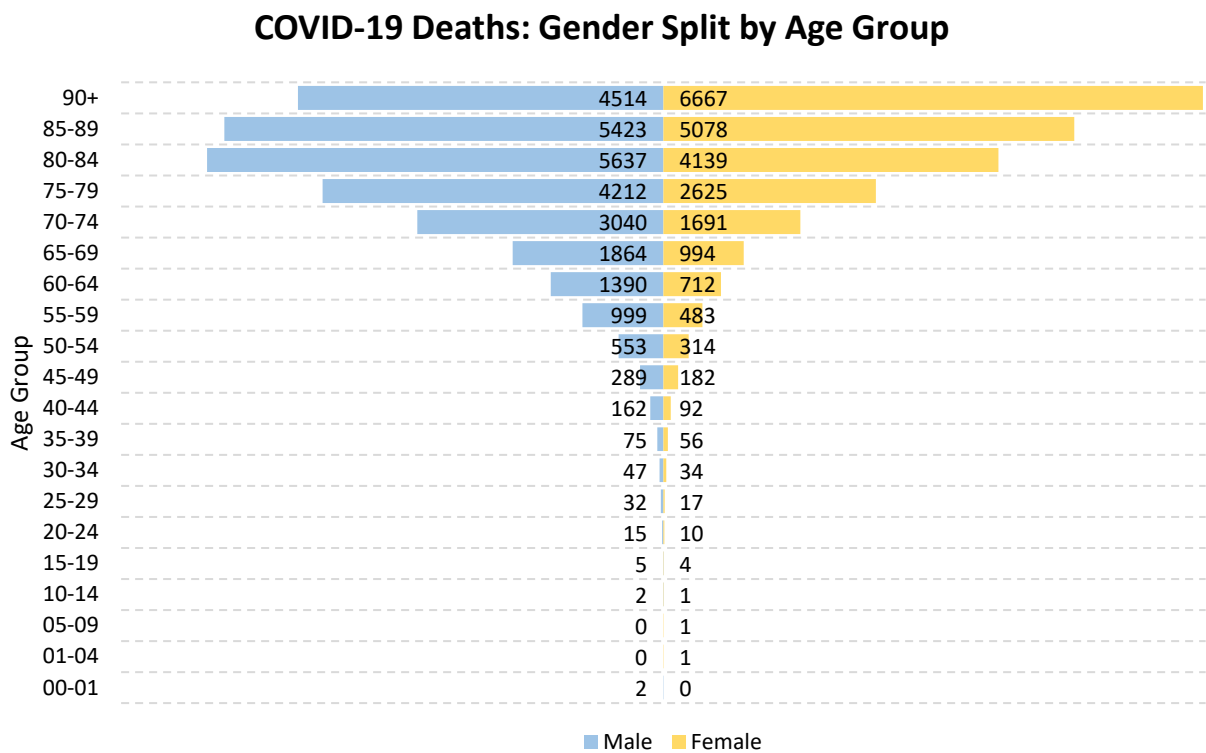


Figure 2.2.14 – COVID-19 Deaths Split by Sex and Age Group, England & Wales Total, Calendar Year 2020 (to date)<sup>1</sup>

Even though there were substantially more COVID-19 cases in women in Wales than men, men were more likely to die from the virus. The virus was also more likely to be fatal for those of older age groups.

<sup>1</sup> Source: Office of National Statistics [Registered Deaths by Sex and Age](#), England & Wales, August 18, 2020. Includes all deaths registered as “involving COVID-19”.

## Impact of COVID-19 on BAME Groups

Demographics data from deaths across England and Wales shows that mortality rates are higher for men, and for those from Black, Asian and minority ethnic groups (BAME). Men have a consistently higher death rate than women across all ethnic groups, although ethnicity seems to play a much larger role than gender.

For example, the death rate for Black men, 255.7 per 100,000, is almost three times that of White men, 87.0 per 100,000. The next highest rate is for Bangladeshi/Pakistani men, at 191.0 per 100,000<sup>1</sup>. The reason for these differences is not yet clear, as data is still being compiled, and there is no general consensus, however it is likely that socioeconomic, health, and other factors, such as deprivation, poverty and population density, play a role in these rates. A study by The Runnymede Trust<sup>2</sup> in August 2020 suggests that ethnic minority communities have been 'overexposed' to the virus resulting from them being more likely to use public transport, more likely to be in key worker roles, and more likely to be living in multi-generational and overcrowded homes.

This information is of key significance in Cardiff, due to the city's ethnic diversity. Cardiff's population makeup is 20.7% BAME (a rate similar to English core cities). This is the highest percentage of any local authority in Wales, with Newport being the second highest at 13.1%<sup>3</sup>. However, the Council currently lacks both local and Wales-specific data on the ethnicity of COVID-19 cases and deaths, as the ONS has only released combined data for England and Wales, limiting our understanding of the local situation.

An analysis of fatalities from COVID-19 in Cardiff by postcode does not show a greater level of risk in communities that have a higher percentage of BAME residents; however, it is not believed that the numbers of fatalities are sufficiently large for any conclusions to be drawn from this. Further information on COVID-19 deaths in relation to its impact on other protected characteristics is not yet available.

As further data at the local authority level is published, a report which brings together data on COVID-19 in deprived and BAME communities in Cardiff will be developed. This will also seek to draw on work undertaken by the BAME COVID-19 Advisory Group convened by the First Minister and co-chaired by Judge Ray Singh and Dr Heather Payne. The Council has written to the co-chairs requesting any new data at local authority level be made available at the local level. As part of the work undertaken by the Advisory Group, a Socio-Economic Sub Group was set up specifically to identify the range of socio-economic factors influencing adverse COVID-19 health and social care outcomes for individuals from BAME backgrounds. The Sub Group's report was published on 22 June 2020 and recommended immediate action to improve the

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<sup>1</sup> Assessment undertaken by the [Technical Advisory Group](#), Welsh Government, July 15, 2020.

<sup>2</sup> [COVID-19's Impact on BME Communities](#), Runnymede – an independent UK race equality think-tank.

<sup>3</sup> Data from [StatsWales](#), 2019/20.

quality of recording of ethnicity data in the NHS and across health and social care services in Wales to ensure parity of BAME data collection, monitoring and reporting.

The Council has established a Race Equality Taskforce that will focus on addressing racial inequality in the city. The Taskforce will be responsible for identifying opportunities to implement meaningful and practical changes, which will make a difference for BAME communities and address the well-documented inequalities that still exist in the city today. The Taskforce will also work to address the impact of COVID-19 on BAME communities and with public service partners to develop a collective response to the recommendations of the report by the BAME COVID-19 Advisory Group Socio-Economic Sub Group on the disproportionate impact of COVID-19 on BAME people in Wales. With the report touching upon multiple aspects of public service and organisational development, it is recognised that a coordinated response will be required.

### Impact of Deprivation

Although not yet available at a local level, the data on COVID-19 mortality rates by deprivation quintile for the whole of Wales shows a distinction between each group. This is most prominent during the peak month of April 2020, where it can be seen that those from more deprived communities were more significantly impacted by the pandemic, with the mortality rate for the most deprived being twice that of the least deprived.

### COVID-19 Deaths by Deprivation Quintile

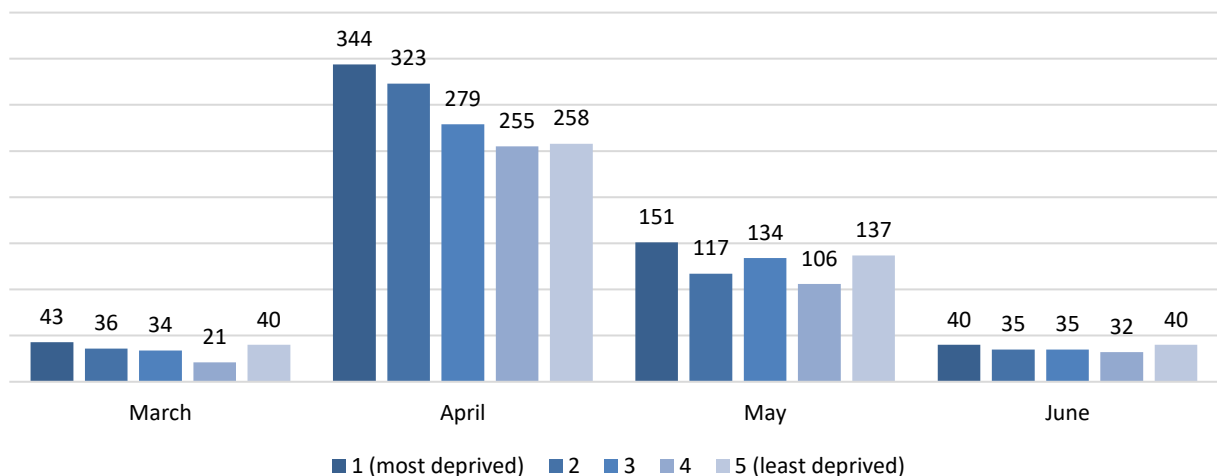


Figure 2.2.15 – COVID-19 Deaths by Deprivation Quintile (Wales), March 2020 – June 2020<sup>1</sup>

<sup>1</sup> Source: Office of National Statistics [Deaths Involving COVID-19 by Deprivation](#), England & Wales, Mar – June 2020.

## COVID-19 ASMR by Deprivation Quintile

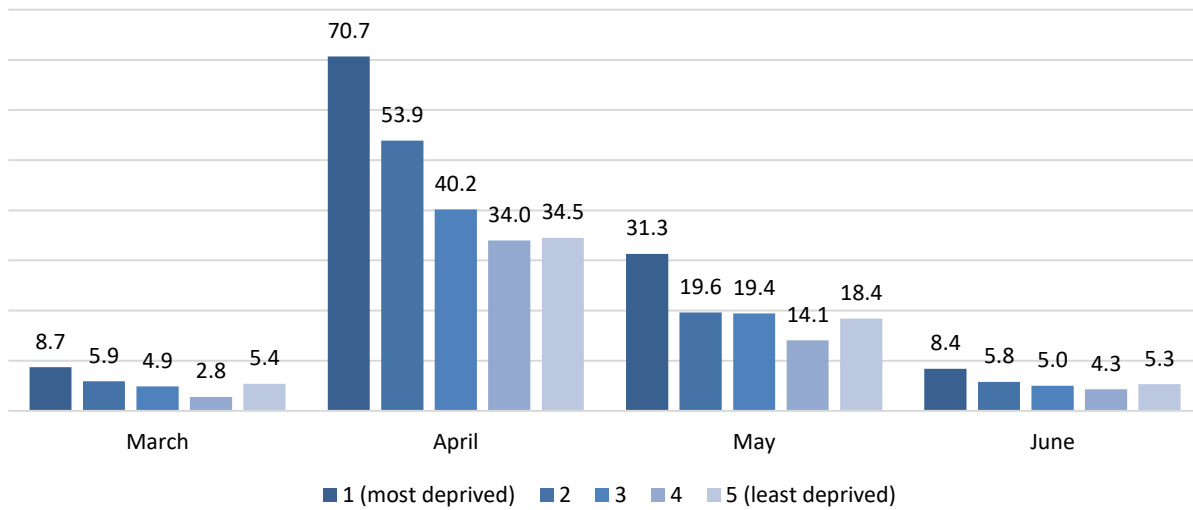


Figure 2.2.16 – COVID-19 Age-Standardised Mortality Rates by Deprivation Quintile (Wales), March 2020 – June 2020<sup>1</sup>

<sup>1</sup> Source: Office of National Statistics [Deaths Involving COVID-19 by Deprivation](#), England & Wales, March – June 2020.

## 3. Council Response: Citizen-Facing Services

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Council services transformed at a rapid pace in response to the COVID-19 pandemic, forming a model focussed on essential services, with a priority of protecting staff, citizens and service users. Vulnerable people were at the centre of this model, namely those granted a shielded status, as well as those known to social services.

The following sections detail how specific groups and services have been affected by COVID-19, and how they responded to the threat<sup>1</sup>.

### 3.1 Shielding & Supporting Vulnerable People

In March 2020, the NHS produced an initial list of 8,303 Cardiff residents who were instructed to shield from COVID-19, due to their high level of vulnerability. This list was added to periodically. Shielded people were instructed to avoid contact with those from outside their household, and not to leave their homes, even to buy food and other essentials. Welsh Government arranged for a contractor (*Bidfood*) to provide weekly food parcels to any shielded person who was unable to access essentials via another route, e.g. online shopping, or support from family or the community.

A Council team was brought together to arrange delivery of these food parcels. Shielded people received a letter advising them of the food parcel scheme, resulting in a high volume of incoming calls from people requesting support. As well as food parcels, this support could include coordination of volunteers to collect prescribed medication, and advice on accessing priority online shopping delivery slots.

Calls were handled by staff primarily from the Advice & Benefits service, and from the First Point of Contact, with some contacts being made by Adult Services. Members of staff from other areas were also brought in to support and administer this new process. Management information on the process was reported back to Welsh Government on a daily basis.

Some of the headline figures demonstrating the scale of the scheme in Cardiff are summarised below, accurate as of the end of July 2020:

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<sup>1</sup> Unless otherwise stated, data used in the *Council Response* sections of this report is sourced internally, primarily from the Council's COVID-19 Response Dashboard.

- 15,787 contacts made by either phone or letter
- 27,000 food parcels delivered to 2,300 individuals in 1,700 households
- 650 urgent food parcels supplied
- 235 requests for assistance with delivery of prescribed medication
- 497 people offered advice on online shopping services
- 94 people provided with assistance in carrying deliveries into their homes

Despite the success of the scheme, there were some difficulties to overcome, including: meeting the needs of those with special dietary requirements and, as many parcels were left on doorsteps, making additional contacts to ensure parcels had actually been received.

Welsh Government announced that shielding is no longer required from 16 August. There are currently no plans to resume the food parcel scheme if shielding should prove necessary again in the future, therefore the Council will have to make provision for all shielded people's needs in this event. Many vulnerable people will require ongoing support from Council services after the end of the shielding period.

### **3.2 Hubs and Libraries**

To continue to support residents, four core Community Hubs remained open throughout the lockdown period – Central Library, Ely & Caerau, The Powerhouse and St Mellons. Access was by appointment only: for money advice, scanning documents to assist benefit claims and into work mentoring. Exceptions were made for emergency matters such as the collection of key fobs, alley gate keys and foodbank parcels. Green recycling bags could also be collected on a drop-in basis.

All enquiries and requests for appointments were triaged through the Adviceline, which increased its incoming line capacity from four to 33 to accommodate demand. Staff were redeployed from many other service areas across Housing & Communities. During May an average of 250 calls were received each day, an increase of over 1,000%.

### Calls to the Advice Line Q1

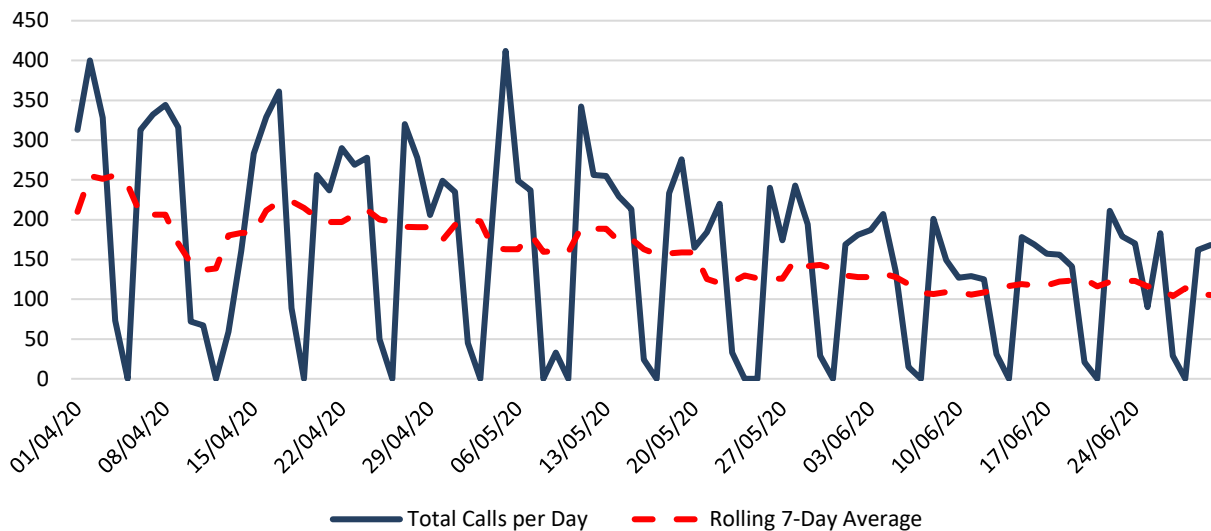


Figure 3.2.1 – Calls to the Advice Line, Total and Rolling Average, Quarter 1

Library services including all community events and activities initially ceased except for digital access. E-book lending increased by 93% between March, when lockdown began, to the end of May. A new ‘click & collect’ service for library books was launched in early June, enabling customers to order, via a new library phone line or online, either a selection bag of five books based on their preferences or books of their choice to be collected from one of the core Hubs. A delivery service was also put in place for those who are housebound, self-isolating or shielding. During its first two weeks the library line received 87 click & collect selection bag requests and 275 direct reservation requests.

The Welsh Government identified libraries as one of the first public services to re-open in the First Minister’s announcement on May 8. Re-opening Hubs and libraries across the city began from early July on a gradual basis in each district to ensure all communities are served equally.

### 3.3 Health & Safety: PPE and Hygiene

In March 2020, the need for personal protective equipment (PPE) and hygiene supplies was recognised as a key priority for the Council in responding to COVID-19, ensuring that both Cardiff Council staff and its social care providers had ready access to the equipment they needed to keep themselves and their service users as safe as possible.



Initially two processes were established: one allowing staff and care providers to collect equipment from the library stores, being used as a temporary warehouse for emergency supplies, one allowing staff and care providers to collect core PPE items (gloves, masks, aprons and eye protection) from Willcox House, when required in an emergency, outside of normal office hours. Processes were adapted and improved as time went on as the official guidance on PPE usage developed. By May 2020, supplies were sufficient enough to allow for weekly deliveries to be made to social care providers. By the end of Q1 there were 160 care providers on the delivery route, each receiving supplies at intervals they have selected (for example, weekly, 2-weekly, monthly etc.).

Throughout Q1 there were a number of national and international shortages of items, including masks, gloves, aprons and hand sanitiser. Welsh Government coordinated the distribution of PPE to Welsh local authorities, although these quantities have never matched Cardiff's actual demand and usage. Since March 2020, the Welsh Government-provided supplies have been substantially supplemented by supplies sourced through the Council's procurement channels.

To date, over 10 million items of PPE and hygiene supplies have been distributed, with the vast majority of this volume being used to support social care providers and vulnerable people.

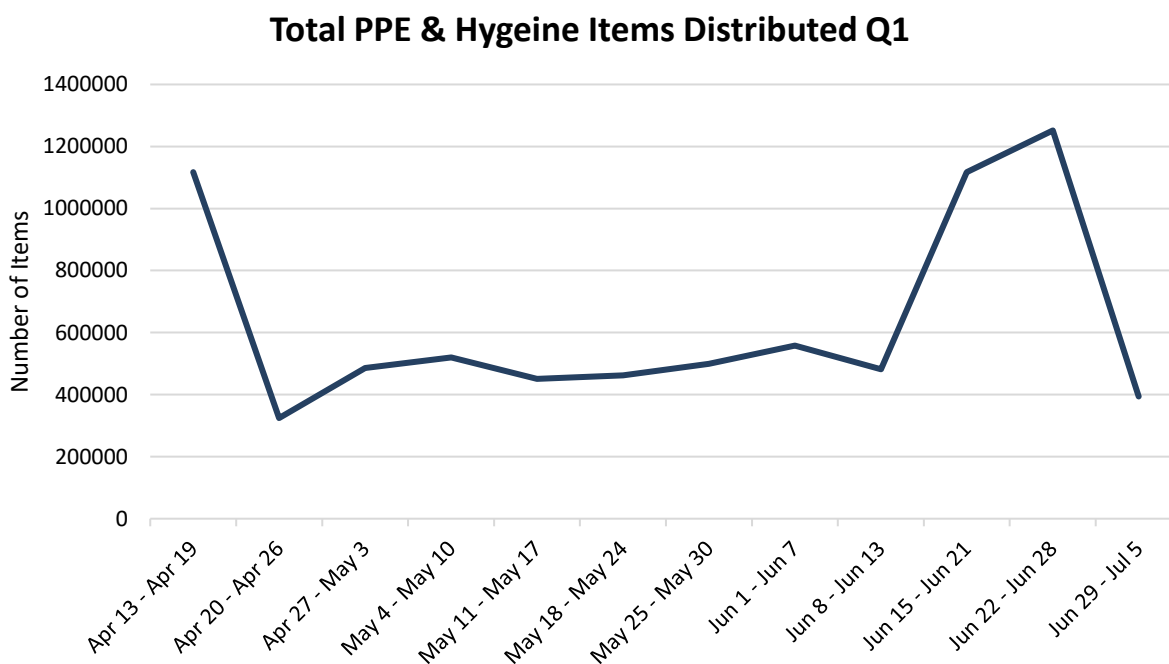


Figure 3.3.1 – PPE and Hygiene Item Distribution, Quarter 1

Figure 3.3.1 shows the items distributed during Q1. Formal recording began on 15/04/20 for PPE distribution, with the initial high value attributed to the backlog of PPE distribution figures entered into the recording sheet. This backlog includes distribution going back as far as March 19. The second spike in distribution, in the last two weeks of June, is due to the significant push of PPE and hygiene supplies out to schools, to ready them for pupils returning. A four-weekly push of PPE to schools is planned for the 2020/21 academic year.

Moving forward, there are three risk areas in regards to PPE supply. These are: further COVID-19 outbreaks, Brexit impacting supply lines and the coming annual winter flu spike. The NHS Wales Shared Services Partnership (NHSWSSP) have been preparing supplies to safeguard against this, securing two further warehouses, with a third on the horizon, to be used to stock a sufficient PPE supply for Wales. As Cardiff is also securing its own PPE supplies in parallel to the work done by the NHS, the Council is in a strong position to ensure an ongoing supply of PPE. However, some item types could see delivery delays, such as masks and gloves, which typically come from the Middle East and could take longer to go through customs due to EU checks. Relations with the UK and China over Hong Kong could also impact upon this supply, as China is the largest exporter of face masks in the world. Other items, including aprons and face visors, are being manufactured in the UK, as well as Europe and the Far East, so the impact on these supply lines should be limited.

### **3.4 Schools & Free School Meals**

After initially closing on March 23, as a result of lockdown measures, education was delivered through online distance learning. Over 6,000 computers were provided to pupils across the city who were not equipped with appropriate devices at home; 1,700 of these were also provided with 4G internet access. Throughout the entire period, some schools remained open for the duration in order to provide childcare for essential workers and to continue provision for vulnerable children. As shown in figure 3.4.1, during lockdown 25 schools remained open, operating as Keyworker Childcare Hubs, providing childcare to an average of 450 children each day.

Welsh Government issued guidance in early June 2020, allowing for schools to re-open for the four weeks prior to the summer break. Schools opened on June 29, remaining open for three of the four planned weeks.

### Open Schools, Staff and Children Attending Q1

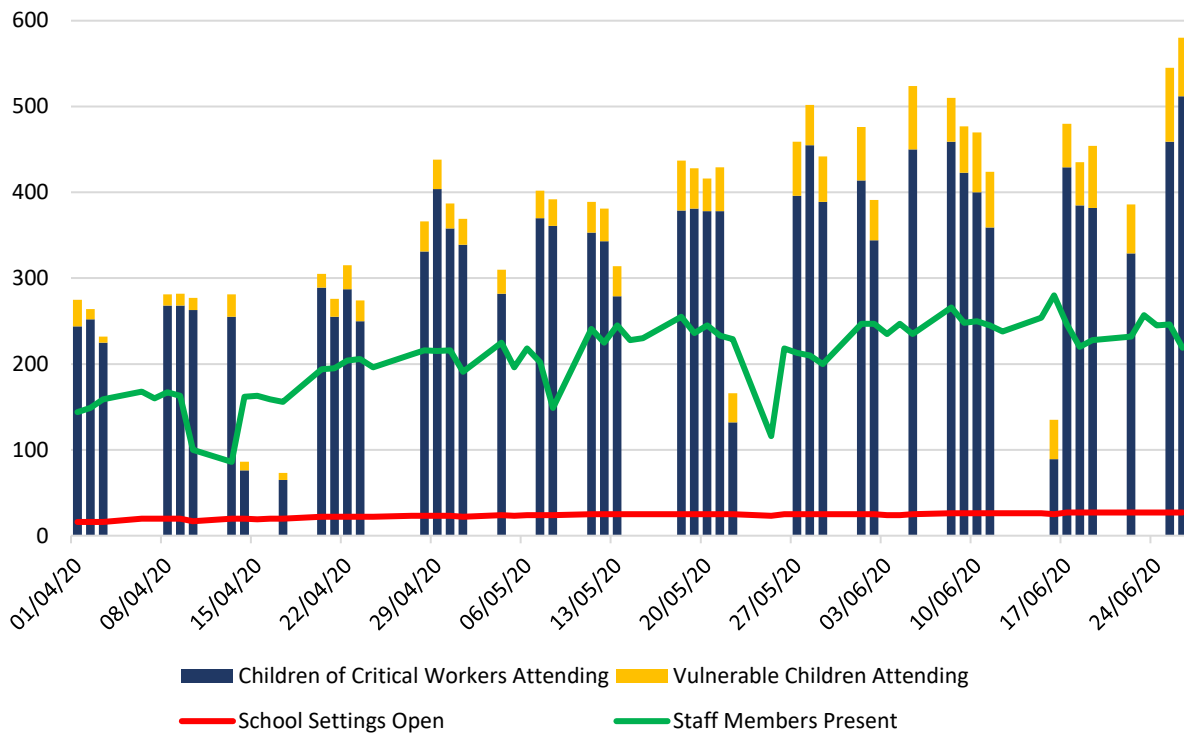


Figure 3.4.1 – Open School Settings, Staff Present and Children in Attendance, Quarter 1

During lockdown, those pupils previously eligible for free school meals were able to continue to receive them. Initially collection points were established, although it was recognised that these points could increase the risk of spreading the virus. Collection points were decommissioned, and parents of eligible pupils were instead able to claim for food costs via an online voucher scheme. This later transitioned into providing parents with funds directly (via *ParentPay*), in order to buy their own food.

### 3.5 Bereavement

On average, around 12 deaths occur per day in Cardiff. NHS projections predicted an additional 8 to 25 deaths per day during the peak of the COVID-19 pandemic. In reality, Cardiff experienced a peak of around 18 additional deaths per day (April 13 – 26), with approximately

10 per day which can be attributed directly to COVID-19. The average deaths per day in Cardiff for the whole of Q1 was 15<sup>1</sup>.

This increase in deaths, from both COVID-19 and other causes, was expected to put increased strain on the city’s bereavement services. The capacity of the Thornhill Crematorium, as well as storage space, was considered in regards to how services would cope. Local funeral directors were calculated to have a total cold refrigerated storage capacity of 112.

An extensive exercise was undertaken by Bereavement, supported by Performance & Partnerships, which determined that bereavement services within the city would be able to cope with the potential increase in demand, providing that the upper ranges of the NHS Reasonable Worst Case Scenario were not reached. Cremation capacity in particular was in danger of being stretched, so three scenarios were designed to help Bereavement plan for this. These scenarios were designed to increase funerary capacity, for example by reducing service time, and increasing operational hours. To cope with the pressures of COVID-19, Bereavement increased their operations from their ‘business as usual’ standpoint to Scenario 1 (Phase A), scaling up to Scenario 1 (Phase B) as needed. This has allowed bereavement services to cope with increased demand.

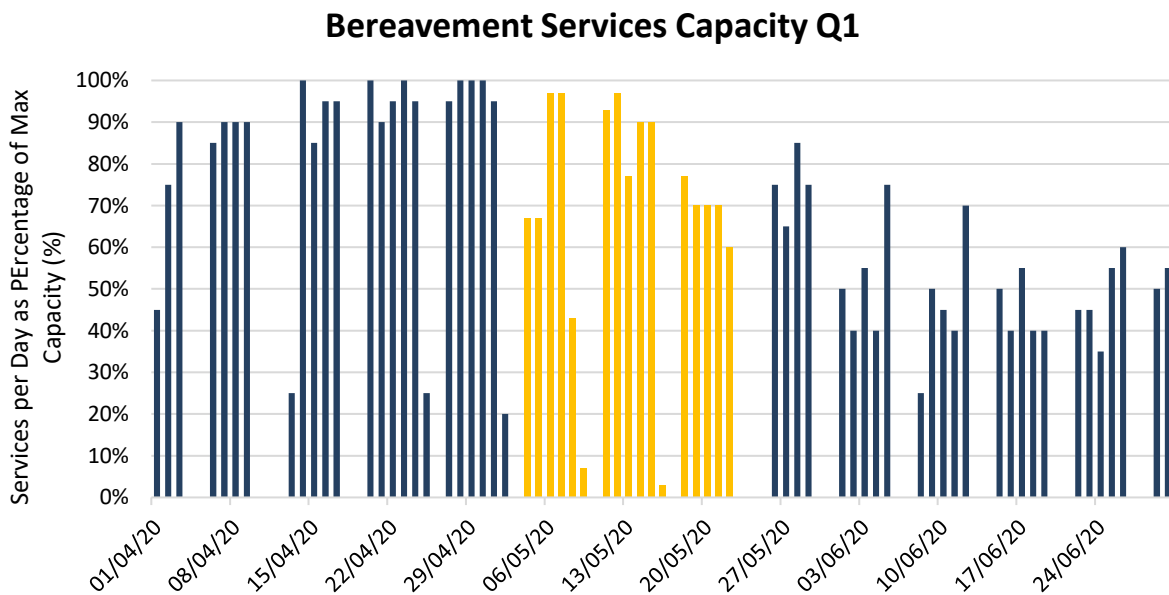


Figure 3.5.1 – Bereavement Services Capacity, Quarter 1

<sup>1</sup> Based on data from the Office for National Statistics (ONS), Weekly COVID-19 Deaths.

Figure 3.5.1 shows the peak of the pandemic in April 2020, slightly delayed in these figures, given the 2-3 weeks required to schedule a funeral service. The period in yellow, ranging from May 4 – 22, demonstrates the temporary implementation of Phase B of the pandemic plan, in response to high demand on services.

Access to and availability of body bags was also identified as a potential issue as the pandemic spread. Enquiries were made with both Welsh Government and Council suppliers to source an emergency supply of body bags. 490 were provided by Welsh Government, and an additional 50 were sourced via a Council supplier. To date, only 30 body bags have needed to be issued from this emergency supply, the remainder being managed via the PPE and hygiene supplies process.

### 3.6 Homelessness

Like many major British cities, Cardiff has shared in the increase in rough sleepers and homelessness in recent years. Cardiff has made significant progress in reducing this, with rough sleeping individuals reaching a six-year low in March 2020 (around 30 individuals, compared to 84 in 2019). A report to Cabinet on 16 July 2020 outlined the impact of COVID-19 on the homeless population of Cardiff<sup>1</sup>. The key points from this report have been summarised below, accompanied by Q1 data showing the scale and success of Cardiff's response to these issues.

As COVID-19 began to spread throughout the community, it became crucial to secure a significant number of additional self-contained accommodation units to both ensure that nobody remained on the street, and that individuals were capable of self-isolating if they started showing COVID-19 symptoms. From the start of the pandemic the number of presentations of single homeless people increased significantly, with an average of 45 per weeks (compared to 25 per week pre-COVID).

The number of individuals residing in existing emergency accommodation had to be drastically reduced in order to limit the spread of the virus within this vulnerable group of people. As testament to the scale and speed of this operation, 140 individuals were rehoused into self-isolation accommodation within the first three weeks of the pandemic. In total 182 units of supported accommodation were established, made up of shipping container developments, hotels, move on accommodation, and re-purposed buildings.

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<sup>1</sup> Cabinet Paper – [Homelessness and the COVID-19 Response](#).

With rough sleepers in the city reaching an all-time low during the pandemic (as seen in figure 3.5.4), and a high number in accommodation, the Council saw an unprecedented opportunity to work with individuals on the underlying causes of their situation, particularly providing support with substance misuse. In partnership with Health and the third sector, support services have been provided directly into the accommodation units.

The approach the Council has taken to homeless individuals during the pandemic is similar to the *Housing First Model*, which has been trialled in the US, Scandinavia, and some UK cities, including Manchester where 80% of the tenancies under this scheme proved to be stable<sup>1</sup>. This model seeks to ensure individuals have safe accommodation first, before looking at underlying causes for their homelessness. Advocates of this approach claim that it can pay for itself, as providing accommodation directly can often be more cost effective than years of remedial treatment, which may not take root and alter individuals' behaviour.

The successes seen by homelessness services during the pandemic culminated in the launch of the Real Change Campaign towards the end of June 2020, which aims to embed the achievements made by homelessness services during the pandemic into a long-term approach, to lock in the benefits realised and lessons learned from the crisis.

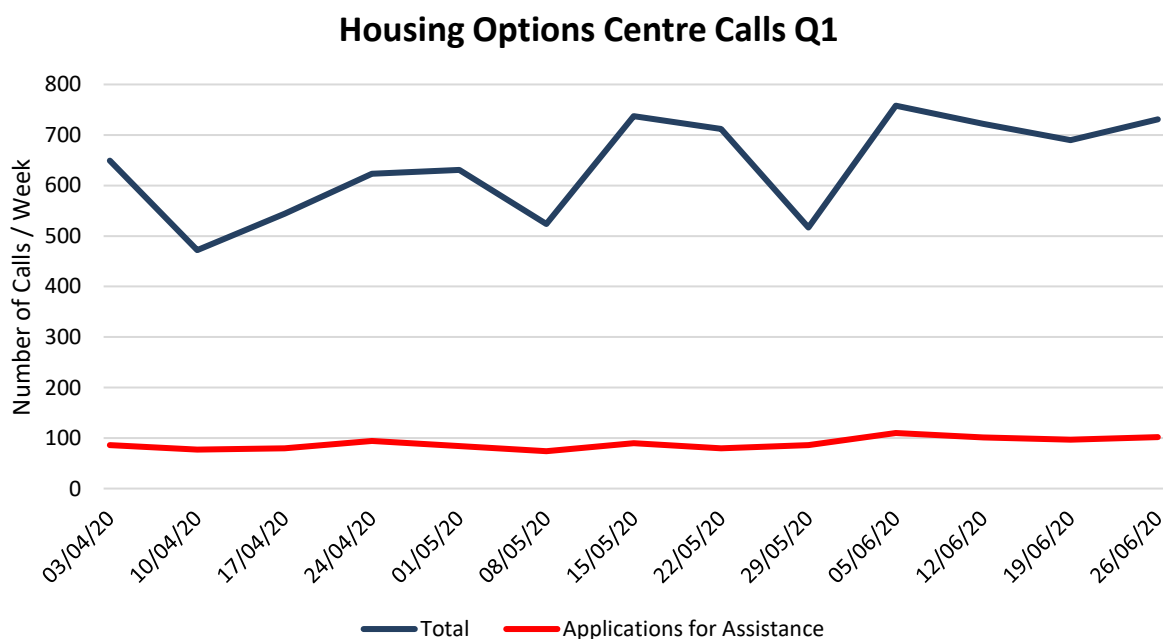


Figure 3.6.1 – Calls to the Housing Options Centre, Quarter 1

<sup>1</sup> Article by the Guardian on the [Housing First Approach](#).

### Accommodation Placements Q1

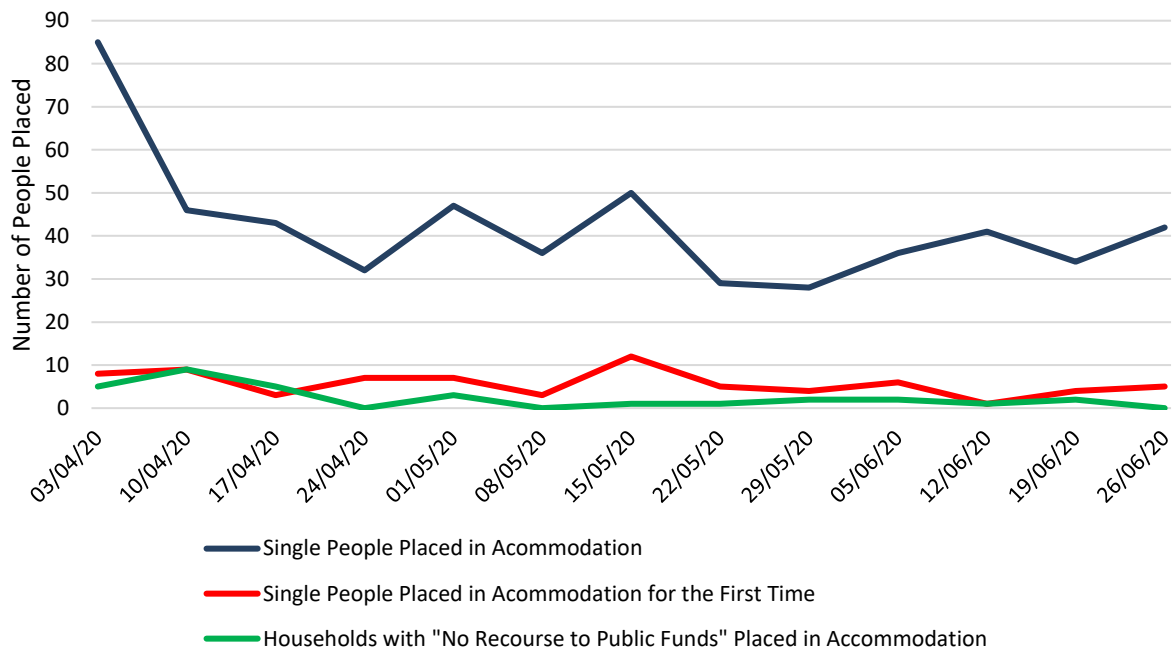


Figure 3.6.2 – Homeless Accommodation Placements, Quarter 1

### Additional Units in Use Q1

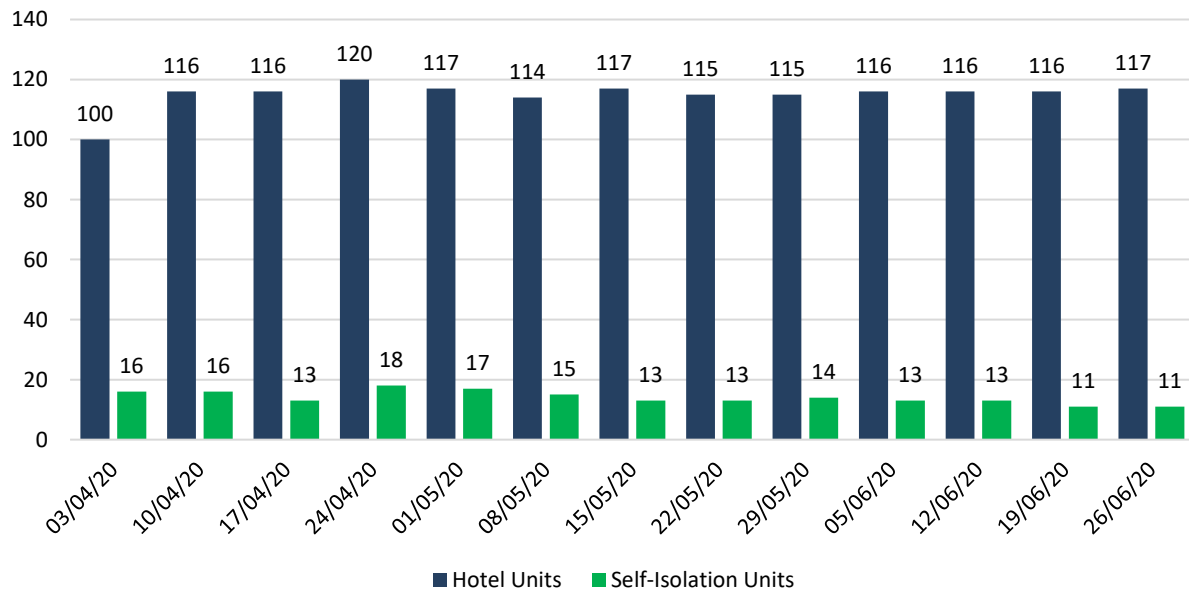


Figure 3.6.3 – Additional Accommodation Unites in Use, Quarter 1

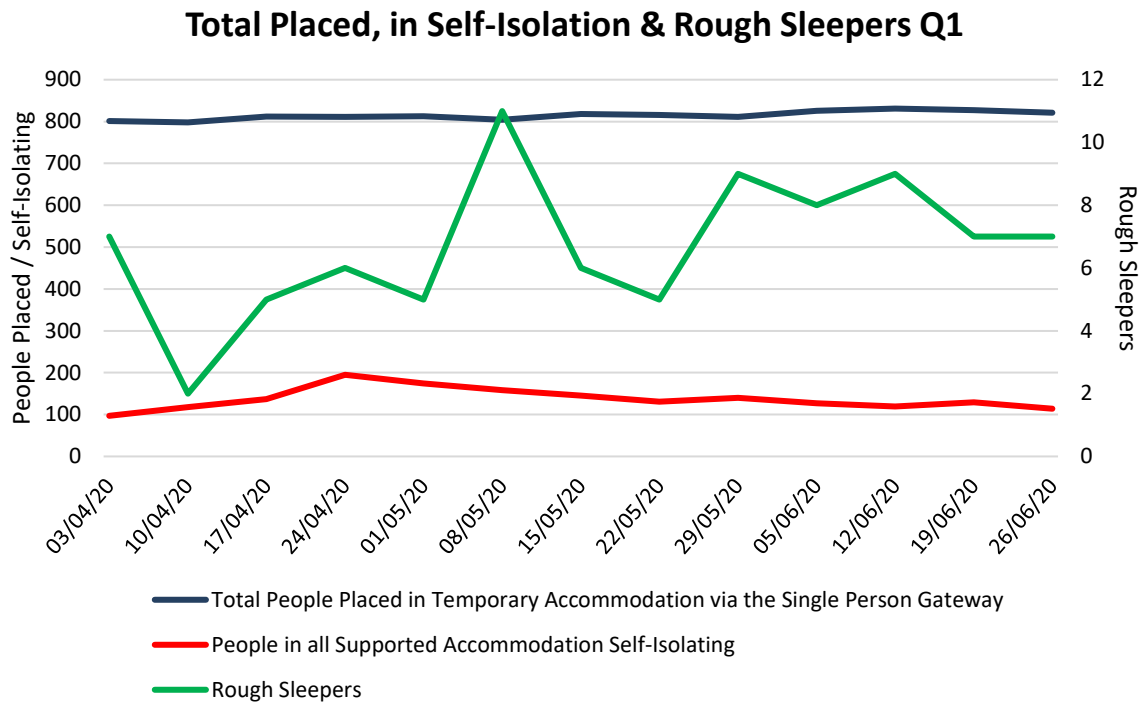


Figure 3.6.4 – Homeless Individuals Places, in Self-Isolation & Remaining Rough Sleepers, Quarter 1

### 3.7 Social Care – Adults’ & Children’s

Across social services, as COVID-19 began to spread, a risk assessment exercise was carried out across all open cases, determining the priority of individuals for maintaining regular contact during lockdown. Cases were given a BRAG (Black / Red / Amber / Green) rating, with black representing the most urgent cases where regular contact would be essential, and green cases requiring little, if any, face-to-face contact. In children’s services specifically, in anticipation that staff sickness levels may increase due to the spread of the virus, short case synopses were written for every case, enabling a smooth case handover if and when required.

#### Adults’ Services

Throughout the lockdown period, social workers have continued to undertake home visits when there has been a critical situation or a safeguarding concern. Appropriate PPE has been provided across social care to ensure that this contact is as safe as possible. Assessments have been undertaken via alternative means where possible, for example over the internet, via telephone, or through a window, in order to maintain social distancing. Contact has also been



maintained with carers, many of whom have faced significant challenges over this period as there has been little opportunity for respite.

While examining deaths from COVID-19, and excess deaths when compared to the normal expected death rate, those receiving domiciliary care were identified in Cardiff as having a high excess mortality rate, along with care homes. Increased testing of these individuals, and their contacts, was undertaken in an attempt to limit the impact of this.

Hospital social workers have linked in with community teams and care providers to work through complex cases in order to discharge individuals from hospital. This work has continued in line with the 'home first' principle. To support the discharge process during the pandemic, isolation beds were secured by adults' services for those who have left hospital, the primary purpose of these being to keep individuals who may be infectious from spreading COVID-19 to their care home as they return to it. In total, 26 of these beds were secured.

Learning Disability teams have been working closely with third sector partners and Health in order to focus on the provision of reduced, yet critical, support services. Contact is maintained with all service users and their families in order to assess and prioritise their needs. Positive feedback has been received from both service users and partners on how services have been maintained through the pandemic.

### Safeguarding Referrals Q1

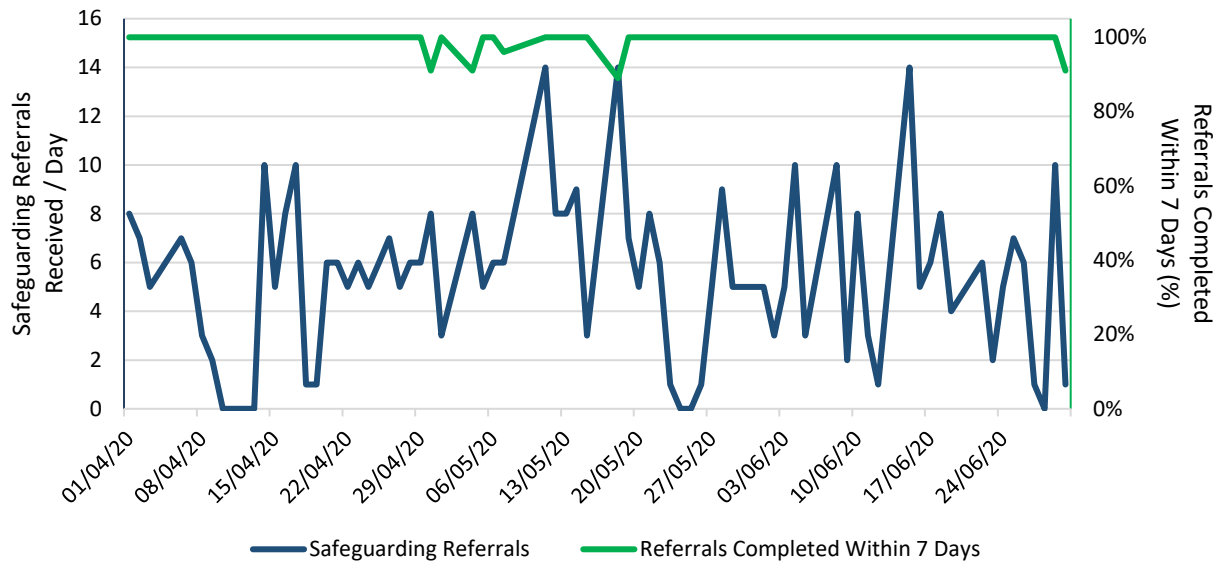


Figure 3.7.1 – Adults’ Services Safeguarding Referrals, Quarter 1<sup>1</sup>

### Mental Health Assessments & Hospital Discharges Q1

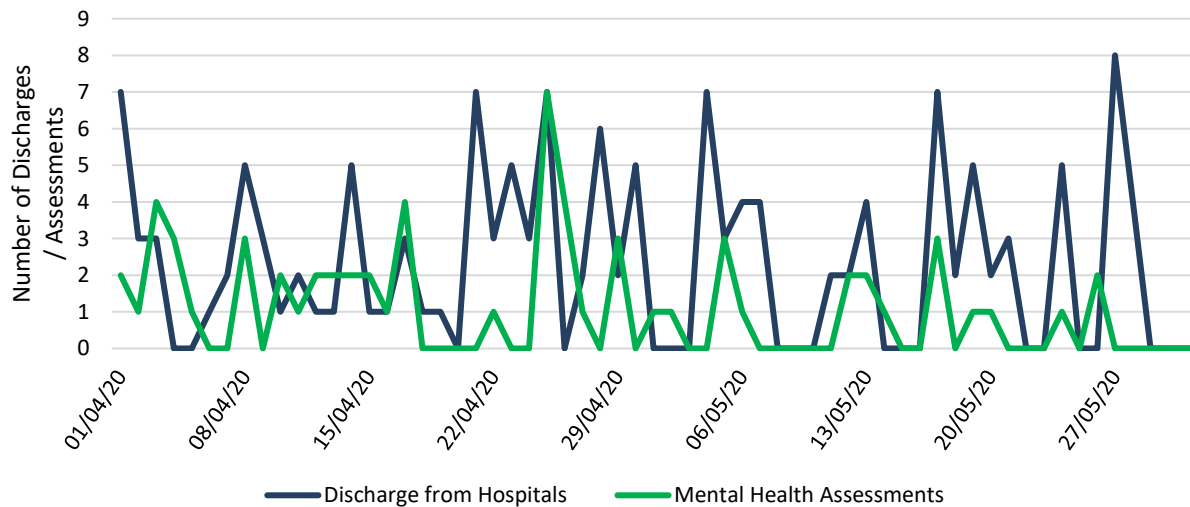


Figure 3.7.2 – Adults’ Services Mental Health Assessments & Hospital Discharges, Quarter 1<sup>2</sup>

<sup>1</sup> Safeguarding processes have continued to operate throughout the pandemic, maintaining the pre-COVID performance standards.

<sup>2</sup> Data recorded only up until the end of May 2020.

## Children’s Services

In general, face-to-face contact in regards to children’s services ceased during lockdown, although individual requirements were assessed on a case-by-case basis, as with some young people the risk of having no contact outweighs the risk of contact.

Children’s Services, alongside Education and the Family Gateway, established a Vulnerable Learners Panel during lockdown, to discuss children/ young people where there are significant concerns about safety and welfare.

Contact has been maintained with children in out-of-area placements, and this has been supplemented through the use of virtual technology, increasing many young people’s access to social workers and friends outside of their immediate network.

A dip in MASH (Multi-Agency Safeguarding Hub) referrals was observed in early April 2020. However, this is not likely to reflect an actual drop in incidents, but is more likely to be due to a number of referral sources being offline, or being less active. For example, many referrals normally come from teachers, and schools were closed, and many referrals come from health visitors, who would have been undertaking fewer visits during this period. Referral levels returned to normal by the end of quarter 1.

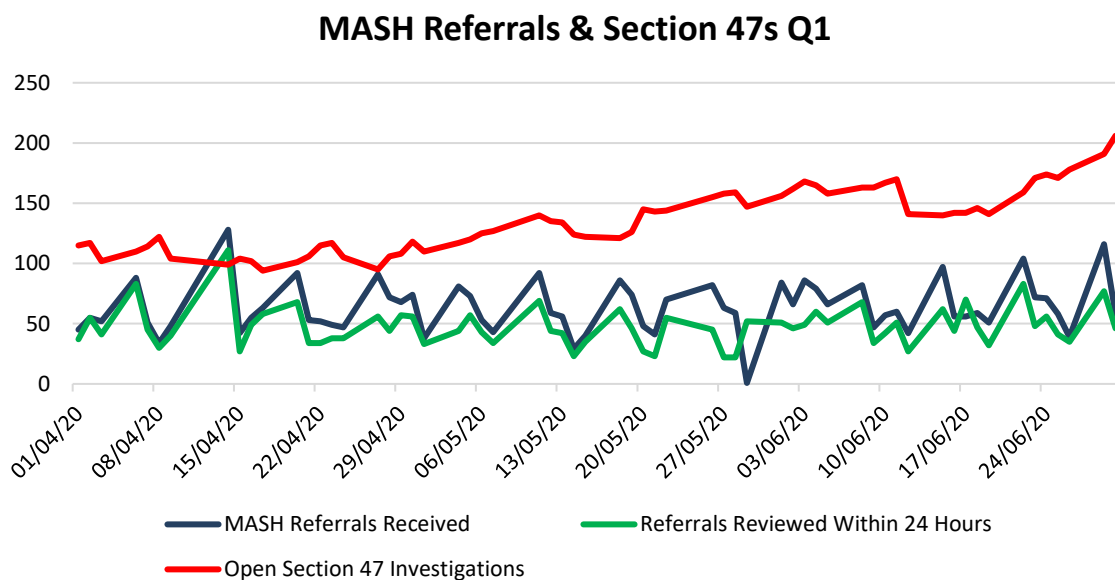


Figure 3.7.3 – Multi-Agency Safeguarding Hub (MASH) Referrals & Section 47s, Quarter 1

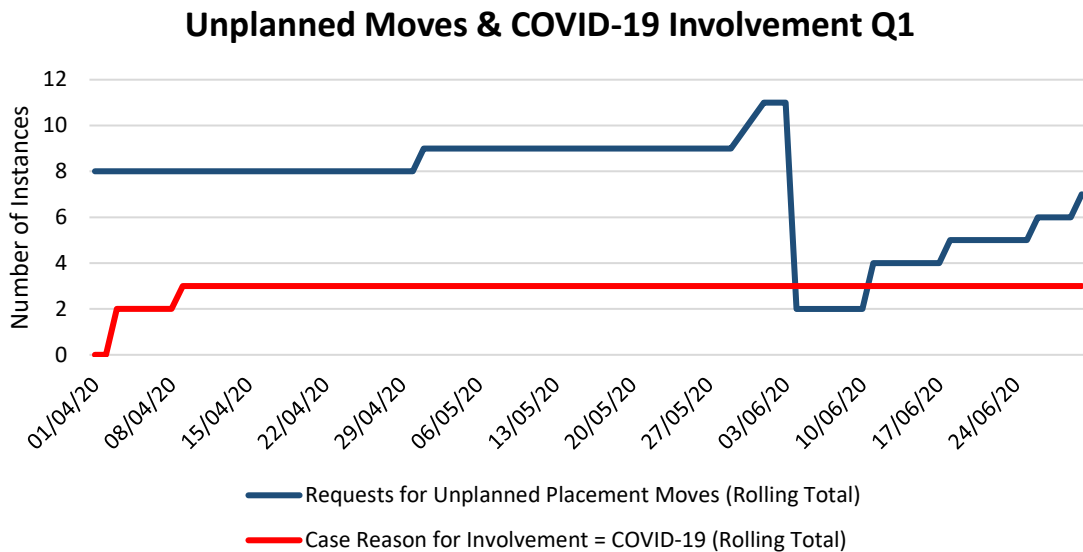


Figure 3.7.4 – Unplanned Moved & COVID-19 Case Involvement, Quarter 1

### 3.8 Childcare

At the end of March 2020, Welsh Government decreed that, wherever possible, children should be cared for at home and that childcare provision should prioritise care for children of critical workers and vulnerable children. Thus, the Childcare Offer for Wales was suspended, closing to new entrants from April 1. Payments were maintained to childcare settings (whether open or closed), but only for children who were already eligible for and enrolled on the Childcare Offer before March 18. Welsh Government committed to continue to pay for the hours of childcare booked under the Childcare Offer until the end of the suspension period (June 19).

#### The Coronavirus-Childcare Assistance Scheme (C-CAS)

The suspension of the Offer allowed the grant to be repurposed to provide funding for childcare costs for eligible parents and carers, including those:

- Whose child/children were of pre-school age (provision for school aged children was offered via school hubs),
- Who were critical workers, unable to effectively work from home,
- Who were kinship or foster parents and a critical worker, or
- Whose child/children were pre-school age and have been assessed by a local authority as being vulnerable.

Based on Welsh Government guidance, an Officer Decision Report was drafted and approved, allowing the C-CAS (Coronavirus-Childcare Access Scheme) to be implemented in Cardiff. A data collection tool was provided to childcare settings in order to assess and record children who met the eligibility criteria. To support this, the following were developed in collaboration with other Council teams:

- An online application form for requests for pre-school childcare
- A payment system to allow payments to childcare providers
- Terms and conditions for all childcare settings providing C-CAS
- Webpage content to inform parents of the scheme and highlight eligibility
- Recording and reporting systems to ensure data collection and Welsh Government requirements could be met.
- Access to advice and guidance via phone, email and social media

Following the announcement by Welsh Government, of funds to provide childcare over the summer holidays for vulnerable children, £80k from Childcare and Play was pooled with the Welsh Government funding to support this provision, which was organised by Education.

### **Flying Start Childcare**

Flying Start childcare provision closed temporarily during the pandemic, with two settings remaining open, offering care for children of critical workers. Flying Start teams maintained contact via telephone with families where children had been identified as vulnerable and if appropriate, referrals were made to the Vulnerable Learners Panel for consideration.

To support families whilst at home, Flying Start teams used social media to share “at home activity ideas”, including those suggested by childcare providers. These posts have been received well by families and have had high levels of engagement.

Flying Start and Childcare teams worked together to produce the “Unlocking Childcare in Cardiff” guidance for childcare providers, providing advice on how to operate their services safely under the COVID-19 restrictions. Flying Start also worked with Health & Safety to ensure provision across the city would be safe to re-open in line with the restarting of education.

### **Lessons Learned**

The success of C-CAS in Cardiff has been due the commitment of the childcare teams and collaboration with other internal teams and Welsh Government. Whilst full lockdown measures

had a huge effect on many other aspects of people’s lives, the clear parameters of the scheme made the childcare response relatively simple. However, a future local lockdown may raise questions around the significant proportion of parents that work in Cardiff, and have children attending childcare in the city, who reside outside the local authority area.

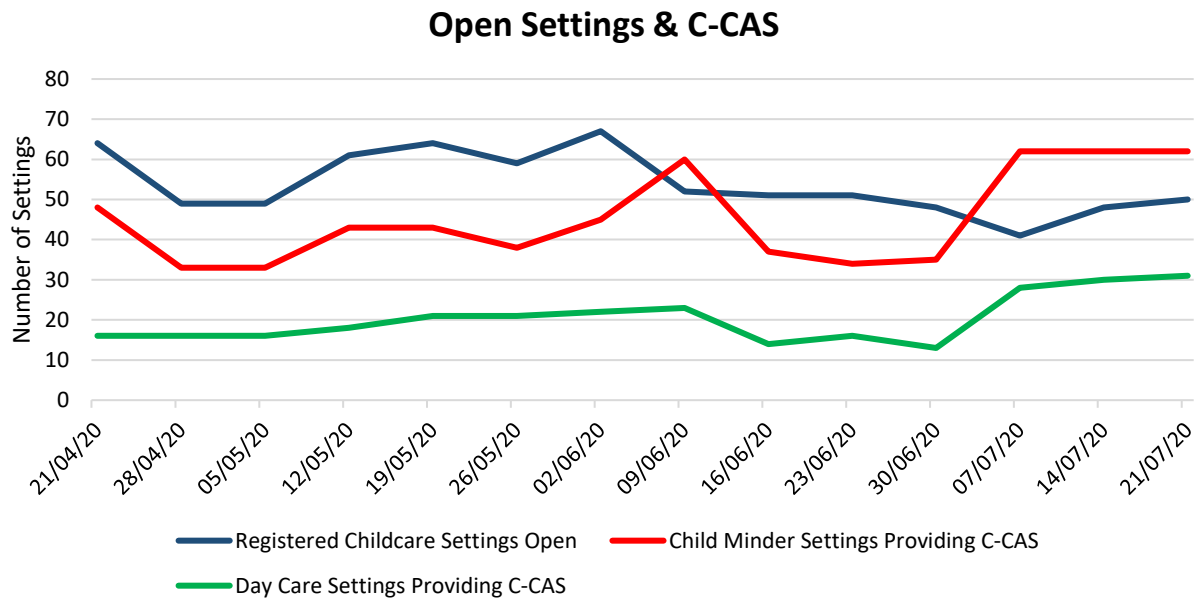


Figure 3.8.1 – Open Childcare Settings and the Coronavirus-Childcare Access Scheme (C-CAS) <sup>1</sup>

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<sup>1</sup> The data used in charts in this sections begins at the end of April 2020, and runs until the end of July 2020, to give a comparable 3-month period to the Q1 data presented elsewhere in this report. The total number of childcare settings open includes all child minders and day care settings which have had at least one child in attendance during the week.

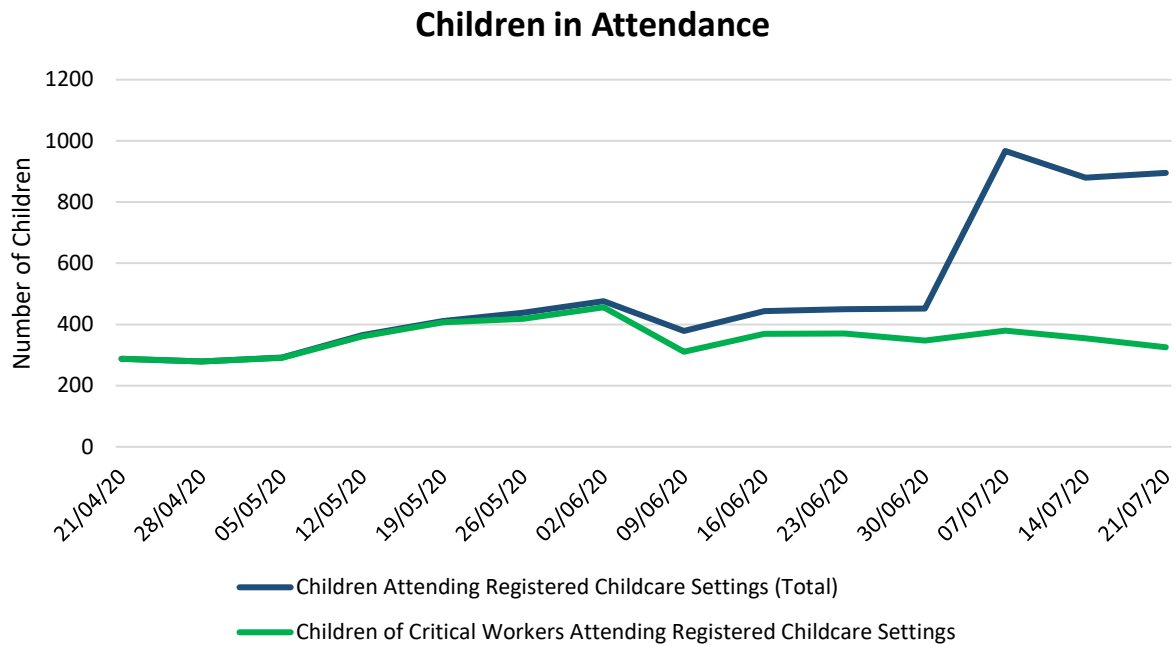


Figure 3.8.2 – Children in Attendance at Childcare Settings <sup>1</sup>

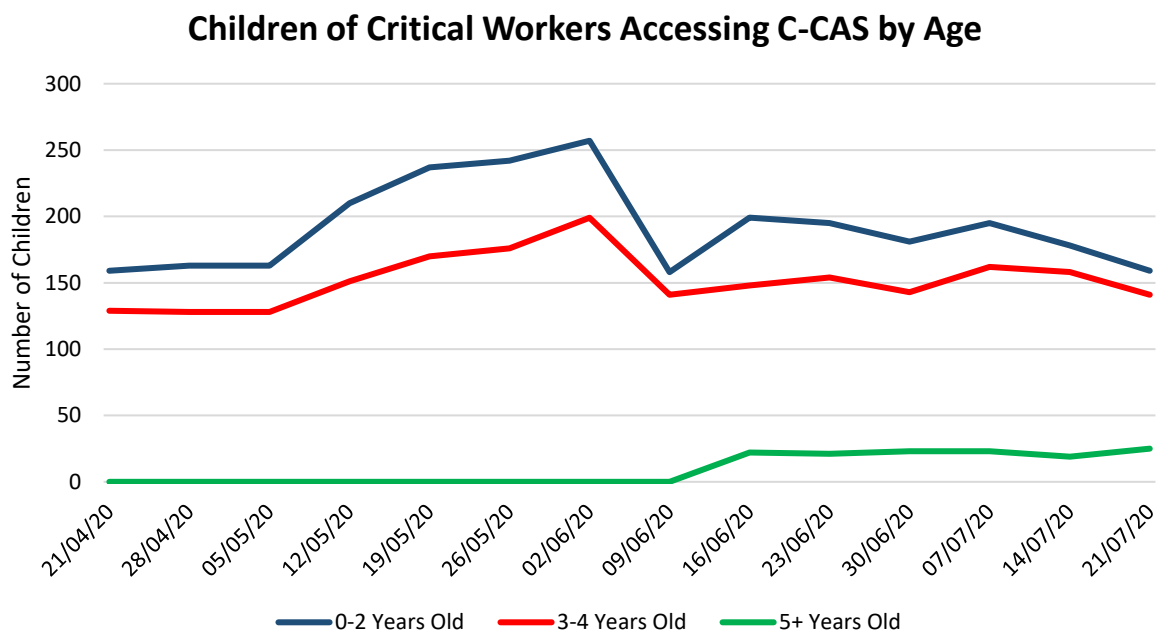


Figure 3.8.3 – Access to C-CAS by Age for Critical Workers

<sup>1</sup> The number of children in attendance includes all those who have attended at least one session during the week.

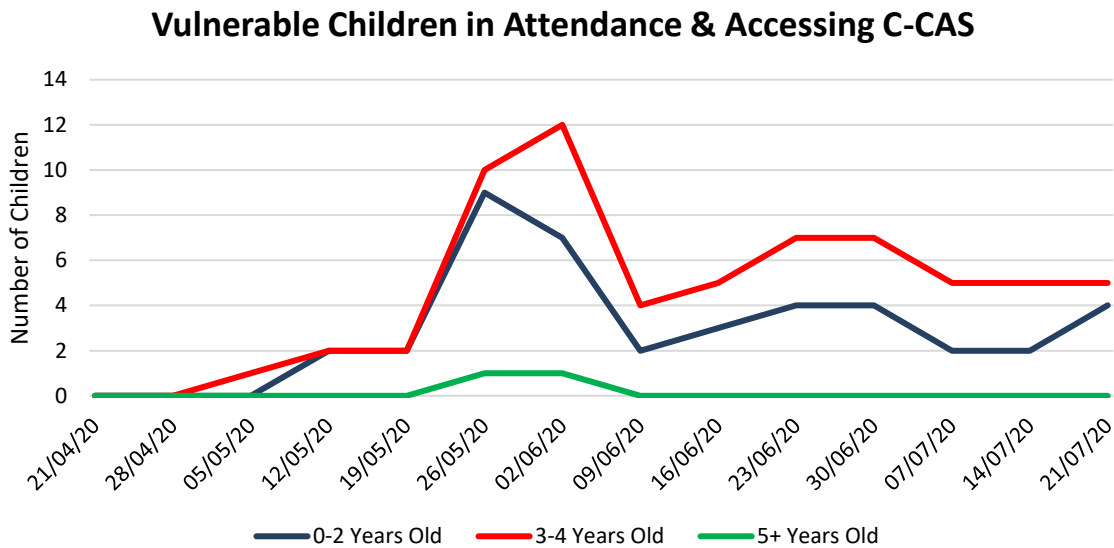


Figure 3.8.4 – Access to C-CAS by Age for Vulnerable Children

### 3.9 Volunteering

The Volunteering Team have been busy during the pandemic, co-ordinating volunteers and regularly updating the Volunteer Cardiff website, ensuring that the needs of the community could continue to be met. Specifically, volunteers have been utilised to support the collection and delivery of food parcels, as well as assisting with the second round of wellbeing calls to the shielded community.

The website has seen significant activity during this period. In Q1, there were 62,823 hits on the Volunteer Cardiff Portal, averaging around 718 hits per day. April saw the highest levels by far, with a significant spike near the beginning of the month. Overall, hits in April represented 66% of total hits in Q1. Of those viewing the portal, 233 volunteers successfully submitted applications, resulting in around 7 volunteers working per day throughout the quarter. As a point of comparison, in Q1 of 2019/20 only 7 volunteers were recruited, compared to 81 in the same period in 2020/21.

This spike in interest during the peak of the pandemic, similar to the huge response to the internal skills survey, which received 2,000 responses within the first hour of going live, further highlights the willingness of both Council staff and the community at large to contribute where they can during difficult times. The dip in interest after April 2020, shown in both figure 3.8.1 and figure 3.8.2, could be due to people returning to their substantive roles.



### Volunteer Cardiff Website Activity Q1

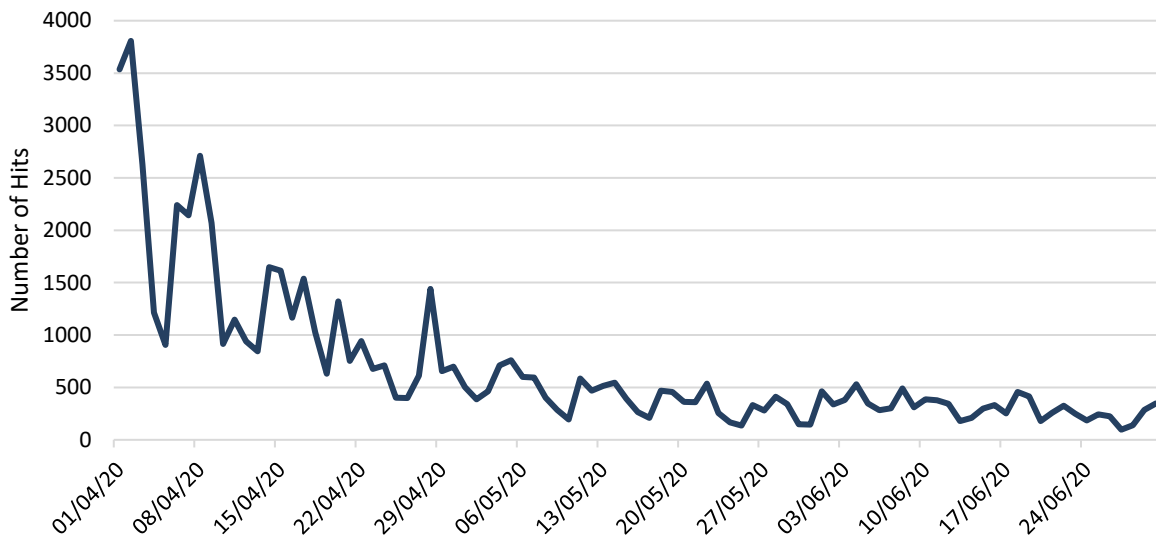


Figure 3.9.1 – Volunteer Cardiff Website Activity, Quarter 1

### Applications, Checks and Days of Work

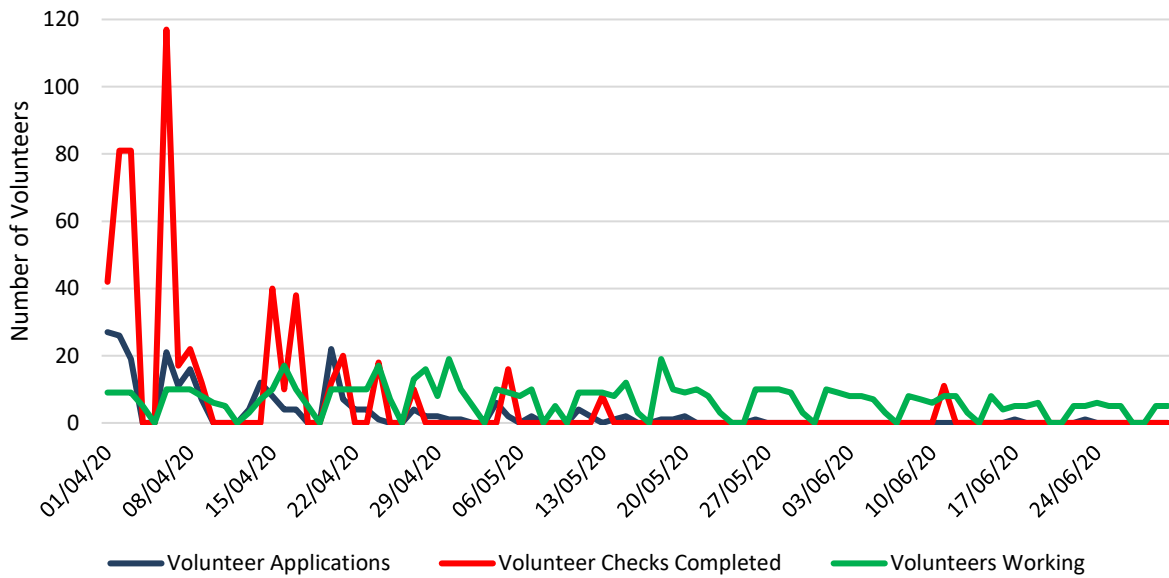


Figure 3.9.2 – Volunteer Applications, Required Checks and Days of Work, Quarter 1

### 3.10 Community Safety & Cohesion

Throughout Q1 2020/21, Cardiff has experienced reduced crime rates overall (28%), and reduced rates for most crime types, although there has been a small increase in drug offences (27%) and a larger increase in anti-social behaviour (146%), although this can be entirely attributed to COVID-19 related issues, particularly in relation to breaches of regulations.

The following rates have decreased during Q1: violence against the person (28%), violence with injury (33%), violence without injury (19%), stalking and harassment (8%), possession of a weapon (10%), criminal damage (28%), robbery (36%), residential burglaries (38%), business and community burglaries (39%), auto-crime (44%), hate crimes (3%) and public order offences (4%). It seems likely that these changes are due to the lockdown measures in place in Q1, and more recently as measured are eased, levels seem to be increasing again.

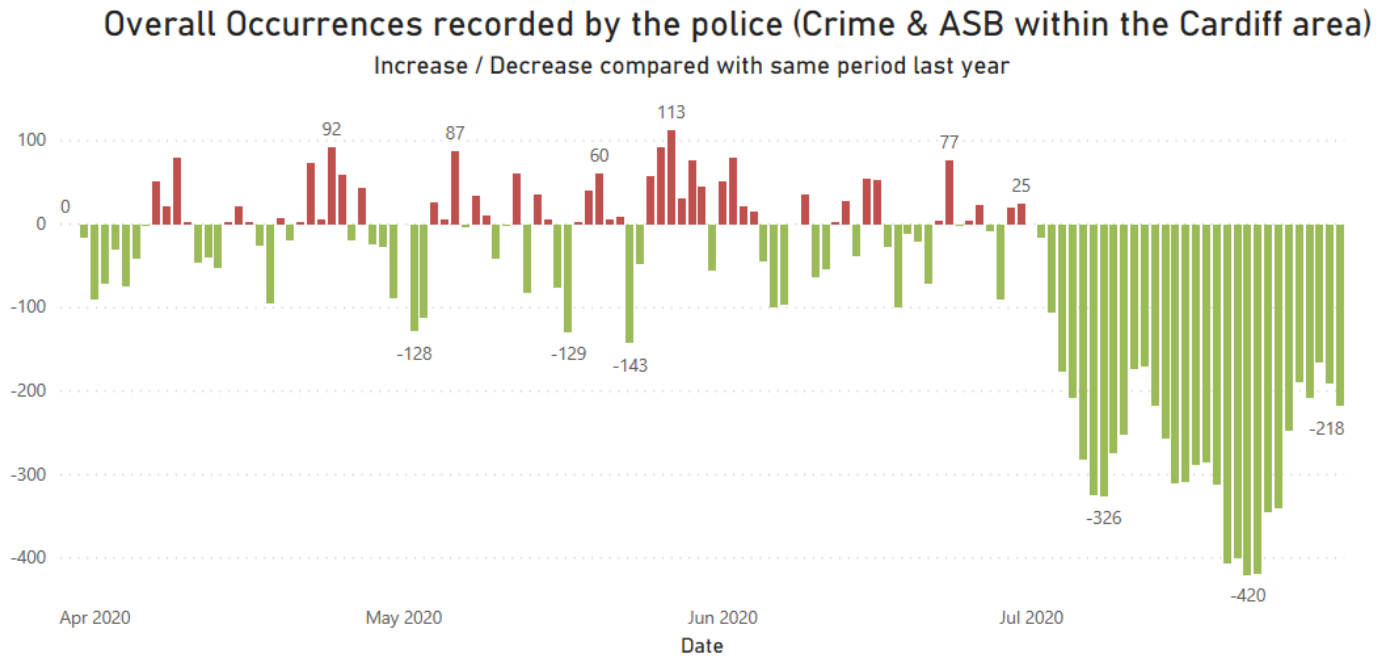


Figure 3.10.1 – All Crime Occurrences as Increases or Decreases vs. the same period last year: comparison April 1 – July 31 2019|2020, Cardiff

### ASB Occurrences

Increase / Decrease compared with same period last year

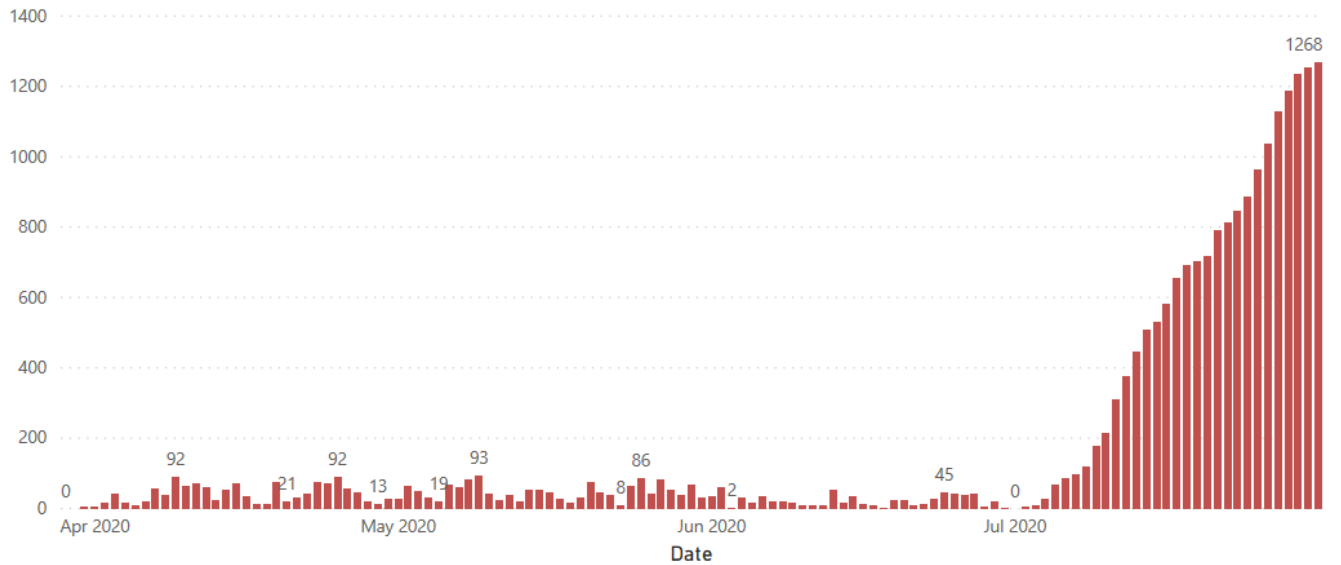


Figure 3.10.2 – Anti-Social Behaviour (ASB) Occurrences as Increases or Decreases vs. the same period last year: comparison April 1 – July 31 2019|2020, Cardiff

### Domestic Abuse Occurrences

Increase / Decrease compared with same period last year

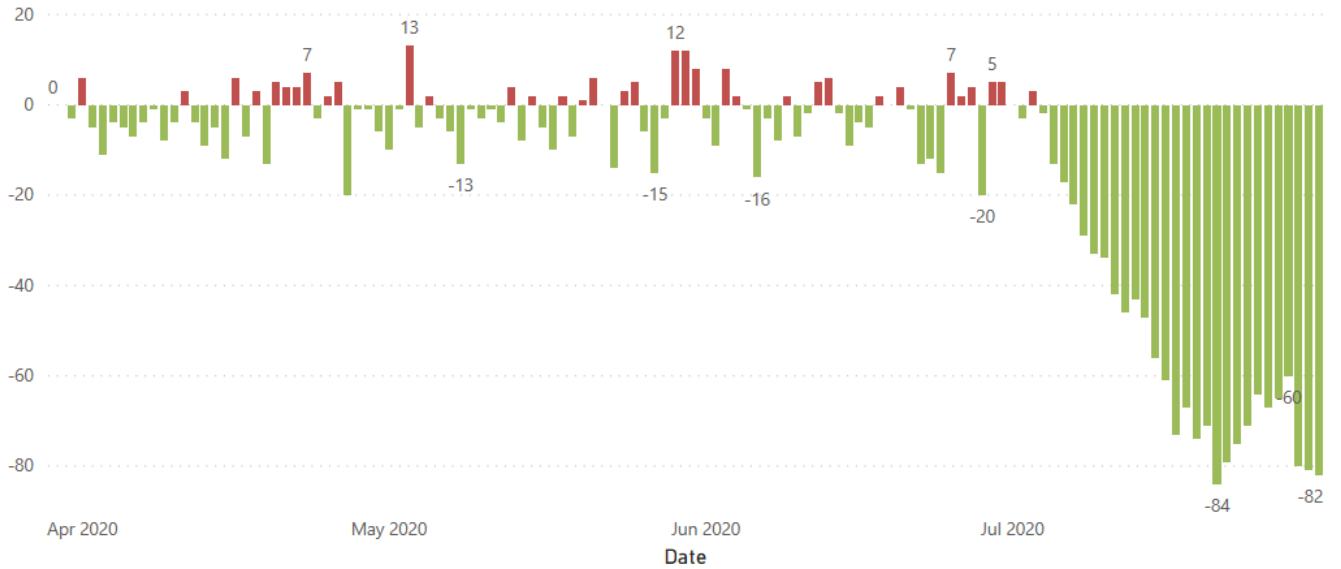


Figure 3.10.3 – Domestic Abuse Occurrences as Increases or Decreases vs. the same period last year: comparison April 1 – July 31 2019|2020, Cardiff

Throughout lockdown Cardiff RISE<sup>1</sup> has continued to contact victims related to Public Protection Notice (PPN) referrals from the Police. The volume of domestic abuse referrals received during Quarter 1 2020/21 (1,628) was slightly lower than the same period the previous year (1,652). There are concerns however, that the lockdown period will have resulted in under reporting of domestic violence, which will be monitored through the work of the Community Safety and Safeguarding Partnership Group.

During Q1 an additional 8 women's refuge units were provided (bring the total number of units to 59), during which time 64 residents left refuge provision. Most of these individuals moved either to temporary accommodation (23), with friends and family (14), or returned home (10).

During lockdown regular communication was maintained with residents, utilising virtual communication technology, informing them of the latest COVID-19 guidelines. Those who required it were also supported with their shopping. PPE has been provided and used where physical visits have been required.

### **3.11 Culture, Leisure and Parks**

#### **Parks**

During the lockdown period, it was decided to keep the Council's parks and green spaces open for use. The Parks team worked extensively with partners to ensure that these spaces were safe to use; for example, at Roath Park, a one-way system was introduced around the lake aware to improve social distancing and reduce the risk of spreading COVID-19.

#### **Venues and Events**

As a result of government advice, the Council took the decision to close all of its venues and attractions. This included Cardiff Castle, the Museum of Cardiff, the Norwegian Church, City Hall, Mansion House, St David's Hall and the New Theatre. The Capital's extensive event programme was also impacted, with events either postponed until later in the year or, as in the case of the Guinness Pro14 Finals and Nitro World Games, cancelled altogether.

#### **Sport and Leisure**

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<sup>1</sup> [RISE](#) is a Cardiff-based specialist advocacy service for women experiencing violence, domestic abuse, and sexual violence.

All facilities, such as GLL-managed leisure centres, Channel View Leisure Centre, Canton Community Centre, Cardiff International White Water and Cardiff Riding School, were also closed.

Considerable effort was made by council officers to continue to engage with patrons, clients and partners throughout the lockdown period, to ensure the continuity of services once restrictions eased.

### **3.12 City Centre & District Shopping Centres**

Cardiff city centre has had to change drastically in order to become a safe space where social distancing measures can be complied with. The Council has progressed work to make certain spaces safe in both the city centre and neighbourhood district centres, with a City Recovery Strategy approved by Cabinet in June 2020.

The strategy outlines what is required during the COVID-19 recovery period to ensure that the city centre, and wider local and district centres, fully support local businesses, retailing, and the wider range of positive social and leisure activity associated with Cardiff city centre. Central to this is a drive to create an environment that is safe, socially distanced, well-managed and welcoming.

Interventions include a package of safety and greening in local and district centres, such as pavement widening, cycle routes, speed restrictions and more significant measures where appropriate. As part of the adaptations to the city, pavements have been widened, cafes and bars have been allowed to create 'spill out' areas to trade outside, and new trees installed to improve the public realm.

Changes in the city centre include one-way pedestrian systems; welcome/explanation points; street ambassadors and spill-out space, with Cardiff Castle's grounds opened to create a public space for local businesses to use, enabling the ordering of food and drink via an app.

Supporting local businesses has formed a key part of this strategy in limiting the economic impact of COVID-19. Around £80,000 was generated for the local economy in the first weekend following the implementation of these changes, and the re-opening of city centre venues. Engagement/ consultation with key stakeholders has also been crucial to its implementation and management.

Throughout this period, Cardiff has experienced significant improvements in air quality, particularly in the city centre, as a result of lower levels of traffic. The recovery period is an

opportunity for securing increased environmental and city resilience, and it is hoped that these improvements are maintained through the implementation of Cardiff’s Clean Air Plan.

### 3.13 Business Support

Welsh Government’s Business Grants Scheme closed on June 30, although around 73% – 86% of qualifying businesses in Cardiff have accessed support during the operation of the scheme. The grants were for rate paying premises only; those in receipt of small business relief; retail, leisure and hospitality businesses with a rateable value of £12,001-£15,000; along with charities and not-for-profit organisations operating in the same sectors. In total, throughout Q1, £42.8m was provided to support businesses via this scheme.

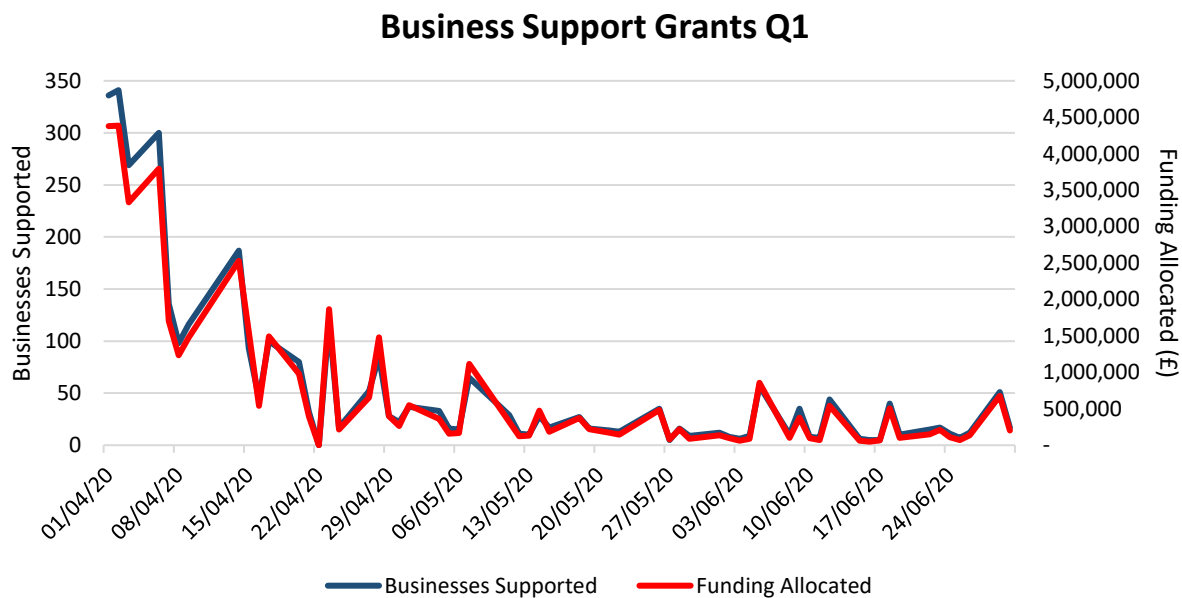


Figure 3.13.1 – Business Support Grants Administered in Cardiff in Quarter 1

### 3.14 Waste Management

During lockdown, most waste collection streams continued to operate normally, with the exception of garden waste collections, which returned to their normal routine in July 2020. Additionally, the pilot of separated glass collection has been suspended. Although collected as would normally be scheduled, recycling and general waste collections were combined as a temporary measure. While access was temporarily limited to the Household Waste Recycling Centres (HWRCs), they operated on a booking system, phasing back in more item types over time.

## 4. Governance and Decision Making

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This section describes how internal Council processes have changed and improved in response to the pandemic.

### 4.1 Decision-making & Governance Arrangements

On 25 February 2020, COVID-19 became a standing item on the Council's weekly Senior Management Team agenda and, on 3 March 2020, a Strategic Coordinating Group (SCG), chaired by the Chief Executive and reporting through to the Leader and Cabinet, was established to lead on a cross-Council approach to preparing the organisation for the impact of COVID-19. Membership is made up of the Council's Senior Management Team plus the Operational Manager for Corporate Health & Safety and the Manager of the Resilience Unit.

The Council's SCG agreed a series of COVID-19 planning assumptions and set out key actions in preparation for the pandemic. This included establishing an effective Directorate-level Incident Management Team, refreshing Red Critical Business Continuity Plans and testing each plan with a scenario-based exercise.

On 19 March 2020, the Council's SCG began to meet on a daily basis, including on weekends as required. SCG enabled the Council to make rapid decisions based on the most up-to-date information following the key principles which informed its approach:

- Preventing the spread of infection;
- Ensuring the health and safety of staff, service users and citizens, and;
- Prioritising key frontline services and support for vulnerable people.

Recognising the need to record the Council's response to the business disruption generated by COVID-19, a daily log recording the actions taken within each service area in relation to the outbreak was established as of 23 March 2020. A summary of key actions taken was collated and circulated at the end of each day, alongside the minutes from each internal SCG meeting.

A process has also been established to enable directorates and service areas to examine all key decisions taken since the outbreak began and ensure that they are accurately reflected in the decision log. The log ensures that there is a consolidated account of all decisions undertaken during this period, cataloguing them and providing the location of supporting evidence in the event of any future auditing purposes.

The following information is recorded:

- Date: *When was the decision taken?*
- Decision: *Summary of the decision*

- Action Owner: *Who is/ are the lead officer(s) responsible for acting upon the decision?*
- Reason/ Rationale: *Why was the decision taken?*
- Decision Maker: *Who took the decision? E.g. Strategic Co-ordination Group/ Silver Command.*
- Type of Decision: *On what authority was the decision taken? E.g. Operational Decision/ Delegated Powers to Officer/ Officer Decision Report.*
- Evidence Base: *Any evidence available to support the decision?*
- Consultees: *Who was consulted? E.g. Cabinet/ Public Services Board/ Police*
- Comments: *Further detail of the issue/ activity*
- Record Keeping: *Has all relevant material relating to the decision been filed and is accessible at a future date?*
- Finance: *Has any financial impact been recorded in line with the Section 151 Officer Guidance?*

## 4.2 Political Governance

New regulations were issued by Welsh Ministers under the Coronavirus Act 2020 which made temporary changes to the rules governing local authority meetings during the COVID-19 response period (applying to meetings taking place before 1 May 2021)<sup>1</sup>.

The first virtual meeting of full Council was held on 21 May 2020. Cardiff was one of the first local authorities in Wales to hold a remote meeting of full Council. Ahead of the meeting an Equalities Impact Assessment (EIA) was carried out in respect of remote meetings arrangements to identify any inadvertent discriminatory effects and potential mitigation measures<sup>2</sup>.

At the meeting on 21 May 2020, it was agreed to make changes to the Council's governance arrangements during the period when normal business operations are disrupted due to government restrictions and additional service pressures arising from the COVID-19 pandemic. These changes included the establishment of a COVID-19 Scrutiny Panel, comprised of the five current Scrutiny Committee Chairs.

The COVID-19 Scrutiny Panel is responsible for scrutinising the Council's functions, as well as the work undertaken by the Cardiff Public Services Board and its impact on the local community. The Scrutiny Panel was established until 30 September 2020, with its duration and remit being kept under review. The Chair of the temporary Scrutiny Panel must have been an opposition group member appointed by Council with cross-party support under Part 6, Section 74 of the Local Government (Wales) Measure 2011).

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<sup>1</sup> <https://www.legislation.gov.uk/wsi/2020/442/contents/made>

<sup>2</sup> <https://cardiff.moderngov.co.uk/documents/s38571/Ag%20Item%205%20Appendix%20A%20-%20EIA.pdf>



## 5. Corporate Adaptations & Issues

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### 5.1 Temporary Homeworking

Responding to Covid-19 demanded a radical transformation to the way in which many council services were delivered. This transition to an “Essential Services Model” was initially enacted to prevent the spread of the infection, protect the health and well-being of staff and safeguard the delivery of vital frontline services and provision of support for the most vulnerable.

#### **Enabling Service: Digital Infrastructure, ICT equipment and Virtual Processes**

The Council had already established a comprehensive digital agenda, with the digital strategy setting out a clear direction of travel, prior to lockdown. It is clear that without the progress made in delivering this strategy the Council would not have been able to support the scale of homeworking which it currently does. The extensive demands which Covid-19 placed on the Council’s digital infrastructure demonstrated the extent to which the Council has established modern and resilient digital capacity. Simply put, the Council would not have been able to support home working at this scale only two years ago.

The ICT service performance data demonstrated the enhanced capability of the service:

- Provision of equipment, software upgrades and migration to the latest operating platforms
  - Over 5200 staff were migrated to Office 365 in just 3 weeks to enable wider access to council systems from remote and mobile devices;
  - Microsoft Teams has been rolled out to over 5200 users within 2 weeks, to provide additional video, audio conferencing and collaboration tools;
  - Over 850 new laptops and tablets distributed in the last 4 months and over 500 existing devices rebuilt or reconfigured for home use;
  - The ratio of fixed devices to mobile enabled devices has shifted considerably between quarter 3 2019/20 (57%/43%) and Q1 2020/21 (46%/54%). This demonstrates that over half the workforces is now equipped for mobile working.
- Enhanced Support Arrangements

- All ICT Service Desk staff are working from home with no change in the level or quality of service
- 96% of the wider ICT service have worked from home with the equipment they need to operate as normal.
- Supporting Service Provision
  - The Network team supported the NHS establish temporary network connections between the new field hospital in the Millennium Stadium and Global Link;
  - The ICT and the Web Team supported Waste Services to ensure that all collection changes were correctly synchronised between back office systems and the various customer facing digital channels;
  - ICT staff have resolved twice as many service request tickets as usual, working extended hours and at weekends, to accelerate mobility options for the council partner organisations such as the WLGA;
  - Key telephony systems were extended for use at home, this in conjunction with the 4400 corporate mobile contracts has allowed service areas to continue to function with telephony from home;
  - C2C have been enabled to operate with staff split between a home and office based operation.

### **Supporting Safe and Effective Homeworking**

Whilst the Council's digital strategy enabled a number of staff to work from home, a recent staff survey revealed high levels of staff satisfaction with little or no drop in productivity:

- 90% of surveyed staff are temporarily working from home on a full-time basis, mainly doing same job
- 82% reported being satisfied with home working
- 95% felt safe working from home
- 83% could work productively from home

With the highest level of government, and leading scientific advisors, advocating the continuation of homeworking<sup>1</sup> where possible, the Council will continue its temporary homeworking arrangements. Whilst this remains the default position, strict exceptions apply to enable the delivery of Business Critical Services or to support those with physical or mental health requirement.

Each directorate has therefore undertaken a Home Working Assessment of who needs to return to core office accommodation identifying staff who:

- are a priority for return (red)
- need for some office space to deliver aspects of service (amber)
- can work effectively from home (green)

For those categorised as red or amber, procedures are in place to ensure a safe return to work. For those categorised as green, support is being provided to ensure safe homeworking. This has included a Health and Safety Temporary Homeworking Guidance and Checklist, which was issued to all members of staff, supported by Occupational Health. A review of equipment is also being undertaken (physical and ICT) using current equipment in offices with delivery of office equipment being arranged to meet any identified homeworking support need.

## 5.2 Workforce Management

At the same time as responding to the immediate implications of the Covid-19 pandemic, the Council has continued to review the service delivery impacts of a revised approach to workforce management. Perhaps one of the most immediate impacts on productivity is the marked reduction in sickness absence achieved during a period of extensive homeworking. When considered alongside the results of a recent staff survey on homeworking, which demonstrated that staff felt there was little or no fall in their productivity as they continued to deliver largely the same tasks, there are clear efficiency gains being recorded.

The Council's workforce development approach will consider in detail the impact of the workforce management changes enacted during the lockdown period. Moving forward, the

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<sup>1</sup> Mark Drakeford MS, First Minister: *"Our advice is that you should stay at home and work from home if you are able to do so"* | Dr Frank Atherton, Wales Chief Medical Officer- *"Our position is that if you can work at home, then it's better to work at home and many of us are able to do so"* | Sir Patrick Vallance, Government Chief Scientific Adviser- *"Home working is a "perfectly good option... I think a number of companies think it's actually not detrimental to productivity and in that situations, there's absolutely no reason... to change it."*

focus will continue to be on improving the quality of service delivery. What has become clear is that home and agile working is not only possible, but potentially desirable across a greater range of council services. The workforce management approach will therefore review the efficacy of greater home and agile working in the delivery of services and in the Council's approach to constituting its workforce.

### 5.3 Temporary Staff Redeployment

During the initial workplace restrictions due to COVID-19, while many members of staff were able to work from home, many also found themselves unable to undertake their primary roles. In March 2020, the Emergency Temporary Staff Redeployment (ETSR) process was established to allow for staff to be redeployed outside of their operational areas to provide support in another area where extra resource would be needed. A Staff Skills Survey was issued, which received a substantial response from staff, with 5,000 people completing the survey within the first day of its issue. The results from the survey were compiled in a database, along with additional submissions from managers who had identified staff suitable for redeployment. By the end of Q1 the database held almost 6,000 records. Some of the key figures demonstrating the success of the process are shown below<sup>1</sup>:

- Redeployment requests made = 42<sup>2</sup>
- Staff confirmed by manager as being *suitable* for redeployment = 692
- Staff confirmed by manager as being *unsuitable* for redeployment = 1865<sup>3</sup>
- Volunteers recommended = 672
- Successful placements made = 31

The ETSR process has allowed essential services to access support via a formal corporate channel. Though the volume of requests was lower than initially anticipated, the process has been proven to work, and positive feedback has been received from managers, with a number of the placements featured in internal news bulletins and good news stories.

The actual number of staff members who have stepped outside of their 'business as usual' roles during the pandemic in order to support the organisation, and the people of Cardiff, is far higher than shown here, and is difficult to estimate, as almost every function the Council undertakes has been impacted by the crisis. Many areas of the organisation have adapted,

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<sup>1</sup> The recording of these measures began on 23/03/20, however demand via this process reduced by the end of Q1.

<sup>2</sup> Each request can include multiple posts / members of staff. Figure may also include repeat requests.

<sup>3</sup> Unsuitability could be due to a number of factors, such as an individual being required in their substantive posts, that they are already part of an essential service, or that they are shielding.

transferred and shared resources organically, outside of this process. This has happened largely within directorates, or within operational areas, while the ETSR process provides a route for this to happen ‘horizontally’ across the whole Council.

## 5.4 Communications

The pandemic demanded an enhanced communications function and saw a significant increase in engagement from the public with the Council’s social media. The Council therefore launched a COVID-19 communications campaign, aimed at sharing key information relating to the pandemic. Figure 4.3.1 demonstrates the scale of this increase via Facebook and Twitter. The chart shows the number of engagements with the Council’s posts. These engagements could include reactions (e.g. ‘likes’), comments, clicks and shares.

During this same time period, the number of followers on the Council’s Facebook and Instagram accounts has increased at a greater rate than would be expected under normal circumstances. For example, in 2019, Facebook followers were increasing by approximately 5% per quarter, however in quarter 1 of 2020/21, this increased to 28%.

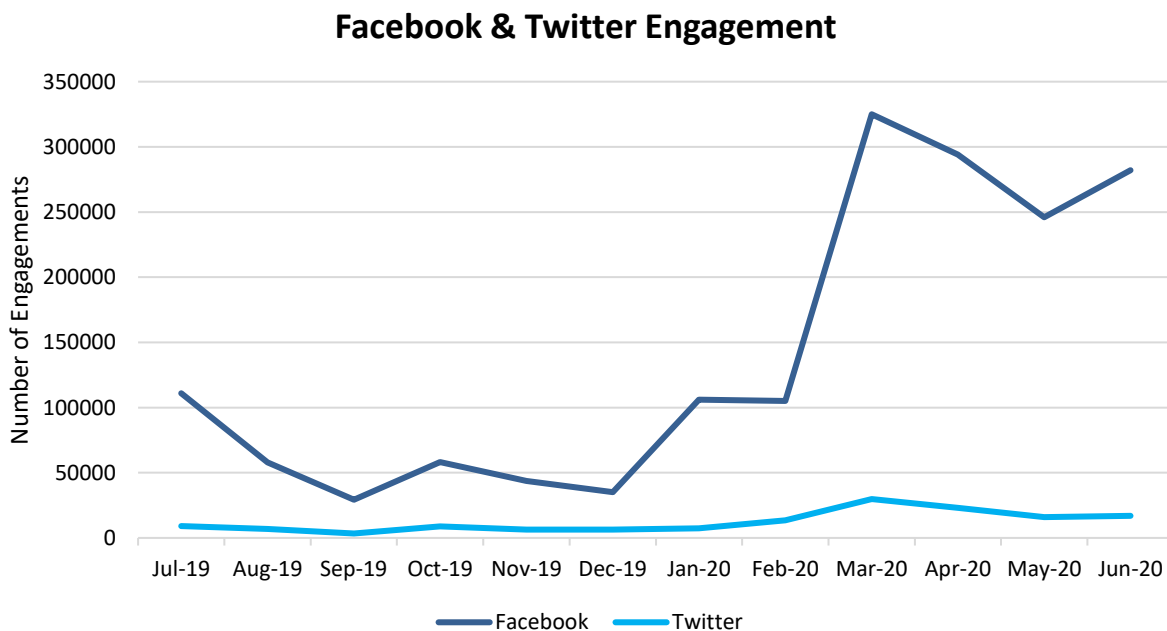


Figure 5.4.1 – Social Media: Facebook & Twitter Engagement over the Last 12 Months

Figure 4.4.2 shows the levels of sentiment, i.e. whether the person engaging with the posts gives a positive or negative response, in relation to the Council’s COVID-19 communications

campaign. In regards to social media engagement as a whole, overall positive sentiment has increased from 34.2% (pre-COVID) to 36.4% (during COVID).

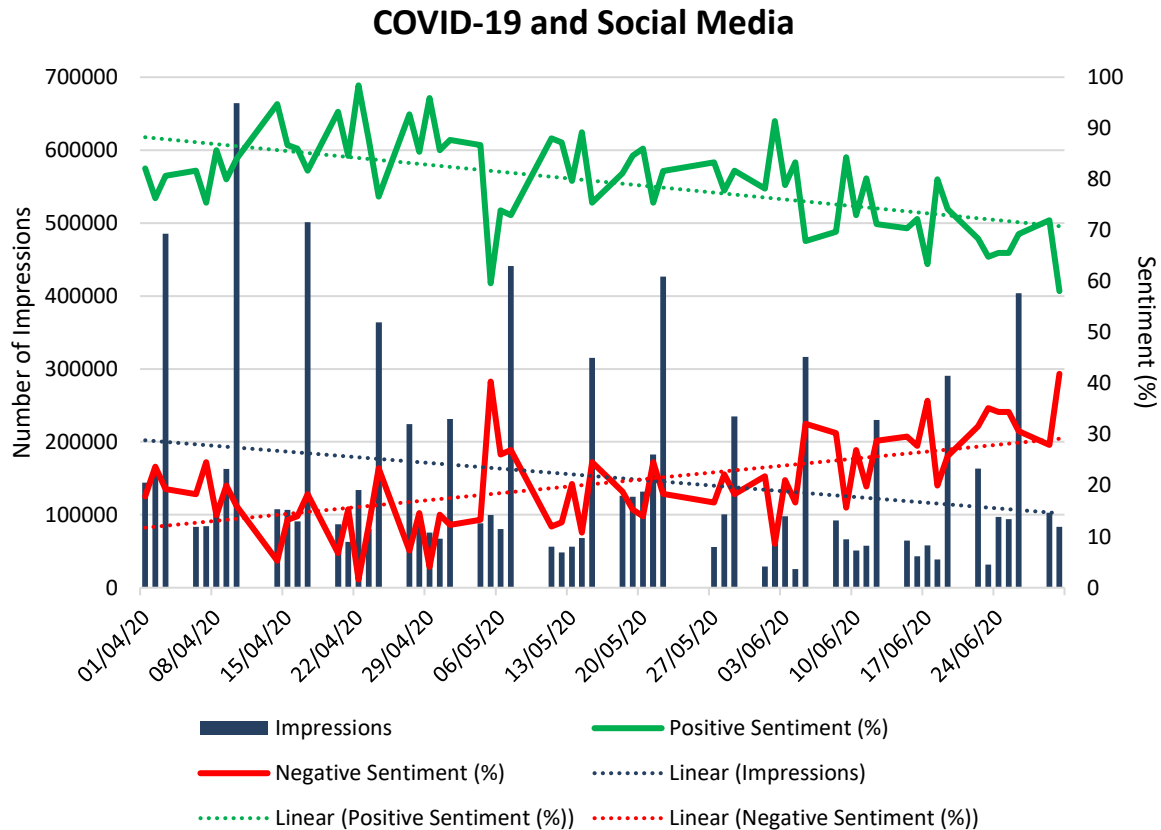


Figure 5.4.2 – Cardiff Council Social Media Sentiment during COVID-19

## 5.5 Finance

The COVID-19 crisis will have significant financial implications for the Council over the course of 2020-21 and beyond. Within certain directorates, additional expenditure will have been incurred and losses of income experienced. A key consideration will be the focus and duration of concerns as directorates grapple with the service delivery challenges associated with COVID-19. Certain assumptions have been made regarding the extent to which these costs and income losses can be recovered via the Welsh Government Hardship Fund for local authorities. Work is ongoing to establish the full financial impact of the crisis, both short and medium term, and this has, and will be, reported to Cabinet and Council. Whilst the Council is working closely with Welsh Government to ensure the financial impact of responding to COVID-19 is minimised, there remains a risk that not all lost income will be recovered.

## 6. Council Response: Restart, Recover, Renew

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On May 15 the Welsh Government published *'Unlocking our society and economy: continuing the conversation'*<sup>1</sup>, the national framework for moving Wales out of lockdown. This document sets out a traffic light approach to gradually relaxing the lockdown, with the expectation that the re-opening process will be asymmetric, based on advice from Public Health Wales, with restrictions being eased more quickly in some areas than others if the evidence suggests that this would be safe. Similarly, there may be a need to reverse course in some areas should conditions worsen.

The Welsh Government's framework makes clear that the environment within which the Council will be delivering services, and within which the city economy must operate, will for the foreseeable future involve: mandatory social distancing alongside a clear direction to work from home where possible; the phased 'restart' of a wide range of public services and of the economy; and continued proactive work to prevent the further spread of the virus whilst also planning for potential future 'peaks'.

The Cabinet are clear that the Administration's Capital Ambition of building a fairer, greener more prosperous city is more important now than ever. With city partners, the Council will:

- Lead a capital city that will be at the forefront of a green and inclusive economic recovery in Wales.
- Tackle the inequalities that will have seen poorer communities hit harder by both the public health and economic crises.
- Meet the climate emergency through accelerating the decarbonisation of city infrastructures and public services.
- Maintain the momentum in public service innovation, through the use of digital technologies, cross-Council integration and cross-city partnership working.

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<sup>1</sup> <https://gov.wales/sites/default/files/publications/2020-05/unlocking-our-society-and-economy-continuing-the-conversation.pdf>

On June 11 2020, the Cabinet approved the Restart, Recover, Renew strategy which sets out the Council’s strategic response to the pandemic and the planned approach to restarting council services as national lockdown measures are eased.<sup>1</sup>

The strategy details a three-stage approach to leading Cardiff’s response to the easing of lockdown and to the ongoing COVID-19 crisis:

- **Restart:** Restarting and adapting a wide range of council services in the context of extended stringent social distancing requirements, in tandem with the evolution of national advice.
- **Recover:** Implementing a strategic response to help the city recover from the immediate crisis while adapting to an extended period of social distancing.
- **Renew:** Working closely with city partners, staff and citizens to set out the future we want for Cardiff post-crisis and how, together, we will make it happen.

## 5.1 Restart

As the lockdown has been gradually eased in Wales, council services have needed to adapt to a new phase of the crisis. The Council has therefore undertaken detailed service planning to prepare for operating post-lockdown. The Cabinet has set out the following principles that have been used to guide this detailed service planning:

- Re-starting services in a way that ensures the safety of staff and citizens.
- Prioritising supporting those most vulnerable to the impact of the virus.
- Working with partners to restart the city economy and city life safely.
- Working at all times working to stop the spread of the virus.
- Being open and engaged, and ready to change approach as new evidence emerges.

As part of the Council’s approach to lowering the rate of transmission, the process of reopening services will be managed in a phased manner within a disciplined and coordinated corporate process, with every service subject to a risk-based assessment to ensure that they can operate effectively and safely.

## 5.2 Recover

To support the Council’s response to the crisis, and the impact of significant business failures and unemployment, work is underway to mobilise a range of council departments in a joined up ‘Recovery Task Force’ under the leadership of the Cabinet. This will include:

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<sup>1</sup> <https://cardiff.moderngov.co.uk/mgAi.aspx?ID=19866#mgDocuments&LLL=0>



- A co-ordinated response between the Council’s Into Work services and the Economic Development team to provide a tailored package of interventions for impacted businesses and employees that seeks to: keep workers in jobs; link displaced workers with new opportunities; help businesses in responding to potential new ways of working; and provide support to reskill staff to respond to changes in working practices and the changing needs of the job market.
- Creating opportunities for young people to access volunteering and accredited training opportunities over the summer period, to help to prepare them for a transition to employment, where prior learning pathways and transition choices may no longer be viable due to the pandemic.
- Partnerships with employers, schools, the further and higher education sector to create and promote the uptake of options available to young people due to leave the education system, including support to apply for college places, guidance on access to university places and information on labour market demand and available jobs.
- Delivering a range of support packages for individuals, including: digital job clubs; online and telephone-based into work training, advice and mentoring; and financial support to overcome barriers to entering the job market.

### 5.3 Renew

The public health crisis has been compounded by an economic crisis. The Cabinet are focused on Cardiff’s recovery, promoting city safety and helping people and businesses at a time of pandemic, and working to secure the city’s success in the new post-COVID world. This will include the development of a renewal agenda that helps to rebuild the local economy but also recognises that Cardiff needs to develop as a resilient, clean city, in the vanguard of tackling the climate emergency.

The COVID-19 crisis will have equally profound implications for Cardiff as the deindustrialisation of the 1980s and the financial crisis of the 2010s. As before, the Council will play a leading role in defining and delivering a long-term renewal programme for the city spanning economic development, housing, transport, digital and energy infrastructures and initiatives. Delivery will depend on a partnership approach with city partners in the public, private and higher education sectors, with the Capital Region and with Welsh and UK Governments. It will also depend on the Council acting as the anchor institution for city development in a way not seen since the response to the economic shocks of deindustrialisation.

Cabinet will shortly consider a report that will set out a strategic response to the economic crisis. This will outline a comprehensive agenda, informed by the work of leading economists on the future role of cities in a post-COVID world, to accelerate the city’s emergence from the

crisis as a dynamic capital city with a focus on sustainable growth. It will recognise that the current crisis requires a radical response that highlights the emerging opportunity for small and medium-sized cities to deliver agglomeration effects with reduced environmental and social impacts. It will also confirm the overriding importance of Cardiff to the Welsh economy.

The report will also consider the opportunity for the Council to stimulate local development, particularly in the area of housing, and the need to encourage further development of the new economy. In a post-COVID city, economic success will go hand in hand with environmental and social improvements. Talented people will continue to be attracted to vibrant city lifestyles, but there will be a new emphasis on clean and attractive environments, health and wellbeing. The positive decarbonisation effects of the recent crisis have demonstrated that environmental change can be delivered; the challenge for Cardiff is to make it stick, so the city can enjoy the long-term economic rewards.

## 7. Managing the Pandemic

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Following the initial peak of the COVID-19 pandemic the possibility of a second wave in the UK cannot be ruled out. If this occurs during the winter months, it could prove more intense than the first wave. However, some opinions are still divided on when another wave may occur, and how it will manifest itself. In an open letter to ministers, published in the British Medical Journal on June 23, UK health sector leaders wrote that: *“available evidence indicates that local flare-ups are increasingly likely and a second wave a real risk”*<sup>1</sup>. All parties can agree that rapid reaction from all levels of government will be required to limit the impact of future outbreaks, if and when they should occur.

Cardiff has established its response infrastructure and further work will be undertaken, within the Council and across partner organisations, to plan and prepare for the months ahead. This section outlines the measures established to manage the spread of the infection and responded to cases, clusters and outbreaks.

### 6.1 Test, Trace & Protect

Welsh Government introduced the Test, Trace and Protect Service (TTP) as a national programme of work to limit the spread of COVID-19 in the population, to protect communities. The objectives of the service are to:

- **Test those who have symptoms**, while they self-isolate
- **Trace people who have been in close contact with the symptomatic person**, asking them to self-isolate until it is safe to return to work or their usual routine
- **Protect the community**, especially the most vulnerable

The service runs across Cardiff and the Vale seven days a week, 8am to 8pm and operates bilingually. The TTP is being delivered in partnership with the Cardiff and Vale University Health Board, the Vale of Glamorgan Council and Shared Regulatory Services.

The TTP is governed by the Senior Leadership Board, consisting of the Council’s Chief Executive, Directors and partners, and has four core components: the Contact Tracing & Advice Service,

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<sup>1</sup> The open letter in the MBJ can be found [here](#).

the Public Health Response Team, the monitoring of Surveillance & Performance, and the Testing Service. Each component is briefly described below:

**Contact Tracing & Advice Service** – Hosted by Cardiff, and covering Cardiff and the Vale, this service undertakes contact tracing of cases, escalating complex cases and clusters to the Public Health Response Team.

**Public Health Response Team** – This multi-agency team provides advice, guidance and oversight for a range of settings and complex cases.

**Surveillance & Performance** – This component collects and presents intelligence reports on 24 key indicators across five themes:

1. Population behaviour and community early warning signals
2. Community: demand and capacity
3. Pre-hospital: demand and capacity
4. Hospital: demand and capacity
5. Hospital: admission avoidance / discharge support

Each indicator beneath these headings is given a RAG status (Red / Amber / Green), showing its current priority level (green being stable, red representing a potentially urgent issue).

In addition to the surveillance dashboard, the Council also maintains an internal COVID-19 Management Dashboard. The focus of this is on the effectiveness of the organisation's response to the pandemic, and the monitoring of key internal indicators which demonstrate the impact on services.

**Testing Service** – This service co-ordinates and delivers COVID-19 testing across the region.

During the TTP's previous month of operation (July 2020), it processed over 70 newly positive cases, resulting in contact tracing success rate of 98%, across 112 contacts. The number of new cases requiring to be traced is currently decreasing, as the overall number of people infected with COVID-19 in the community decreases.

### **Coronavirus Control Plan for Wales**

The Coronavirus Control Plan for Wales, which can be accessed [here](#), sets out the Welsh Government's overall approach to preventing and containing the spread of coronavirus in Wales. This approach is based on the following principles:

1. Caution, recognising that it is better to act early and that prevention is better than cure;

2. Proportionality, that any interventions should not be more restrictive than is needed to contain the virus; and, importantly
3. Subsidiarity, ensuring that decisions are taken at the most effective level, using local knowledge and expertise to inform local decision making.

The national plan recognises that containing outbreaks at source through effective testing, tracing and self-isolation is the best way of avoiding a return to the strict and intrusive all Wales 'lockdown'. It places much of the responsibility for managing the approach at a local level, identifying the local Test, Trace, Protect (TTP) service as the cornerstone of the local response. In short, when more new coronavirus cases, clusters and wider outbreaks emerge, as they inevitably will, a swift, targeted and locally-led response will be the most effective.

If localised outbreak control measures are not deemed sufficient on their own, then further measures to protect public health can be introduced by Welsh Ministers, potentially on a regional basis. This scenario would only transpire if rates of community transmission are increasing and cannot otherwise be controlled because, for example, an outbreak associated with a particular setting has led to wider community transmission or there are a series of outbreaks that require a more substantive response. In the majority of cases, this is not expected to lead to a 'local lockdown' in which a mass shutdown of society and the economy in the area is imposed. Local or regional measures will be implemented in response to the specific local circumstances of that place and the progressive transmission of the virus within it. This could take the form of advice on travelling and seeing others, or regulations requiring, for example, businesses, venues, public buildings or educational establishments to close.

### **The Cardiff and Vale Prevention and Response Plan**

As outlined above, the Cardiff and Vale of Glamorgan Test, Trace, Protect Service, delivered in partnership by Cardiff and Vale UHB, Cardiff Council, Vale of Glamorgan Council, Public Health Wales and Shared Regulatory Services and hosted by Cardiff Council, has been operating successfully now since early June.

The Cardiff and Vale Prevention and Response Plan, an operational plan that sets out the local response in the context of the Coronavirus Control Plan for Wales, is in the process of being finalised. Led by Cardiff and Vale University Health Board, it has been prepared on a collaborative basis with Cardiff and Vale of Glamorgan Councils. It describes how Cardiff will

work together to prevent the spread of the virus, including how any rise in local cases and clusters will be identified, the nature of the local response, how decisions will be taken and how our local response will be implemented. This Plan is a live document that will need to be adapted and refined as circumstances change over the coming months.

The responsibility for the management of the service and for the operational response to the pandemic will sit at a local level, as it has throughout the crisis, with a Senior Executive Board chaired by the Chief Executive of Cardiff and Vale UHB having responsibility for overseeing the implementation of the local TTP service. If, however, a situation arises where an outbreak cannot be managed locally, leading to additional local or regional measures being introduced by Welsh Ministers, then a Joint Cardiff and the Vale of Glamorgan Public Services Board (PSB) Leadership Group will be convened. The Joint PSB Leadership Group will be chaired by the Chair of the Cardiff and Vale University Health Board and include the Leaders of Cardiff Council and the Vale of Glamorgan Council as well as senior executive leadership from the Cardiff and Vale University of Wales Health Board, Cardiff Council, Vale of Glamorgan Council, South Wales Police and the South Wales Fire and Rescue Service.

## 8. Appendices

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### Appendix A – New COVID-19 Cases by Welsh Local Authority by Month

Local Authority	Mar	Apr	May	Jun	Jul	Aug <sup>1</sup>
Blaenau Gwent	83	195	65	16	16	1
Bridgend	64	352	111	31	15	6
Caerphilly	204	403	101	24	12	9
Cardiff	412	1326	380	162	40	41
Carmarthenshire	105	395	246	50	18	15
Ceredigion	16	21	5	17	7	8
Conwy	15	233	323	118	31	10
Denbighshire	22	261	363	113	41	18
Flintshire	39	214	288	103	98	20
Gwynedd	18	228	201	123	23	15
Isle of Anglesey	11	82	146	205	16	5
Merthyr Tydfil	42	228	146	149	14	2
Monmouthshire	93	158	107	14	12	3
Neath Port Talbot	97	415	106	30	25	6
Newport	336	373	142	21	11	10
<i>Outside Wales</i>	25	69	26	15	2	1
Pembrokeshire	30	194	55	11	10	6
Powys	39	147	110	25	34	11
Rhondda Cynon Taf	193	958	529	152	40	21
Swansea	157	943	179	18	30	17
Torfaen	118	188	42	7	7	0
<i>Unknown</i>	29	37	16	52	7	1
Vale of Glamorgan	131	405	138	82	32	11
Wrexham	33	252	401	440	204	63
<b>Wales Total</b>	<b>2312</b>	<b>8077</b>	<b>4226</b>	<b>1978</b>	<b>745</b>	<b>300</b>

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<sup>1</sup> August data goes up to August 20 (not full-month).

## Appendix B – Cumulative COVID-19 Cases by Welsh Local Authority by Month

Local Authority	Mar	Apr	May	Jun	Jul	Aug <sup>1</sup>
Blaenau Gwent	616	6102	9890	10497	11409	7132
Bridgend	408	8190	15017	16465	17571	10966
Caerphilly	1551	13559	20473	21602	22928	14204
Cardiff	2604	37051	60226	66625	71336	44496
Carmarthenshire	648	10032	20004	23006	24941	15635
Ceredigion	118	915	1227	1541	1978	1378
Conwy	81	3561	12893	19208	21862	13783
Denbighshire	110	4709	14168	21739	24008	15407
Flintshire	181	4621	13466	18021	21151	14344
Gwynedd	123	3873	10908	15417	18108	11418
Isle of Anglesey	54	1401	5251	10326	14047	8780
Merthyr Tydfil	222	4980	10915	13597	17759	11018
Monmouthshire	822	5727	9816	10993	11684	7333
Neath Port Talbot	677	10081	17795	19092	20445	12850
Newport	2593	17231	24992	25915	27190	16869
<i>Outside Wales</i>	<i>138</i>	<i>1874</i>	<i>3506</i>	<i>3801</i>	<i>4229</i>	<i>2617</i>
Pembrokeshire	175	4208	8161	8537	9133	5765
Powys	315	3528	7769	9418	10382	6826
Rhondda Cynon Taf	909	22176	44702	53441	57557	35823
Swansea	1090	21006	37857	38777	40758	25422
Torfaen	816	7372	10169	10542	11068	6878
<i>Unknown</i>	<i>209</i>	<i>1554</i>	<i>2300</i>	<i>2989</i>	<i>4255</i>	<i>2683</i>
Vale of Glamorgan	702	11288	18821	21652	23943	15087
Wrexham	219	4597	15380	26069	37847	26042
<b>Wales Total</b>	<b>15381</b>	<b>209636</b>	<b>395706</b>	<b>469270</b>	<b>525589</b>	<b>332756</b>

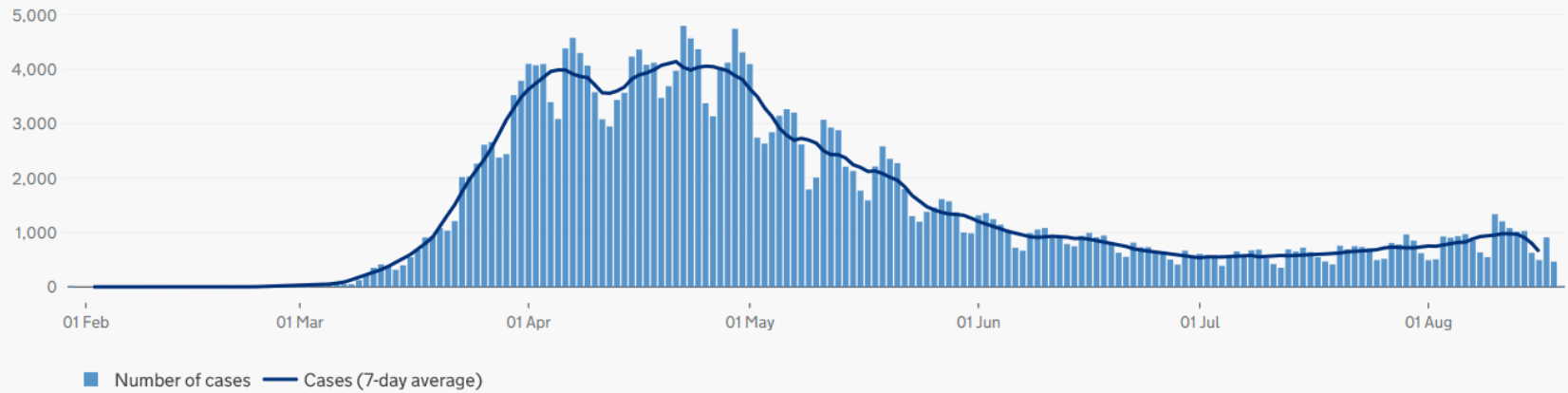
<sup>1</sup> August data goes up to August 20 (not full-month).



## Appendix C – COVID-19 Cases in England: Daily and Cumulative

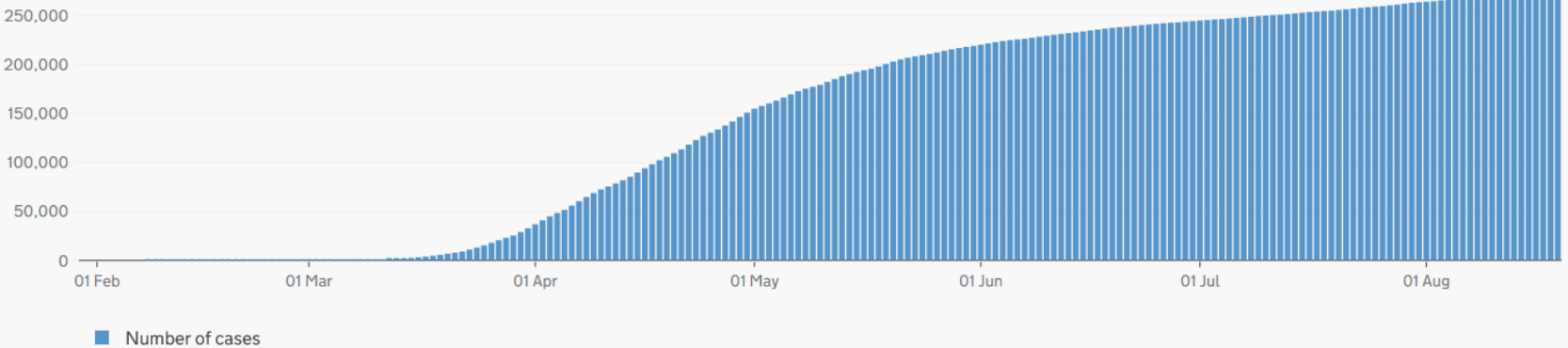
Number of people with at least one lab-confirmed positive COVID-19 test result, by specimen date. Individuals tested positive more than once are only counted once, on the date of their first positive test.

[Daily](#) [Cumulative](#) [Data](#) [About](#)



Number of people with at least one lab-confirmed positive COVID-19 test result, by specimen date. Individuals tested positive more than once are only counted once, on the date of their first positive test.

[Daily](#) [Cumulative](#) [Data](#) [About](#)



## Appendix D – New COVID-19 Tests by Welsh Local Authority by Month

Local Authority	Mar	Apr	May	Jun	Jul	Aug <sup>1</sup>
Blaenau Gwent	208	561	1089	1764	2023	993
Bridgend	405	1357	2551	3042	3672	2044
Caerphilly	540	1331	2574	3438	3890	1894
Cardiff	1591	3529	5875	6971	8825	5498
Carmarthenshire	503	1616	3329	5159	4955	2268
Ceredigion	140	304	646	1494	1142	852
Conwy	197	699	2967	3749	3573	2148
Denbighshire	207	730	3212	3007	3330	1988
Flintshire	227	668	2856	3594	4365	2746
Gwynedd	135	678	2837	3314	3562	1897
Isle of Anglesey	78	321	1703	2653	2068	956
Merthyr Tydfil	171	590	1232	2306	1867	710
Monmouthshire	303	553	1366	1639	2138	1168
Neath Port Talbot	377	1203	2692	3158	3506	1729
Newport	733	1191	2312	2822	3470	2144
<i>Outside Wales</i>	<i>119</i>	<i>225</i>	<i>242</i>	<i>380</i>	<i>516</i>	<i>395</i>
Pembrokeshire	252	790	1859	2804	3119	1520
Powys	213	512	1555	3020	2844	1409
Rhondda Cynon Taf	712	2512	4563	5605	6032	3214
Swansea	686	2573	4559	4616	5128	3315
Torfaen	297	620	1300	1981	1919	1150
<i>Unknown</i>	<i>685</i>	<i>491</i>	<i>1013</i>	<i>2056</i>	<i>1497</i>	<i>497</i>
Vale of Glamorgan	539	1354	2606	2636	3689	2163
Wrexham	230	837	3166	5051	5542	3016
<b>Wales Total</b>	<b>9548</b>	<b>25245</b>	<b>58104</b>	<b>76259</b>	<b>82672</b>	<b>45714</b>

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<sup>1</sup> August data goes up to August 20 (not full-month).

## Appendix E – Cumulative COVID-19 Tests by Welsh Local Authority by Month

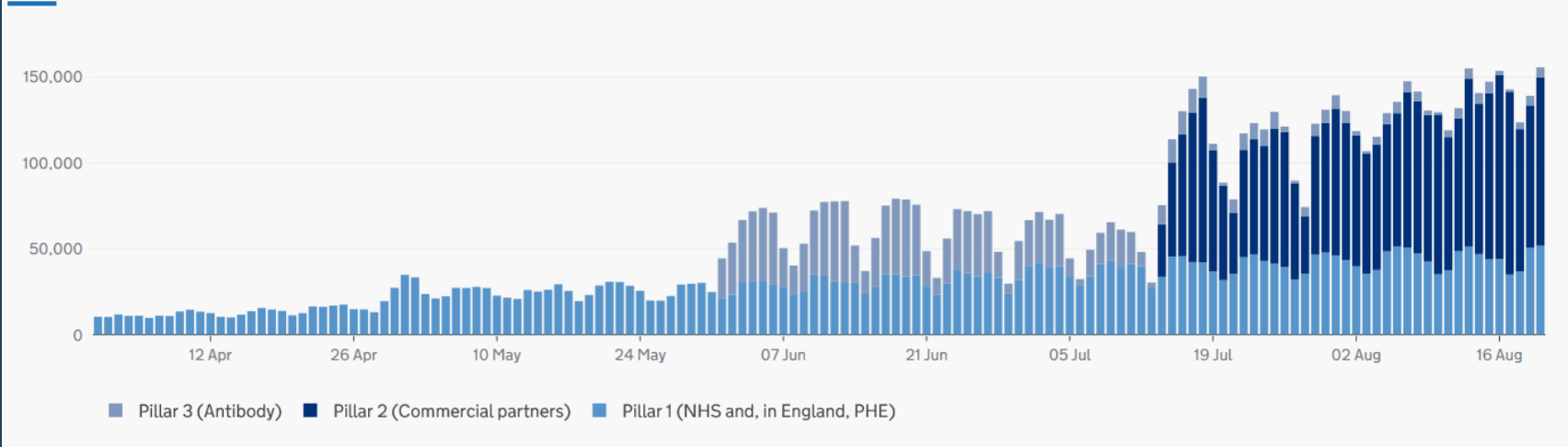
Local Authority	Mar	Apr	May	Jun	Jul	Aug <sup>1</sup>
Blaenau Gwent	1769	14862	39302	81864	143672	118783
Bridgend	4005	32261	90975	181329	289958	231689
Caerphilly	5190	35756	92074	189695	308101	244421
Cardiff	14435	106400	234929	443227	700916	569832
Carmarthenshire	4414	38873	112664	264297	404167	320186
Ceredigion	1410	9015	21909	57472	99174	80690
Conwy	2447	15091	65654	185806	289561	235285
Denbighshire	2315	16394	69130	180824	275930	220135
Flintshire	2510	15546	70070	176119	291876	253023
Gwynedd	1740	13131	61807	167839	273807	220111
Isle of Anglesey	1197	6371	33202	104522	181461	140459
Merthyr Tydfil	1475	13846	41810	89374	163004	124736
Monmouthshire	3481	17984	45563	93582	152573	126828
Neath Port Talbot	4135	29824	85795	182797	285152	227511
Newport	6811	40573	95113	172911	273873	222621
<i>Outside Wales</i>	<i>920</i>	<i>7344</i>	<i>14440</i>	<i>23383</i>	<i>36951</i>	<i>32530</i>
Pembrokeshire	2950	19313	55761	140430	221766	184886
Powys	2161	13649	44812	125101	204124	170539
Rhondda Cynon Taf	5955	58200	161809	328881	513878	403788
Swansea	7122	59441	164586	310351	465249	371661
Torfaen	2727	18863	47530	97620	159235	127680
<i>Unknown</i>	<i>8403</i>	<i>29617</i>	<i>51110</i>	<i>98870</i>	<i>153311</i>	<i>115343</i>
Vale of Glamorgan	4729	37386	94393	177223	283573	228903
Wrexham	2161	17970	76018	210485	360674	317872
<b>Wales Total</b>	<b>94462</b>	<b>667710</b>	<b>1870456</b>	<b>4084002</b>	<b>6531986</b>	<b>5289512</b>

<sup>1</sup> August data goes up to August 20 (not full-month).

## Appendix F – COVID-19 Testing in England: Daily and Cumulative

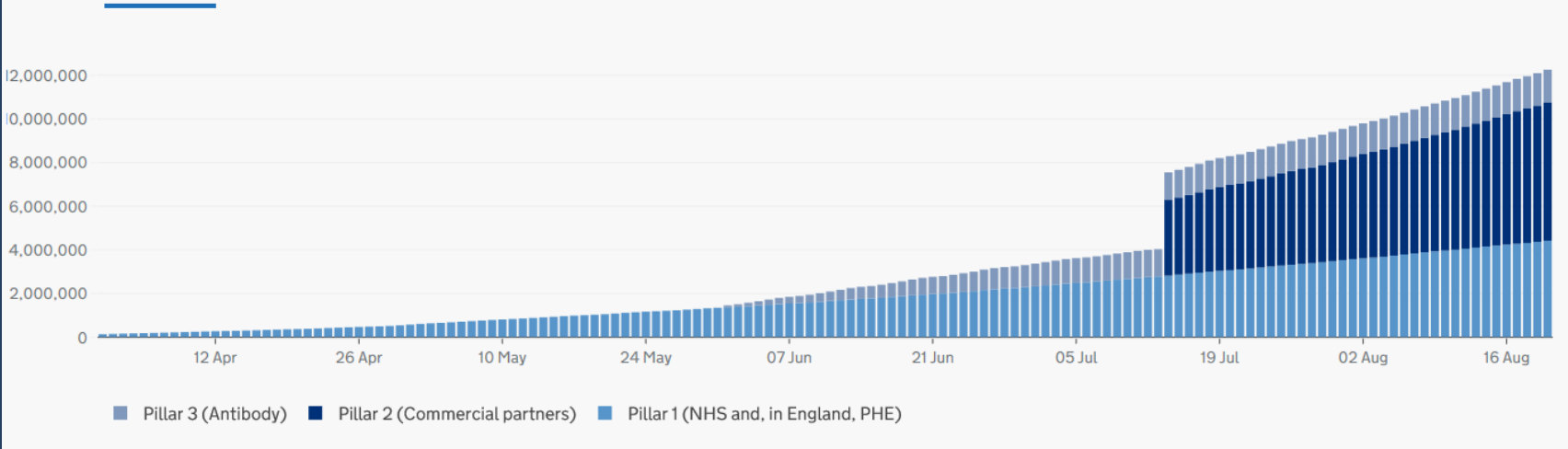
Number of lab-confirmed positive or negative COVID-19 test results, by pillar (type of testing), by date reported. This is a count of test results and may include multiple tests for an individual person. Data for antibody and surveillance testing (pillars 3 and 4) are only available for the UK as a whole.

[Daily](#)
[Cumulative](#)
[Daily data](#)
[Cumulative data](#)
[About](#)



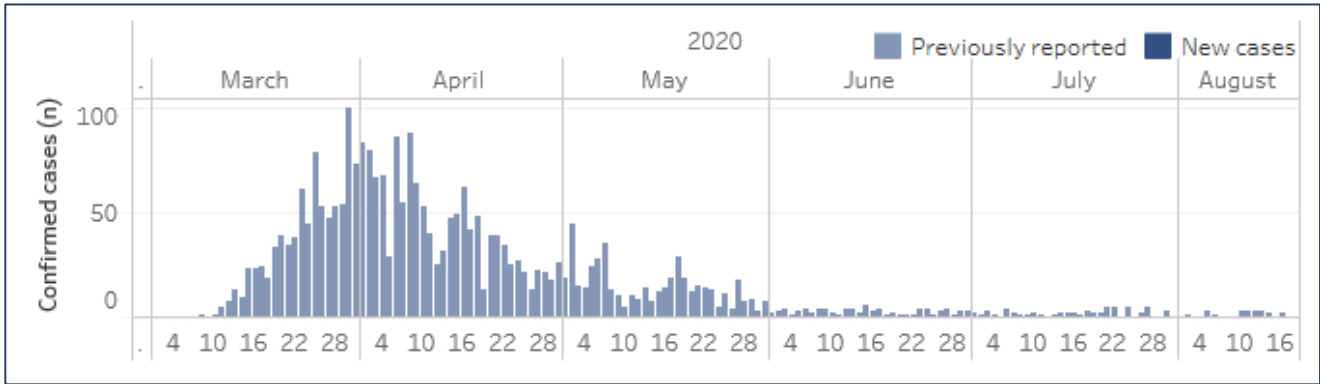
Number of lab-confirmed positive or negative COVID-19 test results, by pillar (type of testing), by date reported. This is a count of test results and may include multiple tests for an individual person. Data for antibody and surveillance testing (pillars 3 and 4) are only available for the UK as a whole.

[Daily](#)
[Cumulative](#)
[Daily data](#)
[Cumulative data](#)
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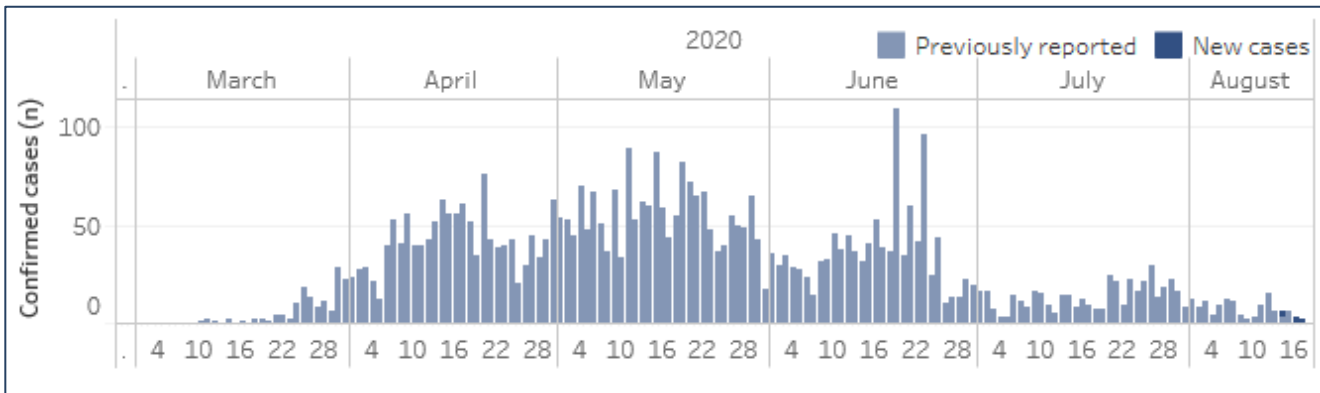


**Appendix G – COVID-19 Cases by Local Health Board (Wales)**

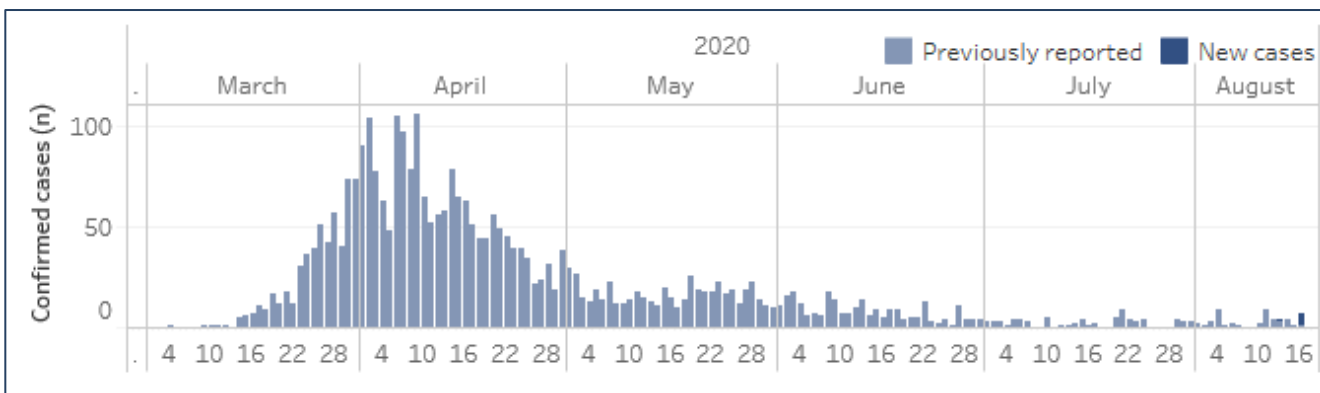
**Aneurin Bevan University Health Board**



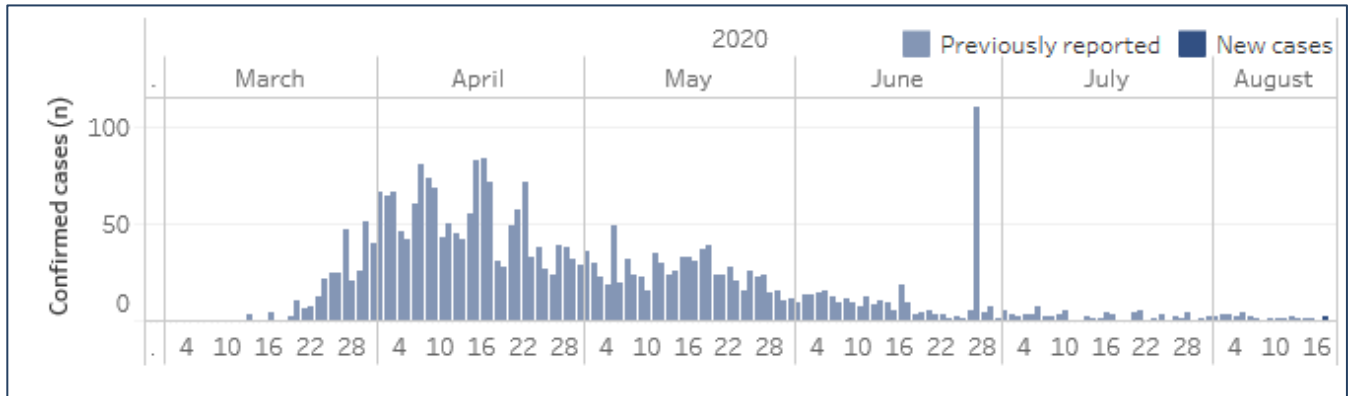
**Betsi Cadwaldr University Health Board**



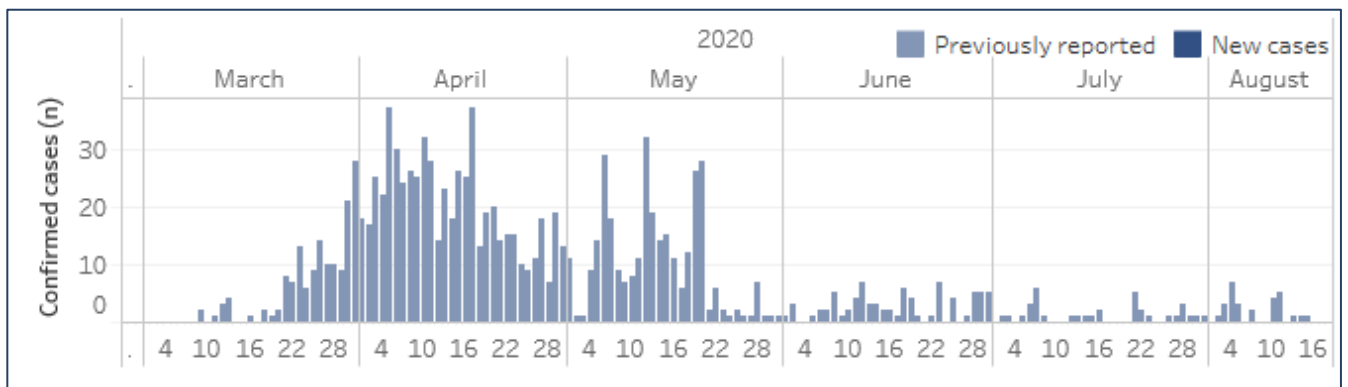
**Cardiff and Vale University Health Board**



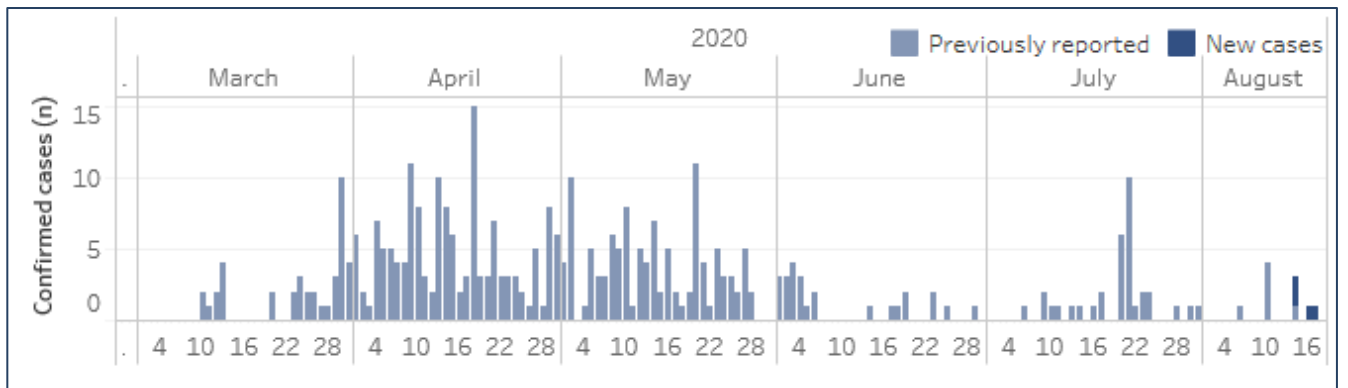
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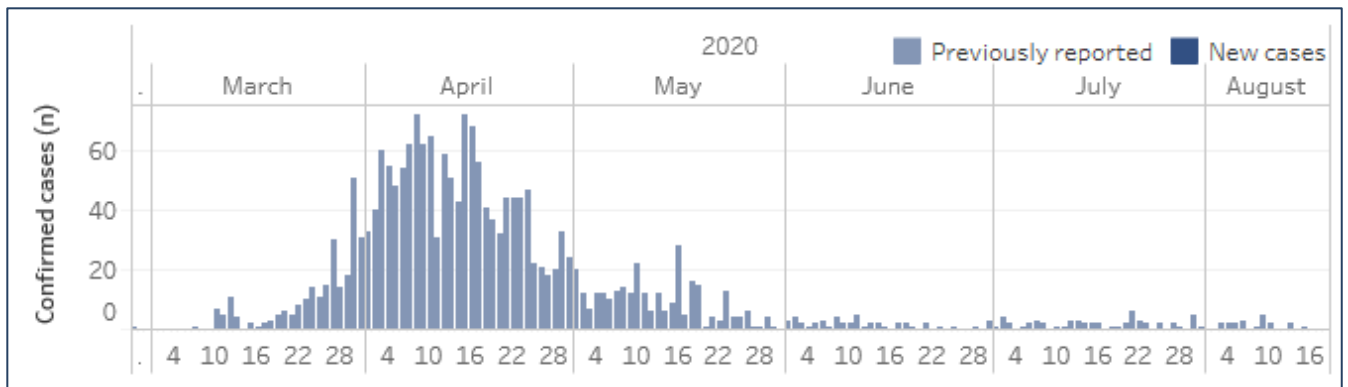
**Hywel Dda University Health Board**



**Powys Teaching Health Board**

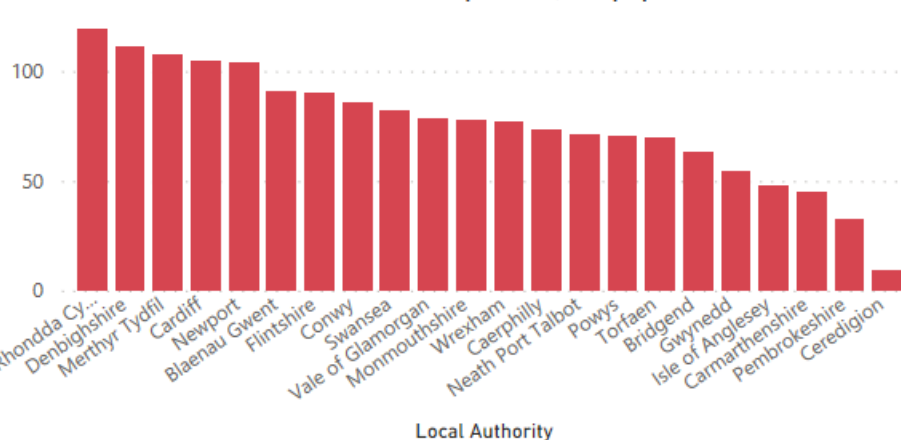


**Swansea Bay University Health Board**

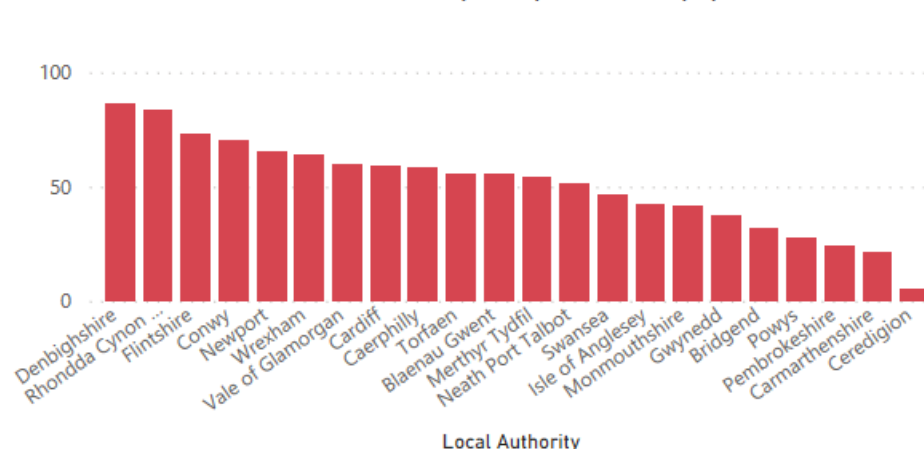


## Appendix H – COVID-19 Deaths per 100,000 Population by Place of Death: Wales

Total number of COVID-19 deaths per 100,000 population (Wales)

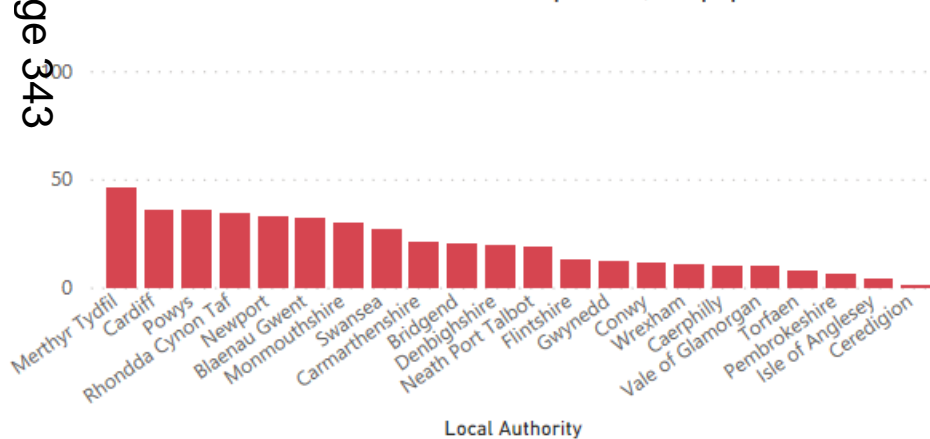


Number of COVID-19 deaths in Hospitals per 100,000 population (Wales)

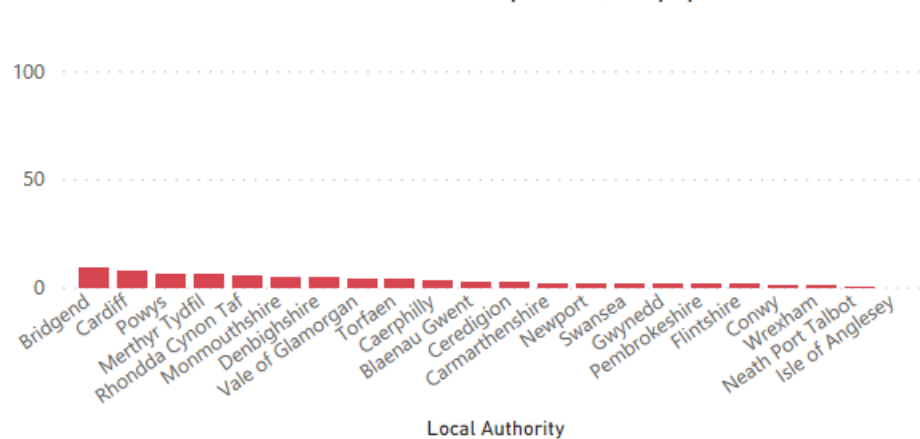


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Number of COVID-19 deaths in Care Homes per 100,000 population (Wales)



Number of COVID-19 deaths at Home per 100,000 population (Wales)



Source: Office for National Statistics licensed under the Open Government Licence.  
Last updated on 18 August using data up to 7 August. All data is provisional.





**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**15 September 2020**

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**EQUALITY & INCLUSION STRATEGY 2020-2024**

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**Reason for this Report**

1. To inform the Committee's pre-decision scrutiny of the **Equality & Inclusion Strategy 2020-2024**, attached at **Appendix 1**. Members will be able to provide any comments, observations or recommendations for consideration prior to approval of the report at Cabinet on the 17<sup>th</sup> September 2020.

**Context**

2. The Public Sector Equality Duty includes a requirement for public authorities to develop and publish Strategic Equality Objectives every four years. Therefore, an Equality and Inclusion Strategy for 2020 – 2024 has been developed, containing four Strategic Equality Objectives detailing a number of actions for their delivery over a four year period.

**Structure of the Papers**

3. This report contains the following information for Members' consideration:
  - Equality & Inclusion Strategy 2020-2024 – **Appendix 1**, which in turn contains:
    - Consultation Report on the Objectives – **Appendix A**
    - Equal Opportunities Policy Statement – **Appendix B**
    - Terminology – **Appendix C**

## **Background**

4. The Council's current Strategic Equality Plan 2016-2020 was approved in March 2016. The Strategic Equality Objectives detailed in the 2016-2020 plan have been revised and updated for 2020-2024 to reflect best practice and provide an ambitious vision for equality in Cardiff over the next four years.
5. The Strategic Equality Objectives for 2020-2024 and actions identified to deliver each Objective are detailed in the Equality and Inclusion Strategy 2020-2024 (**Appendix 1**) and this document constitutes the Council's Strategic Equality Plan.

## **Legal Duties and Requirements**

6. The Equality and Inclusion Strategy 2020-2024 details how the Council will meet the legal obligations as found within the Equality Act 2010 and Public Sector Equality Duty.
7. The Equality Act 2010 brings together and replaces the previous anti-discrimination laws with a single Act. It simplifies and strengthens equalities legislation and introduced a Public Sector Equality Duty (the 'general duty'), which replaced the separate duties on race, disability and gender equality.
8. The general duty covers the following protected characteristics:
  - i) Age
  - ii) Disability
  - iii) Gender Reassignment
  - iv) Marriage and Civil Partnership
  - v) Pregnancy and Maternity
  - vi) Race – including ethnic or national origin, colour or nationality
  - vii) Religion or belief – including lack of belief
  - viii) Sex (Gender)
  - ix) Sexual orientation

9. The aim of the general duty is to ensure that public authorities and those carrying out a public function consider how they can positively contribute to a fairer society through advancing equality and good relations in their day-to-day activities. The duty ensures that equality considerations are built into the design of policies and the delivery of services.
  
10. When making decisions and delivering services, public authorities must have due regard to the need to:
  - i) Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act;
  - ii) Advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and
  - iii) Foster good relations between people who share a protected characteristic and those who do not.
  
11. In advancing equality of opportunity between people who share a protected characteristic and those who don't, the Council must also ensure that it:
  - i) Removes or minimises disadvantages suffered by persons who share a relevant protected characteristic and are connected to that characteristic.
  - ii) Encourages persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation is disproportionately low; and
  - iii) Meets the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.

### **Specific duties in Wales**

12. There are specific statutory duties placed upon the Council which set out what actions the Council must take to comply. The broad purpose of the specific duties in Wales is to help listed bodies in their performance of the general duty and to aid transparency. The specific duties in Wales came were published by Welsh Government in April 2011.

13. A listed body in Wales must:

- i) Publish objectives to meet the general duty;
- ii) Publish a statement setting out the steps it has taken or intends to take to meet the objectives and how long it expects to take to meet each objective;
- iii) Make appropriate arrangements to monitor progress towards meeting its objectives and to monitor the effectiveness of its approach; and
- iv) Give appropriate consideration to relevant equality information it holds when considering what its equality objectives should be.

14. As part of this requirement listed bodies must also:

- i) Have due regard to the need to have objectives to address the causes of any pay differences that seem reasonably likely to be related to any of the protected characteristics; and
- ii) Publish an equality objective to address any gender pay gap identified or else publish reasons why it has not done so.

### **Socioeconomic Duty**

15. The Welsh Government has detailed their intention to commence the Socio-economic Duty in Wales. In summary, the statutory requirement of the duty places a legal responsibility on relevant bodies when they are taking strategic decisions to have due regard to the need to reduce the inequalities of outcome resulting from socio-economic disadvantage.

16. The Welsh Government guidance regarding the Socioeconomic Duty notes that its commencement will be a key mechanism for supporting the most vulnerable in our society, particularly within the context of Covid-19 recovery.

17. The Socioeconomic Duty has been considered throughout the Equality and Inclusion Strategy 2020-2024 in preparation for the introduction of the Duty.

## Issues

18. The Equality and Inclusion Strategy 2020-2024 attached at **Appendix 1** details how the Council will meet the legal obligations as found within the Equality Act 2010 and Public Sector Equality Duty. The Strategy has been developed in consultation with residents, Council officers and partners, and contains four Strategic Equality Objectives detailing a number of actions for their delivery over a four year period. Progress against these Objectives will be detailed in an Annual Report.
19. The four Strategic Equality Objectives for 2020-2024 are:
- i) **To develop and deliver services which are responsive to Cardiff's inequality gap:** We will deliver inclusive services and partnerships which actively address inequality and exclusion and enable all of Cardiff's residents to realise their potential and live safely.
  - ii) **To lead the way on equality and inclusion in Wales and beyond:** We will demonstrate leadership on equality and inclusion in Wales, holding ourselves to a high standard so others will look to us as a source of good practice.
  - iii) **Cardiff is accessible to everyone who is living, visiting or working in the city:** We will apply inclusive design principles to create city infrastructure that provides an inclusive and barrier-free environment for our residents and wider region. This will enable everyone to participate equally, confidently and independently in city life.
  - iv) **To build an inclusive and representative organisation:** We will implement actions to ensure the Council workforce better reflects the diversity of the city we serve, and be a workplace where colleagues feel confident about being themselves at work.

20. The key sections of the Strategy at **Appendix 1** are set out on the following pages of the document:

- **Foreword** (*page 3*)
- **Introduction** (*page 6*)
- Valuing Cardiff's diversity (*page 9*)
- Commitments in everything we do; as an influencer and convener; and employer (*pages 10-11*)
- Making it happen – integrating equality into everything we do; Equality Impact Assessments (*pages 12-13*)
- **Overview** of Strategy document, including a short summary of the consultation (which is detailed in **Appendix A**); 4 Strategic Equality Objectives; and timeline (*pages 14-16*)
- **Objective 1** – To develop and deliver services which are responsive to Cardiff's Inequality Gap (*pages 17-34*)
- **Objective 2** – To lead the way on equality and inclusion in Wales and beyond (*pages 35-46*)
- **Objective 3** – Cardiff is accessible to everyone who is living, visiting or working in the city (*pages 47-55*)
- **Objective 4** – To build an inclusive and representative organisation (*pages 56-65*)

### **Scope of the Scrutiny**

21. The Committee have the opportunity to undertake pre-decision scrutiny of the **Equality & Inclusion Strategy 2020-2024**, attached at **Appendix 1** which is being presented to Cabinet on 17<sup>th</sup> September 2020. Members are requested to consider whether there are comments and observations that need to be captured during the Committee's discussion of this item at the Way Forward for submission to Cabinet.

22. To support this item the following witnesses will be in attendance to provide a presentation and to respond to any questions from the Committee - Councillor Chris Weaver, Cabinet Member for Finance, Modernisation and Performance; Gareth Newell, Head of Performance & Partnerships; and Sian Sanders, Operational Manager for Community Safety, Cohesion and Engagement.

### **Legal Implications**

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

### **Financial Implications**

24. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

The Committee is recommended to:

- i. Consider the contents of this report, appendices and information provided at the meeting and report any comments, observations and recommendations to the Cabinet prior to its consideration of the report on the 17<sup>th</sup> September 2020; and
- ii. Consider the way forward for the future scrutiny of the issues raised in the Strategic Equality Plan.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**9 September 2020**



# Equality & Inclusion Strategy 2020 - 2024

Cardiff Council



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**Appendix A:** Consultation Report on our Objectives

**Appendix B:** Equal Opportunities Policy Statement

**Appendix C:** Terminology

If you would like this information in another language, Braille, audio, large print, easy read, BSL video or plain text, please contact [equalityteam@cardiff.gov.uk](mailto:equalityteam@cardiff.gov.uk)

# Foreword

## By Council Leader Huw Thomas & Cllr Chris Weaver, Cabinet Member for Finance, Modernisation & Performance

In Capital Ambition, we set out our programme of action to create a fairer and more inclusive Cardiff, where every citizen, regardless of their creed, race, or inherited wealth, will have the chance to fulfil their potential, and play a full and active part in the life of our city.

In the wake of the Coronavirus pandemic, which has hit the poorest, most deprived and disconnected communities hardest, we do not underestimate the scale of the challenge that lies ahead. The publication of this Equality and Inclusion Strategy is therefore timely, and the approach it outlines essential to a fair and equitable recovery for Cardiff from the ongoing health and economic crises.

The coronavirus pandemic has pulled back the curtain on a number of deep-rooted economic and social conflicts, among them wage inequality and the insecurity of work for many of the key workers who have supported our whole community through this crisis.

All evidence suggests that Coronavirus has deepened inequality on a global scale, and that inequalities in housing, employment and health have made the virus deadlier and helped it to spread. People facing the greatest deprivation have experienced a greater risk of exposure to Covid-19 and are at increased danger of severe outcomes if they contract the virus. It is clear that without intentional and considered action, this crisis will widen the inequalities that already exist in our society.

The disproportionate impact of the crisis on Black, Asian and Minority Ethnic (BAME) communities in Wales has been well documented by the First Minister for Wales' BAME Covid-19 Advisory Group. In May 2020, the tragic murder of George Floyd in Minnesota awakened a widespread and undeniable sense of injustice, sparking protests across the United States and around the globe, including here in Cardiff. The broad recognition across our communities that people from Black and Minority Ethnic groups have faced, and continue to face, discrimination and disadvantage in our society, demands urgent action from all layers of government. Over summer 2020, we have established a Race Equality Taskforce to ensure a focus on delivering racial equality in our city.

This Taskforce will be critical to informing Cardiff's recovery in the months ahead and will convene for the remainder of this administration. The Taskforce will deliver both immediate and long-term action to provide greater opportunity, representation and quality of life in Cardiff for our Black and Minority Ethnic residents.

The Coronavirus pandemic also threatens the gains we have made in closing the gender pay gap, with women overrepresented in hard-hit sectors such as hospitality and leisure. The Coronavirus lockdown and longer-term social distancing measures are also placing additional pressure on carers, with the disproportionate impact of unpaid caregiving for women and girls also being one of the key facets of gender inequality.

As we support Cardiff's economic recovery, our approach must consider how we can accelerate action on closing the financial gender divide, and we will continue to work closely with the Welsh Government on their ambitious vision for Wales to be an international leader for gender equality.

From the likelihood of developing a more severe form of Covid-19 to the risks of isolation and mental health problems, older people, those with disabilities and those with underlying health conditions have been impacted by the crisis in specific ways which deserve serious care and attention in our recovery planning for the city. We will continue to work closely with our social care providers to identify what support can be put in place for service users and the reopening of public spaces and facilities will receive thoughtful consideration and consultation to ensure this is done in a safe and accessible way.

The coronavirus pandemic has disrupted the life of every child in the country. Our aspiration to become a UNICEF Child Friendly City is more important now than ever. Young people will likely carry the burden of the economic crisis in the years to come. Meaningfully involving children and young people in dialogue about our city's future during this challenging time will enable us to develop responsive plans that meet the needs of our future generation.

As well as our commitment to the Public Sector Equality Duty, our aspirations for a more equal city in this strategy clearly go much further. Our vision includes people in care and people with caring responsibilities, refugees and migrants, and ensuring throughout that there is proactive attention given to the inequalities resulting from socio-economic disadvantage.

The future of Cardiff must be fair, inclusive and safe for everyone. This strategy sets out how we will deliver this ambition. It sets out the high standards we expect of ourselves and it demonstrates the efforts we will undertake to build an inclusive culture within our workforce and organisation.

It explains how we will shape services which actively address inequality and exclusion and build good relations between different communities. We must approach these goals with renewed energy and focus in the context of the UK's exit from the European Union and the significant economic and social challenge created by the pandemic. There is much uncertainty, and likely to be many more unforeseen challenges in the months ahead, but we are resolute in our purpose that Cardiff must rebuild as a fairer and more equal place.

Throughout this strategy, our approach connects to the steps of our Corporate Plan, which details how we will deliver our Capital Ambition. In the context of recovery, all service areas across the council, from into-work services, housing, education, transport and all other statutory and non-statutory services we provide, have restarted their services with equality at the heart of everything of everything they do.

From 2020 onwards, all service areas will report their activities to support the Public Sector Equality Duty and the Socioeconomic Duty, through our corporate performance framework and reporting systems. This change will enhance connectivity, support a visible and proactive culture in meeting our Equalities Objectives and enable constructive challenge across the council, where necessary, to deliver our vision.

This strategy is the next step on our journey in creating an inclusive city which works for all of our residents. We rightly take pride in our city's reputation for tolerance, respect and unity but we must not take this for granted – we must remain vigilant to new threats and challenges to our social fabric. Our vision is for a city where everyone can reach their full potential, and we are confident that we can make real progress in the years ahead. Together, we can create a more equal city – a city that works for all Cardiff residents.



Cllr Huw Thomas

A handwritten signature in black ink, appearing to read 'Huw Thomas' in a cursive style.



Cllr Chris Weaver

A handwritten signature in black ink, appearing to read 'C. Weaver' in a cursive style.

# Introduction

This introduction explains the statutory and policy context for the council's equality work and explains our strategic approach.

## Public Sector Equality Duty

As a public body, we are bound by the Public Sector Equality Duty.

This Strategy sets out how we will meet our statutory obligations under this duty, which are defined within the Equality Act as:

“A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.”

These obligations apply to all the council's functions and this Equality and Inclusion Strategy explains how we will deliver these duties in our role as a service provider, as an employer, as a leading agency in the city and in our work with communities.

Our approach is to embed our commitment to equality in all areas of our work from processes and people to public programmes.

Throughout, our Equality and Inclusion Strategy draws upon, and complements, Cardiff Council's Equal Opportunities Policy Statement, which is published as **Appendix B** to this document. Our Equal Opportunities Policy Statement sets out our organisational commitment to promoting equal opportunities and diversity in employment and service delivery.

## Strategy Equality Plan and Strategic Equality Objectives

Under the Equality Act (2010), local authorities in Wales must publish a Strategic Equality Plan that sets out the objectives the organisation wants to achieve over a four-year period. These priorities are called Strategic Equality Objectives.

This Equality and Inclusion Strategy outlines Cardiff Council's Strategic Equality Objectives for furthering and promoting equality across the city. Reflecting these statutory timescales, this strategy runs for four years, beginning in October 2020 and finishing in March 2024.<sup>1</sup>

Throughout this strategy we explain the links between our Strategic Equality Objectives and overarching Capital Ambition strategy, and our Corporate Plan. We identify clear actions that will contribute to us achieving our objectives and specify the groups we anticipate will benefit from their delivery.

This document should therefore be read in conjunction with the Council's Corporate Plan: Delivering Capital Ambition.

## Who is this Equality and Inclusion Policy and Strategy for?

Creating a successful inclusive city also means recognising that there are many causes of inequality and exclusion, and that these are often inter-connected and mutually reinforcing. People can be excluded because they have low income, are socially isolated, live in poor housing or due to poor health. Refugees and migrants, those with caring responsibilities, Looked After Children and Care Leavers are also likely to face additional barriers in accessing services and reaching their full potential.

As well as delivering our Public Sector Equality Duty to those with protected characteristics, our approach encompasses a wider aspiration to reduce inequalities of outcome which result from socioeconomic disadvantage. This approach equips the Council to prepare for the commencement of the Socioeconomic Duty of the Equality Act 2010, which is anticipated to initiate in March 2021 in Wales.

This document explains the steps that we are implementing to introduce the Socioeconomic Duty into our corporate reporting of activities against our Strategic Equality Objectives. This means that we are identifying and supporting practice which reduces socioeconomic inequalities across the council, something we recognise as particularly critical within the context of our recovery planning from the ongoing public health crisis.

A wealth of evidence from the public, private and voluntary sectors, along with peer-reviewed research, supports our view that a more equal city would deliver benefits for all our citizens, communities, colleagues and partners.

---

1. Note that the statutory publication deadline for public sector bodies' Strategic Equality Objectives was postponed until October 2020 due to the Coronavirus pandemic.

### **Who is protected under the Equality Act 2010?**

It is against the law to discriminate against someone because of their protected characteristic(s). This is the term used in the Equality Act 2010 to identify the types of things that affect how people are treated and can mean people may experience discrimination.

- The protected characteristics are:
- Age
- Disability
- Gender reassignment
- Sex
- Sexual orientation
- Race
- Religion or belief (including non-belief)
- Pregnancy and maternity
- Marriage and civil partnership

## **Coronavirus and Inequality**

We reviewed this plan in light of the Coronavirus pandemic, recognising that without intentional action, the consequences of this crisis are likely to exacerbate existing inequalities in our society. Public services are now operating in a very different environment to the beginning of 2020 and supporting those most heavily impacted by the Covid-19 crisis has been at the forefront of our minds in recovery planning and in restarting our services. Our council-wide approach to recovery reflects the spirit of this strategy and our Strategic Equality Objectives.

Recognising that that the UK's departure from the European Union and the consequences of the Coronavirus pandemic mean we are working in a rapidly evolving environment, and that these factors are expected to greatly influence our future landscape, our Equality and Inclusion Strategy will be reviewed and updated at the mid-way point in its delivery, in 2022.



# Valuing Cardiff's Diversity

Cardiff is one of the oldest ethnically diverse communities in Britain. From the early 1800s to the time of the Second World War, migrants from more than 50 different countries came to the city to work in the coal export industry and occupations linked to international trade. In Butetown, we have records that suggest 50-60 nationalities lived side by side in just a few streets, as far back as the 1840's.

Throughout our Equality and Inclusion Strategy, we identify the relevant data regarding the outcomes and experiences of protected characteristic groups, low income households and other data relevant to inequality to ensure an evidence-led approach to our Strategic Equality Objectives.

**Appendix A** provides our evidence base for this strategy in greater depth and identifies further sources of equality data.

## Key facts and figures regarding equality and diversity in Cardiff:

1 in 5 Cardiff residents are from a Black or Minority Ethnic Background as a whole, and around 1 in 3 children of primary school age.

Around 17 % of Cardiff residents were born outside the UK.  
Over 100 languages and 160 dialects are spoken in Cardiff.

Around 18 % of Cardiff residents experience a long-term health problem or disability which limits their day to day activities.

The number of young people (under 18s) in Cardiff is projected to increase by 25 % over the next 20 years, compared to an all-Wales increase of 0.8 % .  
There will also be a 75 % growth in the number of people over 75.

Over 60,000 people in Cardiff live in the 10 % most deprived communities in Wales. If the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East, was considered a single local authority area it would be the most deprived in Wales by a considerable margin.

# Our Commitments

## In everything we do

- We commit to fulfilling both the letter and spirit of our legal obligations under the Equality Act 2010, including the Wales Regulations, the Socioeconomic Duty, and any other subsequent legislation relating to equality. We require our contractors and the organisations that we fund to abide by all aspects of equality legislation that apply to them and to assist the council in upholding its obligations under the Public Sector Equality Duty.
- We commit to being a learning organisation, which improves its practice proactively, and is always ready to respond when issues arise. We will seek to understand and address the root causes of inequality and exclusion in Cardiff and to focus our efforts on tackling them. If we make mistakes, we will put things right and ensure we take lessons from our experience and that they inform how we work.
- We will measure and share our progress and success, both through our Annual Report for our Strategic Equality Objectives and through other channels, such as our stakeholder networks and communications channels.
- We will deliver and commission services that actively promote equality and inclusion.

## As an influencer and convener

- Wherever it is possible to do so, we will promote good equality and inclusion practice amongst our partners in the city and in our region, and seek to learn from their best practice, and that of other cities in the UK and beyond.
- We will engage with our communities and voluntary sector partners, listening to their views and taking them into account when we make decisions. To achieve this, we will make our information, services and products more accessible and inclusive.
- We will play our part in promoting good relations between people from different backgrounds and encourage our partners to maximise opportunities to support community cohesion and inclusion.

## As an employer

- We will recognise, support and empower those responsible for promoting equality in our organisation, particularly our staff networks.
- Ensure that equal opportunities are integral to how we recruit and treat our workforce.
- Address all allegations of discrimination, harassment, bullying and victimisation in an effective and timely manner.
- Have a workforce which is diverse in the widest possible sense and in which diversity of background and thought is valued.
- Use policies and practices that demonstrably enable colleagues to fulfil their potential and progress within our organisation.



# Making it happen

In the future, we want to become a model of good practice for other councils in Wales and UK cities for our approach to addressing inequality and delivering inclusive opportunity for our residents.

To achieve this, we are publishing this Equality and Inclusion Strategy with clear objectives and actions, which align throughout to our overarching Capital Ambition strategy and our Corporate Plan.

We will document our progress against this strategy through an annual report, which will be publicly available on our website. Each directorate responsible for delivery will report bi-annually on their activities to deliver the Strategic Equality Objectives, both through the Council's Corporate Performance reports and through their reporting against Directorate Delivery Plans.

Everyone working for Cardiff Council has a part to play in achieving our Strategic Equality Objectives, and service areas across the council were consulted during their development to identify opportunities to enhance and improve our practice.

We recognise that councillors and senior officers have a particular responsibility in providing active and visible leadership to support the implementation of our strategic vision for equality in the city.

## Integrating equality into everything we do

In addition to this Equality and Inclusion Strategy, we have a number of more detailed operational policies and programmes of work that support, complement and align with this overarching strategy. They set out specific goals and measures to address specific operational issues and should be read in conjunction with this strategy. Those seeking further information and context on particular areas of our Equality and Inclusion Strategy will find further information in the other strategies and policies identified throughout this document.

As new policies are developed or reviewed during the lifespan of this strategy, service areas will be encouraged to ensure alignment with the Equality and Inclusion Strategy and seek advice from our corporate Equality Team to achieve this. The key instrument to achieve this will be Equality Impact Assessments.

## Equality Impact Assessments

### What is an Equality Impact Assessment?

An Equality Impact Assessment (EIA) is a way of systematically taking equal opportunities into consideration when making a decision. Cardiff Council undertakes EIAs on significant changes to policy or services and decisions that could have disproportionate impacts on individuals or groups protected under the Equality Act 2010 and ensure consideration of the broader socioeconomic impact of the change to ensure compliance with the Socioeconomic Duty.

### Equality Impact Assessments enable the Council to:

- Demonstrate due regard for the provisions of the Public Sector Equality Duty
- Identify possible negative impacts of decisions on individuals and groups with protected characteristics and plan mitigating action accordingly
- Identify additional opportunities to advance equality within policies, strategies, and services

We believe that it is good practice when developing a policy or strategy or a new initiative to anticipate the likely effects it may have and to take steps to prevent or minimise any likely harmful effects especially on persons who share any of the characteristics that are protected under the Equality Act.

This ensures that disadvantaged groups are not further disadvantaged by the policies and strategies we adopt. It also ensures that councillors are properly advised of the potential effects of proposals before they take decisions that affect people's lives.

When developing a policy or initiative, council officers are advised to seek the views of people who share protected characteristics to find out how it is likely to affect them, and to use those views to inform their impact assessments and recommendations to Councillors.

We undertake Equality Impact Assessments by working methodically through a number of questions to identify groups that may be affected, identify and analyse relevant data regarding the affected group, and produce analysis of the impact based on the available evidence. The final section of the Equality Impact Assessment requires any negative impacts and mitigating actions to be noted.

# Equality and Inclusion Strategy 2020-2024

## Introduction

The Council's vision of a fairer, more inclusive city where everyone can share in its success is set out in our Capital Ambition Strategy. While it is a great place to live, Cardiff is not immune to the long-standing inequalities and discrimination that affect all major cities.

This strategy provides a clear framework for promoting equality and inclusion and embedding the requirements of the Equality Act 2010 in everything we do. The key purpose of us setting these equality objectives is to drive better outcomes for people who experience disadvantage related to their protected characteristics and as a result of socioeconomic inequality.

These objectives aim to remove barriers, promote equality of opportunity, promote good relations and improve our performance in meeting our duties. We recognise that achieving these objectives is a long-term goal which will require concerted, proactive and on-going action in order to evidence change.

The challenge in closing the inequality gap amid the uncertainty of the UK's exit from the European Union and the impact of Coronavirus adds further impetus to the delivery of our objectives. Over the first year we intend to put in place the foundations to deliver this strategy effectively. During the lifespan of this strategy we will achieve high standards in all areas, ensuring that by 2024 we are modelling good practice across the organisation as a whole and that people and organisations, in Cardiff and beyond, look to the Council as a model of good practice in addressing inequality and inclusion.

We will regularly revisit this strategy to ensure it remains relevant and in particular that it reflects an up to date understanding of the drivers of inequality in Cardiff.

## Consultation regarding our Strategic Equality Objectives

Our cross-cutting Strategic Equality Objectives are informed by evidence regarding inequality in Cardiff. This includes evidence gathered during our consultation with residents, staff and our partners regarding our proposed Strategic Equality Objectives and the actions required to deliver them. **Appendix A** summarises the public consultation and evidence gathering process in detail, and how our consultation influenced this strategy.

# Our Strategic Equality Objectives 2020-2024

## **Objective 1 - To develop and deliver services which are responsive to Cardiff's inequality gap.**

Summary - We will deliver inclusive services and partnerships which actively address inequality and exclusion and enable all of Cardiff's residents to realise their potential and live safely.

## **Objective 2 - To lead the way on equality and inclusion in Wales and beyond.**

Summary - We will demonstrate leadership on equality and inclusion in Wales, holding ourselves to a high standard so others will look to us as a source of good practice.

## **Objective 3 - Cardiff is accessible to everyone who is living, visiting or working in the city.**

Summary - We will apply inclusive design principles to create city infrastructure that provides an inclusive and barrier free environment for our residents and wider region. This will enable everyone to participate equally, confidently and independently in city life.

## **Objective 4 - To build an inclusive and representative organisation.**

Summary - We will implement actions to ensure the Council workforce better reflects the diversity of the city we serve, and be a workplace where colleagues feel confident about being themselves at work.

Taken together, these objectives relate to each aspect of the council's roles as an employer, as a provider of services, as a facilitator of resilient communities and as a leading agency in the city.

In the following pages of this strategy, we set out what we will do or are already doing to achieve these objectives, why we have chosen them, how we will measure progress and who we think will benefit in particular from their delivery.

# Timeline

2020

- Establish the foundations to deliver this strategy effectively.
- Introduce bi-annual corporate performance reporting for our objectives across all service areas responsible for delivery, for both the corporate plan and directorate delivery plan actions identified in this document.
- Identify and collect baseline measures to inform and set longer-term targets.
- Produce high-quality Equality Impact Assessments throughout Coronavirus recovery planning as council services adapt to social distancing requirements and restart delivery

2021

- Support the Council's directorates and our stakeholders to understand the data regarding Coronavirus' and EU-Exit's impact on residents with protected characteristics and those experiencing socioeconomic disadvantage.

2022

- Complete a mid-point review of the Equality and Inclusion Strategy and our objectives.
- Identify gaps and issues, particularly those which have emerged as a result of the Coronavirus pandemic, and review our targets.

2023

- Ensure high standards are being met in all areas.
- Continue to review our practice and provide constructive challenge for service areas to ensure we are delivering all possible actions to promote equality and inclusion across the council.
- Deliver a consultation on our next Equality and Inclusion Policy and Strategy and its objectives.

2024

- Complete a self-assessment using the Local Government Association's Equality Framework to measure our progress.
- Develop and publish our new Equality and Inclusion Strategy and Strategic Equality Objectives for 2024-2028, building upon the successes and learning from this Strategy.

**We will annually report on our progress and our reports will be available on our website.**

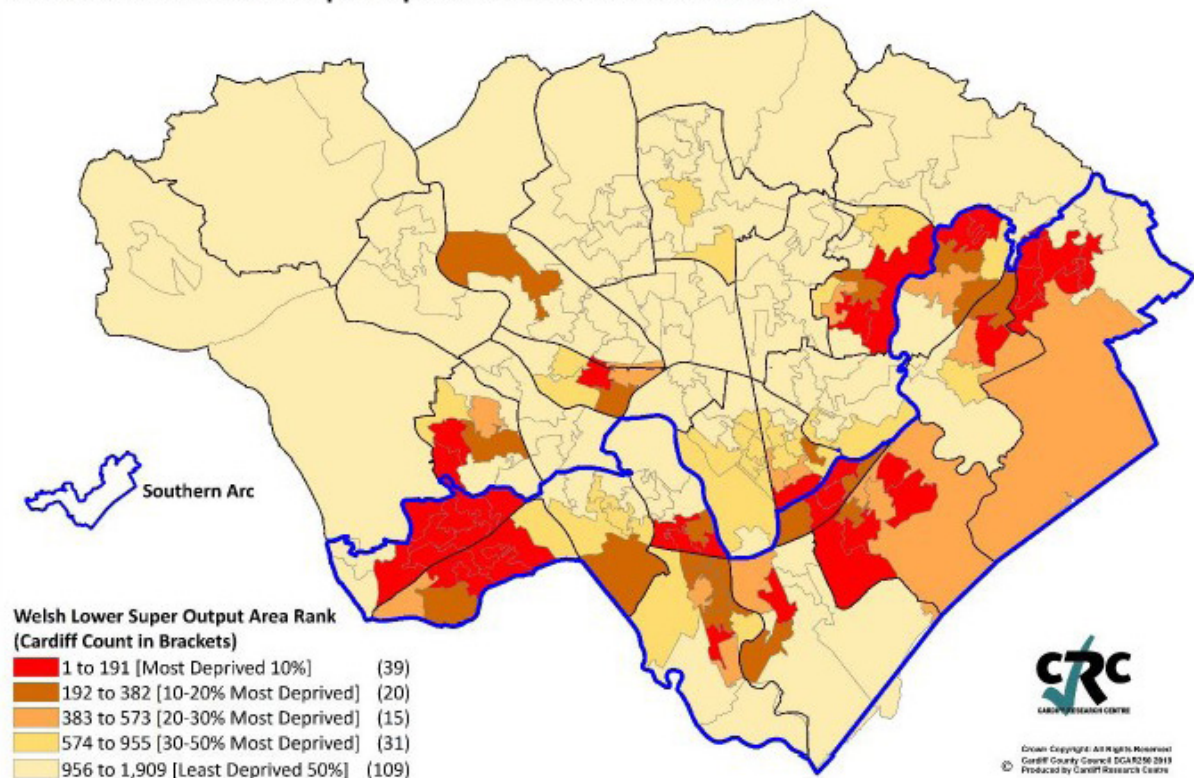


# Objective 1: To develop and deliver services which are responsive to Cardiff's inequality gap

## Introduction

Cardiff is home to some of the most and least deprived wards in Wales. Almost a third of Cardiff residents experience material deprivation, with a high percentage of children living in workless and low income households.<sup>2</sup> Only two other local authorities in Wales, Merthyr Tydfil and Newport, have a higher percentage of their population living in the poorest communities in Wales.<sup>3</sup>

2019 Welsh Index of Multiple Deprivation: Cardiff - Overall Ranks



2. See: Cardiff Local Well-Being Assessment, [Cardiff is a fair, just & inclusive society: Poverty](#)
3. Welsh Index of Multiple Deprivation 2019, [Overall Deprivation, Percentage of LSOAs in the 10 % Most Deprived Areas in Wales \(Ranked 1-191\)](#)

Despite Cardiff's economic growth during the last 30 years, the patterns of poverty and inequality that emerged a generation ago remain. There are dramatic disparities in deprivation between the Southern Arc of Cardiff<sup>4</sup> and the rest of the city. In addition, ethnic minorities and those with a work-limiting disability are more vulnerable to long term unemployment.<sup>5</sup>

The majority of school leavers who do not make a successful transition to further education, training or employment, live in the more deprived areas of the city. Although school performance across the city has improved significantly over recent years, too many schools are underperforming, particularly in the city's most deprived communities. Similarly, the gap between those pupils who receive free school meals (FSM) and those that do not remains substantial, indicating that too many children living in financial poverty are not achieving their potential in school.

To achieve the vision of a fair, just and inclusive Cardiff set out in our Well-being Plan 2018-2023, Cardiff must be a city which is a great place to live and work for all its citizens, regardless of background or the community in which they live.

Our activities against this objective are how we will ensure that public services are designed and delivered to ensure that the city's most vulnerable citizens and communities are supported, and that the substantial and rising gaps in housing, prosperity and skill levels between communities in the city is reduced.

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4. The Southern Arc comprises the following wards: Adamsdown, Butetown, Caerau, Canton, Ely, Grangetown, Llanrumney, Riverside, Rumney, Splott, Trowbridge. Some of the LSOAs do not exactly fit the current boundaries but have been attributed to the area on a best-fit basis.

5. See: Cardiff Local Well-Being Assessment: [Evidence Base, Cardiff is a fair, just & inclusive society](#).

## Housing

### Increasing the supply of affordable homes

Like other UK cities, housing is one of the key components of inequality in Cardiff. Bold action is needed to avoid the city becoming a place with a dwindling number of ‘housing haves’ and thousands more becoming the ‘renting rest’. Housing in Cardiff is relatively unaffordable compared to other core cities,<sup>8</sup> with the average house costing nearly seven times the average salary. Only in Bristol and Manchester is housing less affordable.<sup>9</sup>

Average private rents have risen faster than average earnings in Cardiff over the past 6 years, making housing less affordable for tenants. Between 2014 and 2019, average private rents went up 27%,<sup>10</sup> while average individual earnings increased by just 9% for full time workers and 17% for part time workers.<sup>11</sup> Young, BAME and non-UK born residents are disproportionately represented in the rapidly expanding private rented sector<sup>12</sup> and the number of households with children renting privately has grown, particularly for single mothers.<sup>13</sup>

The growing shortage of housing has resulted in prices and rents rising rapidly, with 25.5% of Cardiff residents living in poverty once housing costs are taken into account.<sup>14</sup> Welfare reforms have made the private rented sector more unaffordable for low-income households in Cardiff. Those renting privately or trying to buy their first home feel this pressure more acutely.<sup>15</sup>

High house prices can mean a decrease in living standards as a higher proportion of income is spent on housing costs. It can also have a detrimental impact on people’s mental well-being and life choices, such as when they can afford to have children, and is a driver of intergenerational inequalities.

8. Meaning large regional cities in the United Kingdom outside Greater London.

9. Office for National Statistics, [House price to residence-based earnings ratio](#), 2020

10. Stats Wales, Housing, [Private Sector Rents](#), 2014-2019

11. Annual Survey of Hours and Earnings, [Cardiff Full time/ Part time Annual Earnings 2014-2019](#)

12. See: Cardiff Local Housing Market Assessment 2015 and, House of Commons Library, Briefing Paper: [Home Ownership and Renting: Demographics & Census 2011](#)

13. The percentage of households with dependent children renting privately has increased from 8.4% in 2001 to 19.6% in 2011. [Census 2001, 2011](#), 14. ONS, Households in poverty estimates for middle layer super output areas in England and Wales, [Percentage of Households Below 60% of the Median Income; \(after housing costs\)](#) (Average of all Cardiff MSOAs)

15. Ask Cardiff 2016 Survey, 33.6% of young people reported feeling ‘very concerned’ about housing costs, compared to just 12.8% of those aged over 55.

## Reducing overcrowding

Overcrowding is a problem for some Cardiff residents, and disproportionately affects some groups, forcing them to live in unhealthy conditions. Evidence illustrates that, across Wales, BAME residents and Gypsies and Travellers are at greater risk of overcrowding and are less likely to find suitable accommodation for their household size than other ethnic groups.<sup>16</sup>

Intergenerational overcrowding has been identified as a contributing factor of increased risk for Covid-19 transmission.<sup>17</sup> The Council's work to improve local housing supply and accessibility through the construction of 6,500 new affordable homes by 2026 will be key to alleviating the issues of overcrowding which disproportionately affect BAME households.

	What we will do	Particularly relevant groups	Links to
1.1	Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic sites including 6,500 new affordable homes by 2026.	All residents, particularly low income households, BAME residents & young people.	Corporate Plan
1.2	Deliver 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022.	All residents, particularly low income households, BAME residents & young people.	Corporate Plan

16. Ethnic group by occupancy rating (rooms), [Census 2011](#) & Shelter Cymru & Tai Pawb, [Homelessness amongst people from Black and Minority Ethnic Populations in Wales](#), 2015

17. Aldridge RW, Lewer D, Katikireddi SV et al. (6 May 2020). [Black, Asian and Minority Ethnic groups in England are at increased risk of death from COVID-19: indirect standardisation of NHS mortality data](#) [version 1; peer review: awaiting peer review]. Wellcome Open Res 2020, 5:88 & The Institute for Fiscal Studies (1 May 2020) - [Are some ethnic groups more vulnerable to COVID-19 than others?](#)

## Improving private rental conditions and terms will support children, BAME residents and residents born outside the UK

The Private Rented Sector (PRS) is characterised by some of the worst housing conditions and relative insecurity. These factors, combined with rising rents and welfare reform, mean that the termination of a Private Rented Sector tenancy is one of the most common reasons that a Cardiff household would be at threat of homelessness.<sup>18</sup>

Certain BAME groups, and households that include children, particularly those born outside the UK, are more likely to be found in this tenure.<sup>19</sup> Non-UK born residents, and BAME residents who are UK nationals, can also face barriers in accessing the Private Rented Sector as a result of the UK Government's 'Right to Rent' regulations.<sup>20</sup> This effect may be further exacerbated by extensive reform to the UK's immigration system, which will be introduced from January 2021.

	What we will do	Relevant to	Links to
1.3	Work to end the city's housing crisis by driving up the standards in the private rented sector and in the city's high-rise buildings by taking enforcement action against rogue agents and landlords letting and managing properties.	Young people, BAME residents & lower income households	Corporate Plan

## Accessible, specialist and supported homes

Disabled and older people suffer from a lack of accessible or adaptable homes.

These homes have an important part to play in ensuring older and disabled people have accommodation that meets their needs, and that they can live as independently as possible.

Like many other areas, Cardiff's older population is projected to increase considerably over the next 20 years. This presents a number of housing challenges. Increased incidence of age-related conditions such as mobility or sensory impairment, frailty and chronic diseases, means that more residents are likely to require specialist accommodation or additional assistance to remain living in their current homes.

18. See Statistics for Wales, [Homelessness in Wales 2018-2019](#).

19. Census 2011, BAME: 15.3% of population; 22.2% of those renting privately/living rent free. The percentage of households with dependent children renting privately has increased from 8.4% in 2001 to 19.6% in 2011. [Census 2001, 2011](#).

20. Joint Council for the Welfare of Immigrants, [Evaluation of the Right to Rent scheme](#), 2015

Poor or unsuitable housing can impact disproportionately on older peoples' physical and mental health, independence and wellbeing.

The delivery of our Older Persons Housing Strategy<sup>21</sup> will respond to these challenges and achieve a suitable supply and balance of accommodation types, enabling older people to live independently for as long as possible, with access to appropriate services and support.

We will also continue to deliver our Disabled Facilities Grant scheme, providing disabled residents with better freedom of movement in and around their home and helping out with the costs of adapting homes to meet residents' needs.<sup>22</sup>

	What we will do	Relevant to	Links to
1.4	<p>Deliver the Older Persons Housing Strategy to support independent living, fully understanding older people's housing needs and aligning work between Council and Health Services including:</p> <ul style="list-style-type: none"> <li>• Working to build and refurbish 'care-ready' schemes for older people;</li> <li>• Continuing the development of person-centred information, advice and assistance for older people and those with disabilities, including the development of performance measures for the service;</li> <li>• Developing innovative models of care, support and nursing services.</li> </ul>	Older people & those with caring responsibilities	<p>Corporate Plan</p> <p>Older Persons' Housing Strategy</p>
1.5	Deliver the Disabled Facilities Grant scheme to support households where there is a disabled person living in the property as their main residence.	Disabled people, those who experience physical or mental ill health, older people & those with caring responsibilities.	Disabled Facilities Grant Scheme

21. Cardiff Council, [Older Persons' Housing Strategy](#)

22. Cardiff Council, [Disabled Facilities Grant](#)

Multiple sources of evidence demonstrate that Gypsies and Travellers experience some of the worst outcomes of any ethnic group across a wide range of social indicators. The Equality and Human Rights Commission has published a number of reports highlighting the multiple inequalities experienced by Gypsies and Travellers. The contributory factors are complex and often inter-related, but include deprivation, social exclusion and discrimination.<sup>23</sup>

The Housing Wales Act 2014 places a statutory duty on local authorities in Wales to assess the accommodation needs of Gypsies & Travellers in their area. The Act also places a statutory duty upon the authority to provide for that need. Cardiff's Gypsies and Travellers Accommodation Needs Assessment<sup>24</sup> reveals an evidenced need for appropriate accommodation. Progressing the delivery of this provision will be key to improving housing and health outcomes for our Gypsy and Traveller community.

	What we will do	Relevant to	Links to
1.6	Meet our statutory duties in relation to the accommodation needs of Gypsies and Travellers in Cardiff, in line with Cardiff's Local Development Plan.	Gypsies and Travellers	Gypsies and Travellers Accommodation Assessment Duties under the Housing (Wales) Act 2014 Local Development Plan & Annual Monitoring Report

23. Equality and Human Rights Commission, [Is Britain Fairer? The state of equality and human rights 2018](#)

24. Cardiff Council, [Gypsy and Traveller Accommodation Assessment, February 2016](#)

## Our vision to end homelessness

Homelessness is an issue of extraordinary significance for Cardiff. During the Coronavirus lockdown we delivered an extensive programme of support for homeless people in our city to ensure that no one was left behind and every resident had a safe place to self-isolate, maintain social distancing and have food security.

Our collective action to protect rough sleepers and those at imminent risk of homelessness during this time has been nothing short of life changing for so many of those who have been supported. We are clear that there can be no going back and the ‘everybody in’ programme of housing assistance must point the way to ending homelessness for good in Cardiff.

Prior to the pandemic, the Council’s strategy for supporting rough sleepers to access comprehensive and specialist support had already made significant progress in its first year. Two thirds of Cardiff’s rough sleepers were assisted into housing and support within the first twelve months.<sup>25</sup> In spring and summer 2020 we accelerated our programme of change in partnership with our colleagues from the statutory, voluntary and private sectors, and by April 2020, every single rough sleeper in the city had a safe space to sleep and access to enhanced specialist support during the day.

We have set out an ambitious vision for ending homelessness in Cardiff. It is a whole system change for homelessness support, which prioritises high quality multi-agency assessment, rapid rehousing and specialist accommodation support for those with the most complex needs. Implementing this model is one of the most ambitious and essential components of our vision for tackling inequality in Cardiff. A home is critical to a person’s health, dignity, safety and inclusion in our community.

While people can be homeless for a variety of reasons, the shortage of affordable housing, compounded by welfare reforms, including reductions in Local Housing Allowance rates and the benefit cap, are important factors.

Our ambitious programme for addressing homelessness in Cardiff will also be instrumental in shaping the outcomes of a number of protected characteristic groups in the city. In 2019, Black and Minority Ethnic residents were overrepresented amongst households requesting homelessness assistance, making up 29.5 % of requests for support.<sup>26</sup> Research from Shelter Cymru and Tai Pawb also suggests that homelessness amongst BAME residents in Wales may be even more widespread than this data suggests due to hidden homelessness and gaps in existing data sets.<sup>27</sup>

25. Cardiff Council, Homelessness data, 2018 & 2019

26. Stats Wales, [Households for which assistance has been provided during the year, by ethnic group of applicant, Cardiff, 2018-2019](#) (Excluding ‘ethnicity not known’)

27. Shelter Cymru & Tai Pawb, [Homelessness amongst people from Black and Minority Ethnic Populations in Wales](#), 2015



Refugees and asylum seekers,<sup>28</sup> young people,<sup>29</sup> those who have suffered domestic abuse<sup>30</sup> and LGBT+ people<sup>31</sup> are also groups who experience additional risk of homelessness. There are also a disproportionate number of people experiencing homelessness who are disabled or experience physical or mental ill health, with research from Crisis finding that homeless people were nearly twice as likely to have experienced mental ill health as the general population. The same research shows that as a person's housing becomes more stable, the rate of serious mental illness decreases.<sup>32</sup>

Since 2015, the number of households seeking homelessness assistance who are assessed as vulnerable due mental illness has increased from 21 to 90 in 2019.<sup>33</sup>

	What we will do	Relevant to	Links to
1.7	<p>Continue to deliver the Rough Sleeper Strategy and the Homelessness Strategy including:</p> <ul style="list-style-type: none"> <li>• Taking forward the Strategic Review of services for single homeless;</li> <li>• Reviewing and improving emergency accommodation, continuing to ensure no one has to sleep out in Cardiff;</li> <li>• Extending the capacity of the Housing First schemes using both social and private rented sector homes and developing plans to make the scheme sustainable;</li> <li>• Continuing to develop the multi-agency team around rough sleepers, improving support available for those with substance misuse, and for those with co-occurring mental health and substance misuse issues.</li> <li>• Strengthening links with the criminal justice system through enhanced probation input into the team.</li> </ul>	<p>Disabled people, people with mental ill health, single people on low incomes, refugees &amp; victims of domestic violence.</p>	<p>Corporate Plan Rough Sleeper Strategy Homelessness Strategy</p>

28. See: House of Commons Library, [Homelessness among refugees](#), 2018

29. Wales Centre for Public Policy, [Youth homelessness and care leavers: Mapping interventions in Wales](#), 2018

30. Safe Lives, [Safe at Home: Homelessness and domestic abuse](#), 2018

31. According to Albert Kennedy Trust, almost one in four young homeless people identifies as LGBT, [LGBT Youth Homelessness: A UK National Scoping of Cause, Prevalence, Response & Outcome](#), 2015

32. See: Crisis, [Mental Health](#)

33. Households found to be eligible for assistance, unintentionally homeless and in priority need during the year: Priority - Households where a member is vulnerable due to: Mental illness / learning disability / learning difficulties, [Stats Wales, Cardiff, 2015-2019](#)

## An inclusive and fair economy

Our vision for a fairer city economy has never been more important. Coronavirus has plunged the world into the worst economic crisis since the Great Depression and has led to nationwide job losses. Nowhere is feeling the economic and social impact of Covid-19 in the UK more than its cities and largest towns. Together, they account for around 60 % of the UK's economic output and are home to more than half the UK population.<sup>34</sup>

Alarming, job losses have disproportionately impacted disadvantaged groups, including those with less formal education, young people and those on temporary or insecure contracts. Whilst the full impact of the crisis is not yet known, pandemics of the past have hit low earners' job prospects and earnings hardest.<sup>35</sup>

There is still much uncertainty regarding our economic recovery trajectory, but one thing is clear: we will need to not only maintain, but accelerate, our momentum to create a more inclusive city economy. Such action is essential if we are to prevent the entrenchment and worsening of inequality in our city in the years to come.

Covid-19 has highlighted the insecurity pulling many low-paid workers into poverty, and Cardiff is no exception. Delivering quality secure jobs can, and must, play a central role in our city's recovery. This will need decisive and preventative action focused on supporting those who have experienced the economic fallout of the pandemic most acutely, not only through supporting job creation, but also delivering targeted into-work support for those who have lost their employment, or are trying to get a foot on the ladder for the first time as they leave school or university.

Existing economic disparities could lead to a profoundly devastating and disproportionate impact of Covid-19 on people from ethnic minority backgrounds. Black and Minority Ethnic groups are more likely to be unemployed and in precarious work than their White counterparts and a recent report revealed that Black and Minority Ethnic millennials are 47 % more likely to be on a zero hours contract.<sup>36</sup> Recent UK-wide evidence indicates that women from Black and Minority Ethnic backgrounds in particular, are experiencing a significant and disproportionate economic burden as a result of Covid-19.<sup>37</sup>

34. See analysis by: Centre for Cities, [What does the Covid-19 crisis mean for the economies of British cities and large towns?](#)

35. International Monetary Fund, [How Pandemics Leave the Poor Even Farther Behind](#), 2020

36. UCL Institute of Education (IOE), Carnegie UK Trust, and Operation Black Vote, [Race Inequality in the Workforce: Exploring connections between work, ethnicity and mental health](#), 2017

37. Women's Budget Group, LSE, Queen Mary University of London, Fawcett Society, [BAME women and Covid-19 – Research evidence, 2020](#)

**SEE ALSO:**

Objective 2: To lead the way on equality and inclusion in Wales and beyond: Race Equality Taskforce & Living Wage Action Plan

Objective 4: To build an inclusive and representative organisation

Cardiff's labour market should be open and accessible to everyone but currently this is not the case. Disabled people and people from Black and Minority Ethnic backgrounds are underrepresented in the city workforce and are more likely to experience low pay.<sup>38</sup>

Cardiff's diverse population and powerful sense of its history as a port city and migration hub, presents employers with a unique opportunity to employ talented workers from a huge range of backgrounds and experiences. However workplaces and work cultures are too often not inclusive and recruitment and progression for some, is still limited by discrimination and bias. The Council is determined, both as an employer and as a convener for change, to develop exemplary employment practices to eliminate this, and to encourage other major employers to do the same.

	<b>What we will do</b>	<b>Relevant to</b>	<b>Links to</b>
1.8	<p>Further improve the Into Work Service by continuing to integrate employment support services. This will include:</p> <ul style="list-style-type: none"> <li>• Reviewing support for care-experienced young people to ensure it is meeting their needs;</li> <li>• Fully aligning the 'Learning for Work' programme offered through Adult Community Learning with the Into Work Service;</li> <li>• Providing effective employer engagement and assistance into self-employment;</li> <li>• Continuing to promote and extend volunteering opportunities.</li> </ul>	<p>Young people, Older people, Disabled People, BAME people, women &amp; lower income households.</p>	<p>Corporate Plan</p>

38. [Annual Population Survey 2019-2020](#)

## A great place to grow up for children of all backgrounds

Children who grow up in poverty are found to have lower educational attainment, have higher incidence of behavioural problems and risky behaviours as well as the early signs of latter life health problems such as obesity. These are all known to be contributing factors to patterns of social mobility, health inequalities and poverty in future generations of children.<sup>39</sup> There is a link between deprivation and early year's attainment. In Cardiff, an attainment gap of 9.6% exists between those eligible for Free School Meals (FSM) and those not, at the end of Primary School. Whilst this is lower than the Wales gap of 14.2%, and the gap has narrowed considerably over the last decade, there is further work required to support these young people to achieve their potential.

The council's broader work to address socioeconomic inequality in Cardiff, as detailed throughout this Strategy, will help to address the root causes of child poverty and improve social mobility for future generations.

### Provision for children with Additional Learning Needs

Children with Additional Learning Needs (ALN) are less likely to do well at school than their peers. To help improve outcomes for ALN learners, we will be developing improved models of alternative education provision for learners who are struggling to manage the demands of a full time mainstream curriculum. This will include refreshing the Cardiff Accessibility Strategy and guidance for schools to ensure disabled children and young people and those with healthcare needs are effectively included in learning.

	What we will do	Relevant to	Links to
1.9	Develop improved models of alternative education provision for learners who are struggling to manage the demands of a full time mainstream curriculum. We will do this by reshaping and enhancing specialist provision and services for pupils with additional learning needs to ensure sufficient, high-quality provision is available to meet the current and projected need from 2019 to 2022.	Young people, people from low income backgrounds, those who experience physical and/or mental ill health & disabled people.	Corporate Plan

39. See research collection by Economic and Social Research Council, [Child poverty casts a long shadow over social mobility](#)

## Cardiff Commitment and supporting young people’s transition into work

With growing fears about the potentially devastating impact of Coronavirus on young people’s job prospects,<sup>40</sup> our ambitious Cardiff Commitment programme will be even more critical to support Cardiff’s young people reach their full potential. The Cardiff Commitment brings the public and private sectors together to connect the city’s young people to diverse work opportunities in a range of sectors.<sup>41</sup>

Young earners have felt the disproportionate impact of the coronavirus crisis. These employees are more likely to have lost work or been furloughed due to the crisis than those of prime age, and have experienced the biggest pay swings with large proportions losing earnings.<sup>42</sup>

We recognise that some young people are faced with additional, and significant, challenges and barriers to labour market progression, including those from low income families,<sup>43</sup> care leavers,<sup>44</sup> and some BAME young people,<sup>45</sup> and will seek to bring particular focus to those groups. We are determined to create the environment in which young people from all backgrounds, and particularly our most vulnerable young people, are supported to achieve their full potential and make a successful transition into adulthood and the world of work. It is only by delivering this that we will break entrenched cycles of generational poverty.

	What we will do	Relevant to	Links to
1.10	<p>Support young people into education, employment or training by delivering the Cardiff Commitment, with a focus during the academic years 2019/20 and 2020/21 upon:</p> <ul style="list-style-type: none"> <li>• Creating school/business partnerships that target skills development in the key economic growth sectors of the Cardiff Capital Region;</li> <li>• Introducing targeted programmes of support and mentoring for young people</li> </ul>	<p>Young people, people from low income backgrounds, BAME residents, disabled residents &amp; women and girls.</p>	<p>Corporate Plan</p>

40. See: Resolution Foundation, [Young Workers in the Coronavirus Crisis: Findings from the Resolution Foundation’s Coronavirus survey](#), May 2020

41. Find out more: [Cardiff Commitment](#)

42. Resolution Foundation Young Workers Survey

43. OECD, [A Broken Social Elevator? How to Promote Social Mobility](#), 2018

44. Become Charity, [Care: The Facts- employment](#).

45. UK Government, [Ethnicity Facts and Figures, Work, Pay and Benefits](#)

Research from the OECD found that social mobility is so frozen that it would take five generations for a poorer family in the UK to reach the average income.

## Looked after children & care leavers

We have a commitment to ensure that children thrive in our care. Nationally, 47% of all care leavers are not in education, training or employment 12 months after leaving care.<sup>46</sup> Improving educational attainment and providing better integrated support will provide an essential foundation to improve outcomes for looked after children and care leavers in Cardiff.

Care leavers are expected to become independent and self-sufficient much earlier than their non-care peers, accelerating their transition to adulthood. Our renewed Corporate Parenting Strategy Action Plan will drive action to improve outcomes and wellbeing for Looked After Children and Care leavers by ensuring that they have greater access education, training and employment opportunities and can achieve their potential.

	What we will do	Relevant to	Links to
1.11	<p>Implement the renewed Corporate Parenting Strategy Action Plan by March 2023 to improve outcomes and well-being for Children Looked After by:</p> <ul style="list-style-type: none"> <li>• Developing partnership arrangements around access to education and educational attainment for Children Looked After;</li> <li>• Improving transition and progression into education, employment or training for care leavers by March 2021</li> </ul>	Young people, Looked After Children and care leavers.	Corporate Plan Corporate Parenting Strategy & Action Plan

46. Welsh Government Review: [Extending corporate parenting across public services: looked after children](#), 2020

## Mental health services for young people

Children and young people across the UK have had their lives turned upside down by the pandemic. Almost every young person has had to adjust to dramatic changes in their education or employment, routine and home life.

Some have experienced bereavement or other traumatic experiences during the lockdown period, while groups who were already marginalised or disadvantaged are now likely to become more so. Research by Young Minds found that 80 % of young people with a history of mental health needs agreed that the Coronavirus pandemic had made their mental health worse, and 87 % reported feeling lonely or isolated during the lockdown period.<sup>47</sup>

Emerging evidence also indicates that the impact of coronavirus is amplifying the inequalities associated with social determinants of young people's mental and physical health, with some children more vulnerable to the mental health impacts of the pandemic. This includes those with pre-existing mental health and neurodevelopmental conditions, as well as children in homes where domestic violence is a concern and children and young people who are living in poverty.<sup>48</sup> Children from Minority Ethnic groups are more likely to experience poor health outcomes and, therefore, are more likely to experience mental health difficulties during the pandemic.<sup>49</sup>

This context adds further impetus to our work to transform mental health and emotional well-being support for young people in the city.



47. Young Minds, Coronavirus: [Impact on Young People with Mental Health Needs](#), 2020

48. Evidence Based Practice Unit, [Emerging Evidence: Coronavirus and children and young people's mental health](#), June 2020

49. Ibid

	What we will do	Relevant to	Links to
1.12	<p>Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to children and young people's emotional and mental health support across the child's journey by March 2023 by:</p> <ul style="list-style-type: none"> <li>• Reviewing the effectiveness of the integrated referrals for the Barnardo's Family Wellbeing Service through the Family Gateway;</li> <li>• Developing an approach to joint assessment across Early Help teams and commissioned services to ensure family needs are met by June 2020;</li> <li>• Working with the Cardiff and Vale University Health Board (UHB) to recruit two Young People's Emotional Health and Wellbeing specialists to work alongside the Family Help, Support4Families and Cardiff Parenting teams by June 2020;</li> <li>• Working with the Cardiff and Vale UHB to develop trusted referrer pathways from Early Help teams into the proposed NHS Single Point of Access Emotional and Mental Health Hub by January 2021;</li> <li>• Piloting the role of resilience workers with the Cardiff and Vale UHB to build capacity for schools to address the numbers of children affected by multiple adverse childhood experiences;</li> <li>• Delivering emotional and mental health support for young people through youth work intervention and the Curriculum for Life programme by April 2021.the Curriculum for Life programme by April 2021.</li> </ul>	<p>Young people, those who experience mental ill health, BAME residents, children from low-income families, disabled children, LGBT+ children &amp; Looked After Children.</p>	<p>Corporate Plan</p>



## Youth Justice Service

For a small number of children, the risks in their lives, their poor choices, or the actions of adults putting them in harm's way, may bring them close to or into the youth justice system as they come to the attention of police or are arrested. These children can do harm to others, their families and their futures. Our focus is on both these groups – the children causing the harm and those harmed or at risk of harm. At the heart of our work is the knowledge that these are first of all children and only secondly are they children in the youth justice system.

The vast majority of young offenders in Cardiff are male.<sup>50</sup> Across the UK, young people from Black and mixed Black-White backgrounds are over-represented in the criminal justice system and those from White and Asian backgrounds are under-represented. Evidence illustrates that Looked After Children are also significantly over-represented in young offender institutions across the UK.<sup>52</sup>

Children and young people who are in contact with the justice system have worse health outcomes than children in the general population and are likely to have experienced adverse childhood experiences (ACEs).

Our Youth Justice Development Strategy, 'All of Our Futures',<sup>53</sup> will transform youth justice services in Cardiff to deliver high quality prevention, early intervention and support services to young people in Cardiff. Getting this right will provide a better future for children in the youth justice system and keep children and our communities safe from harm.

	What we will do	Relevant to	Links to
1.13	Deliver the All of Our Futures Youth Justice Development Strategy by <ul style="list-style-type: none"> <li>• Completing a service review of the Youth Offending Service by 2021</li> <li>• Closer aligning the Youth Offending Service with the Adolescent Service provision, in order to reduce offending/re-offending rates.</li> </ul>	Young people, those who experience mental ill health, BAME residents, children from low-income families, Looked After Children & Care Leavers.	All of Our Futures Youth Justice Development Strategy

50. 88 % of young people supported by the Youth Justice Service are male (as of July 2020), Cardiff Council data

51. See: Ministry of Justice, [Race and the criminal justice system statistics](#), 2018

52. See: Prison Reform Trust, Independent Review chaired by Lord Laming, [In Care, Out of Trouble, How the life chances of children in care can be transformed by protecting them from unnecessary involvement in the criminal justice system](#), 2016

53. Cardiff Council, [All of Us: Youth Justice Development Strategy](#), 2020-2022

## Tackling violence against women and girls

In response to the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015, and the subsequent national strategy, partners in Cardiff and the Vale of Glamorgan developed their regional Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy 2018-2023 – 'It's In Our Hands'.

Whilst anyone (women, men, children and young people) can experience and be affected by domestic abuse and sexual violence, evidence illustrates that women and girls are disproportionately affected. In 75% of the domestic abuse-related crimes recorded by the police in the year ending March 2019, the victim was female.<sup>54</sup>

Our partnership strategy sets out high standards for VAWDASV services and a strong focus on prevention to ensure that people who live, work, study in, and visit, our region have the opportunity to live positive, independent lives without being affected by violence and abuse.

	What we will do	Relevant to	Links to
1.14	Deliver the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023, including the delivery of a regional service for male victims.	Women & girls, men, those who experience domestic abuse, children & young people.	Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023



54. Office for National Statistics, [Domestic abuse victim characteristics, England and Wales: year ending March 2019](#)

# Objective 2: To lead the way on equality and inclusion in Wales and beyond

## Introduction

It is essential that Cardiff, as the Welsh capital, sets high standards for equality. With complex technological, demographic, environmental and political drivers of change likely to reshape Wales' capital city and region in the coming years, taking action on growing inequality must and will remain a key priority for Cardiff as we enter the new decade.

We want people to look to the Council, and the city as a whole, as a model of good practice in addressing inequality and inclusion. Our learning, and particularly where we have cultivated successful, evidence-led approaches, will lead the way for a fairer and more inclusive Wales as we share our learning and progress with other public sector bodies and our wider communities.

This means pioneering new approaches and going above and beyond the Public Sector Equality Duty to deliver bold and aspiring initiatives which give focus to some of the greatest inclusion issues we face in the city. Each of the initiatives below focuses not only on identifying and implementing immediate actions we can deliver, but enhancing our understanding and strategic approach to deliver generational long-term change, and sharing that learning throughout our organisation and with our partners.

## Cardiff Race Equality Taskforce

Racial inequality continues to exist in Cardiff, Wales and the UK. In autumn 2020, Cardiff Council will convene a Race Equality Taskforce to address racial discrimination and promote race equality in the city.

The Taskforce will drive coordinated and strategic action to address inequality in Cardiff, in collaboration with our public sector partners and major employers in the city. It will be responsible for advancing a programme of change and transformation to create a fairer city for our residents from ethnic minority backgrounds.

Over the summer of 2020, we will deliver a public consultation on the priority work streams of the Race Equality Taskforce to understand what our residents think are the biggest issues, and the greatest opportunities, for Cardiffians from ethnic minority backgrounds, so we can focus our thinking and resources into finding the solutions that will have the greatest impact.

### Race Equality: The Evidence

The context for the establishment of Cardiff's Race Equality Taskforce has been well documented in several recent studies, reviews and inquiries, which reveal the extent of racial inequality in the UK, including:

- The [Race Disparity Audit](#), published in 2017, showed inequalities between ethnicities in educational attainment, health, employment and within the criminal justice system.
- The [McGregor-Smith Review of race in the workplace](#), published in 2017, found people from Black and Minority Ethnic backgrounds were still disadvantaged at work and faced lower employment rates than their white counterparts.
- The [Lammy Review](#), also published in 2017, found evidence of bias and discrimination against people from ethnic minority backgrounds in the justice system in England and Wales.
- The [Windrush Lessons Learned Review](#), published in March 2020, found the Home Office showed, "institutional ignorance and thoughtlessness towards the issue of race."

Reviewing our evidence base on race inequality in Cardiff, Wales and the UK more broadly, we have proposed some suggested areas of initial focus. These suggestions are areas where we believe the Taskforce could have a considerable impact in driving meaningful change to advance race equality, including:

- Exploring what more can be done to ensure that the Council’s membership and workforce represents the full diversity of the city it serves
- Reviewing the experiences of children and young people from ethnic minority backgrounds in education
- Supporting our residents from ethnic minority backgrounds to access high quality employment opportunities
- Reviewing how we commemorate our history in public spaces and cultural life. This will include supporting the Wales-wide audit of statues, street and building names, within the context of exploring connections with the slave trade.<sup>55</sup>
- Supporting the civic and democratic involvement of ethnic minority communities through voter registration and making sure Cardiff’s ethnic minority communities are counted in the Census 2021.

	<b>What we will do</b>	<b>Relevant to</b>	<b>Links to</b>
2.1	Establish a Race Equality Taskforce to deliver coordinated action on inequality for Cardiff’s Black and Minority Ethnic residents.	BAME residents, children and young people & low income households.	Directorate Delivery Plan- Policy & Partnerships

55. Welsh Government, [Black Lives Matter: First Minister of Wales announces statues, street and building names audit](#).

## A Child Friendly City

Cardiff is the first city in Wales to participate in UNICEF UK's national Child Friendly Cities and Communities initiative.<sup>56</sup>

Our ambition is for Cardiff to be recognised as a Child Friendly City (CFC): a city with children and young people at its heart, where the rights of children and young people are respected by all and the city is a great place to grow up.

Our ambitious strategy creates a roadmap towards a city where all children and young people experience equality of opportunity in all that they do, and are safe, respected and free from any form of discrimination or harm.

	What we will do	Relevant to	Links to
2.2	<p>Promote and fulfil children's rights by becoming a Unicef Child Friendly City by 2021, with work including:</p> <ul style="list-style-type: none"> <li>• Ensuring all Cardiff schools are designated as Rights Respecting Schools</li> <li>• Developing a 'Passport to the City of Cardiff' which will guarantee that every child can access a broad range of extra-curricular experiences across the city.</li> </ul>	Children and young people.	<p>Corporate Plan</p> <p>Child Friendly Cardiff Strategy</p>

56. Cardiff Council, [Child Friendly City Strategy](#), 2018

## Enhancing Civic Participation

Next year's Welsh Parliament elections will be the first in which 16 and 17 year olds and legally resident foreign nationals are allowed to vote in Wales, in a major expansion of the franchise.

In 2020-2021, we will deliver a targeted voter registration campaign to maximise voter registration for these groups of residents in Cardiff. This will help to make sure they aren't left without a vote and are fairly represented in the Welsh Parliament.

In 2021, the Office for National Statistics (ONS) will deliver their once-a-decade Census in Wales and England. The importance of the Census cannot be overstated.

Beyond being a simple count of people and assets, contemporary census-taking provides essential information about our communities to understand and improve their material and social lives, and provides a detailed understanding of what resources are required in which areas. Censuses identify areas of greatest population growth and decline, which is essential information for urban planning and for the provision of key public services such as education and health.

The coronavirus pandemic will almost certainly make it harder to conduct a proper census count, and we will be working closely with local ONS staff, across Council departments and with our partners to reach communities who may be undercounted.

On publication, the Census 2021 data will paint a rich picture of equality and population change in the city. We will analyse this data and develop briefings for council staff and our partners to support evidence-led approaches to addressing inequality in Cardiff.

In addition, the Local Government and Elections (Wales) Bill introduces a duty to prepare, consult on, publish and review a 'public participation strategy' with the aim of making it easier for members of the public to understand how local government functions, how it makes decisions, and how local people can follow proceedings, input their views, and have them taken into account.<sup>57</sup>

We will develop and publish a Citizens Engagement Strategy to deliver this, with particular attention to those groups which our evidence suggests are least heard in decision making to address the democratic deficit.

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57. See: Welsh Government, Local Government and Elections (Wales) Bill, [Explanatory Memorandum](#), November 2019

	What we will do	Relevant to	Links to
2.3	Coordinate activity to deliver the Census 2021 in partnership with the Office for National Statistics to ensure all residents are counted and their needs understood in future service planning.	All residents but particularly those from low income backgrounds, BAME residents, children & young people	Directorate Delivery Plan- Policy & Partnerships
2.4	Deliver a voter registration campaign for 16-17 year olds and non-UK born residents to maximise participation in the 2021 Welsh Parliament election.	BAME residents, non-UK born residents, children & young people.	Directorate Delivery Plan- Policy & Partnerships
2.5	Develop a Citizens Engagement Strategy to enhance local democratic participation and support engagement with local decision-making.	All residents but particularly those from low income backgrounds, BAME residents, children & young people.	Directorate Delivery Plan- Policy & Partnerships Directorate Delivery Plan- Legal & Governance
2.6	Support participation amongst those with protected characteristics by: <ul style="list-style-type: none"> <li>• Providing information and/ or engagement sessions in an accessible format on key issues, taking account of and mitigating barriers to participation wherever possible, such as through the provision of information in another language, Braille, audio, large print, easy read, BSL video or plain text.</li> </ul>	All protected characteristic groups, particularly those with a disability and speakers of languages other than Welsh and English.	Directorate Delivery Plan- Policy & Partnerships



## A Living Wage City

In October 2019, provisional estimates found that 19,000 jobs in Wales (1.6 % of all jobs) paid less than the National Minimum Wage (NMW) or National Living Wage (NLW) to employees aged 16 and over.<sup>58</sup>

37,000 jobs in Cardiff (17.6 % of all jobs) pay below the voluntary Living Wage Foundation rates.<sup>59</sup> This is a rate of pay calculated by the Living Wage Foundation which is based on what families need to achieve an acceptable standard of living.<sup>60</sup>

Cardiff has been recognised as a Living Wage City as part of the new ‘Making Living Wage Places’ scheme. In 2019, a group of prominent Cardiff employers joined forces to form the Cardiff Living Wage Action Group and launched their 3 year action plan to begin ‘Making Cardiff a Living Wage City’.<sup>61</sup>

There are already over 100 accredited Cardiff Living Wage employers which equates to over 45 % of the Welsh total.

The Action Plan for 2019-2022 includes:

- Increasing the number of accredited Living Wage employers to 150 by 2022.
- Increasing the number of people working for accredited Living Wage employers to 48,000 by 2022.
- Encouraging major employers, iconic employers and ‘anchor’ organisations in Cardiff to become accredited Living Wage employers.
- Supporting small businesses to accredit through the Council’s Living Wage Accreditation Support Scheme.

	What we will do	Relevant to	Links to
2.6	Encourage and support organisations to become accredited Living Wage employers.	Low income residents, BAME residents, women & disabled residents.	Corporate Plan Cardiff Living Wage Action Plan

58. Office for National Statistics, [Jobs paid below minimum wage by category](#), October 2019,

59. Annual Survey of Hours and Earnings (ASHE) - [Estimates of the number and proportion of employee jobs with hourly pay below the living wage, by work geography, local authority and parliamentary constituency, UK](#), April 2018 and April 2019

60. See: Resolution Foundation, [Calculating a Living Wage for London and the rest of the UK](#), 2019-20

61. Cardiff Council, [Making Cardiff a Living Wage City](#)

## A cohesive and welcoming capital

Across Europe, cities like Cardiff can offer a strong counter-narrative to the politics of hate and division.

We will continue to deliver the Welsh Government's Community Cohesion Programme<sup>62</sup> with a focus on identifying and deescalating community tensions and work closely with organisations funded through the Welsh Government's EU Transition Fund programme to prevent hate crime and support its victims. The cohesion team will continue to deliver bespoke specialist support and advice to council services and our partners on steps we can all take to ensure there is zero tolerance of xenophobia, racism and bigotry in Cardiff.

The UK's exit from the European Union and changes to the UK's immigration system mean that we will be bringing particular focus to the priorities below in the delivery of the national Cohesion Delivery Plan.

### Exiting the European Union

The UK's exit from the European Union brings added uncertainty in relation to equality and human rights, adding increased priority to the question of how, as a city, we can ensure that tackling inequality is at the heart of our strategic decision-making, service design and delivery.

Throughout 2020 until June 2021<sup>63</sup> we will continue to deliver our comprehensive EU Settlement Scheme Engagement Plan to ensure EU nationals living in our city are able to protect their rights when the EU-Exit transition period ends and to maximise applications to the scheme.



62. Welsh Government, [Community Cohesion Programme](#)

63. The current closing date for EU Nationals to apply to the EU Settlement Scheme, provided that they were resident in the UK by 31st December 2020. (Correct as of 02/08/20 but please check the latest UK Government Guidance)

## Supporting the inclusion of non-UK born Cardiffians, including refugees and asylum seekers

Cardiff is one of the founder cities to the UK Inclusive Cities programme, convened by the Centre for Migration, Policy & Society at the University of Oxford.<sup>64</sup> Cities participating in the programme commit to working together with their local partners to achieve a step-change in their approach to supporting and welcoming newcomers in their city.

Following the delivery of our Phase 1 Action Plan in 2017-2019, in Phase 2 of the programme (2020-2022), we will bring specific focus to how we support non-UK born residents with different types of immigration status in the context of Covid-19 recovery.

This will include reviewing and enhancing safeguarding processes across a partnership of stakeholders through a sub-group to the Regional Safeguarding Board and supporting access to legal provision for those with complex immigration issues which contribute to, or cause, destitution.

	What we will do	Relevant to	Links to
2.8	Deliver the Welsh Government's Community Cohesion Programme	All residents	Corporate Plan Welsh Government Community Cohesion Programme
2.9	Coordinate Cardiff's response to leaving the European Union by supporting EU nationals to apply to the EU Settlement Scheme and continuing to advocate for migrants' rights.	Non-UK born residents	Directorate Delivery Plan- Policy & Partnerships
2.10	Enhance local expertise and practice regarding supporting migrant communities, including participating in the Inclusive Cities network.	Non-UK born residents	Directorate Delivery Plan- Policy & Partnerships

65. Equality and Human Rights Commission, [Is Wales Fairer?](#), 2018 report

## Cardiff: A city that celebrates diversity and inclusion through music and culture

Over the past two decades Cardiff's cultural and sports offer have been instrumental to the transformation of our city. Capital Ambition recognises that our city's cultural offer is an area of competitive advantage and Cardiff's cultural and leisure infrastructure is recognised by our residents as amongst the best in Europe.

Our Economic Strategy identifies our creative industries as critical to the development of Cardiff's economy in the years ahead. Our local Music industry has been identified as an area of particular strength and there is an exciting opportunity to further develop our creative sector and put culture, innovation and creativity at the heart of the Cardiff's future industrial development.

### Cardiff Music Strategy

Cardiff is responsible for approximately 30% of the production and 41% of the jobs generated by the core of the Welsh music sector. It generated an output of £153 million, and added £104 million value (Gross Value Added) to the local economy in 2016.

To make the most of Cardiff's potential, we reviewed Cardiff's cultural assets and infrastructure to inform our Economic Strategy. This review identified 'Delivering a Music Strategy for Cardiff' as a key priority for our future economic development. To progress this work, Sound Diplomacy, the global leader of the Music Cities movement, were appointed to analyse Cardiff's music ecosystem and support the development of a Music Strategy for the city.

Sound Diplomacy identified a development opportunity within Cardiff's music industry to diversify our events and genre offer. Genres such as hip-hop, rap, grime, RnB, jazz, world music and electronic genres are under-represented in city venues and festivals, both in terms of events and performers. Research regarding Cardiff's music sector has also identified that many stakeholders agree that the city's music ecosystem would benefit from greater cultural and gender diversity.

To actively respond to Sound Diplomacy's recommendations, we established one of the UK's first city Music Boards. One of the objectives the Music Board are working to deliver is to promote fairness, improve access and champion diversity initiatives within the sector.

Research by the Arts Council of Wales has identified a lack of diversity and inclusion as a broader sectoral issue and we will be working to address this through our wider cultural development work during the lifespan of this Strategy.

	What we will do	Relevant to	Links to
2.11	<ul style="list-style-type: none"> <li>• Develop a Cardiff Cultural City Compact with the cultural sector to support the development of a new Cultural Strategy that promotes diversity and inclusion.</li> <li>• Encourage diversity in cultural programming and promote a greater variety of music genres performed in Cardiff</li> <li>• Create and grow a Cardiff signature music event that nurtures home grown diverse talent.</li> </ul>	All residents, particularly those from low income backgrounds, children and young people, BAME residents and women.	<p>Corporate Plan</p> <p>Cardiff Music Strategy</p>

## Ensuring and monitoring our progress

The Equality and Human Rights Commission’s 2018 ‘Is Wales Fairer?’ report identified that there are clear gaps in the data in Wales that make it difficult to understand the experiences of people sharing all protected characteristics. There is a particular lack of data broken down by the protected characteristics of sexual orientation, gender reassignment, religion or belief, and race.<sup>65</sup>

We will review the data we currently collect across the organisation, and how we share Wales-wide and UK-wide data on equalities within our organisation, to identify ways to enhance their visibility for staff, and especially policy makers, to ensure that all our services deliver an evidence-led approach to our equalities duties. This data will be brought together into a single dashboard to ensure its accessibility and will be promoted to council staff to encourage its use in all aspects of service design.

	What we will do	Relevant to	Links to
2.12	Development of an equalities data dashboard available to all staff responsible for policy development & an equalities framework of indicators to measure and monitor our impact.	All protected characteristic groups, those on low incomes	Directorate Delivery Plan- Policy & Partnerships



64. Centre for Migration, Policy and Society, University of Oxford, [Inclusive Cities](#)

# Objective 3: Cardiff is accessible to everyone who is living, visiting or working in the city

## Introduction

The built environment can contribute to a more equal, inclusive and cohesive society if the places where we live, the facilities we use and our neighbourhoods and meeting places are designed to be accessible and inclusive.

The quality of buildings and spaces has a strong influence on the quality of people's lives. Decisions about the design, planning and management of places can enhance or restrict a sense of belonging, promote or reduce mobility and improve or damage health. The fact remains that people on low incomes are far more likely to live in poor quality environments. The impact of bad design is more likely to be felt by disabled people and older people, people from minority backgrounds, carers with young children, and therefore has a disproportionate effect on women.<sup>66</sup>

This objective is about how we will apply inclusive design principles to create city infrastructure and services that provide an inclusive and barrier free environment for our residents and wider region. This will enable everyone to participate equally, confidently and independently in city life, and deliver targeted benefits to particular groups who experience the built environment differently because of their social, cultural or economic background.



66. See: Design Council, [Inclusion by design: Equality, diversity and the built environment](#)

67. Cardiff Council, Cardiff Local Development Plan, [Masterplanning Framework](#), 2013

## A connected and accessible city by design

Development in Cardiff should always create inclusive, barrier-free environments that encourage social and economic integration. This is central to the Council’s Master Planning Principles and putting the principles<sup>67</sup> of inclusive design at the heart of the planning process will help to ensure the needs of all Cardiffians are acknowledged and that the city better accommodates their diverse needs. This approach enables everyone to participate equally, confidently and independently in everyday activities. While, by definition, inclusive design benefits everyone, it plays a particular role in helping to overcome the challenges that particular groups face.

This means delivering good growth by regenerating areas of the city to the economic benefit of all, and in an environmentally sustainable way. It means providing better local services, high quality public spaces and ensuring Cardiff’s residents enjoy safe and healthy communities that meet their current and future needs.

	What we will do	Relevant to	Links to
3.1	<p>Support the delivery of high-quality and well-connected communities – as described by the Council’s Master Planning Principles – ensuring that:</p> <ul style="list-style-type: none"> <li>• Supporting infrastructure, such as sustainable transport, schools, community facilities and green spaces, are delivered at all new strategic housing developments;</li> <li>• New Council housing developments are informed by good design and infrastructure planning;</li> <li>• Community infrastructure improvements on strategic sites are communicated to the public.</li> </ul>	All residents, those from low income households, disabled people & older people.	Corporate Plan
3.2	Work with communities, transport providers and businesses to help regenerate the most deprived parts of Cardiff in a way that supports good growth and opens up opportunities for the most disadvantaged groups.	Low income households, BAME residents, young people & disabled people.	Corporate Plan



## Making our public spaces more accessible for older people, disabled people and those with young children

Blind, Deaf, disabled people and older people, can face barriers to getting around the city as a result of poorly positioned street furniture and clutter,<sup>68</sup> shared surfaces without a clear boundary between vehicles and pedestrians,<sup>69</sup> a lack of Blue Badge parking spaces<sup>70</sup> and poor access to essential services, shops and homes.<sup>71</sup> Many of these barriers also affect those with young children. Ensuring our public spaces remain accessible during a time of social distancing is a priority for the council as our city centre and high streets reopen.

Throughout summer 2020, the Council has convened a fortnightly accessibility forum with a range of local organisations and residents to ensure we are applying best practice guidance in the reopening of these spaces, and completing high quality Equality Impact Assessments for all changes to the built environment.<sup>72</sup>

Older Cardiffians, especially those with physical or cognitive impairments like dementia, also face barriers that can affect their confidence and ability to access buildings, places and spaces, adding to feelings of social isolation. Poor road gritting in winter, inadequate separation between pedestrians and cars, insufficient benches in public places and not enough time to cross at traffic lights also create challenges.

As a Dementia Friendly City, we will continue to deliver training across the council to raise awareness of dementia across all of our services, develop a school engagement programme and encourage businesses to pledge their commitment to becoming Dementia Friendly.<sup>73</sup>



68. See: Guide Dogs, [Streets Ahead Campaign and resources](#)

69. Ibid

70. Papworth Trust, [Disability in the United Kingdom, Facts and Figures](#), 2018

71. Ibid

72. You can find details of this work here: Cardiff Council, [Visiting the city centre safely](#)

73. Cardiff and Vale of Glamorgan, [Dementia Strategy 2018-2028](#)

	What we will do	Relevant to	Links to
3.3	<p>Deliver regular engagement with protected characteristic groups on key policy development issues or any proposed changes to services, including:</p> <ul style="list-style-type: none"> <li>• Providing information regarding Covid-19 public health measures in a range of languages and formats on our website and through our networks.</li> <li>• Convening a regular accessibility forum for consultation regarding social distancing measures in public spaces as they reopen during Covid-19.</li> </ul>	Older People, people who experience physical and/or mental ill health	Directorate Delivery Plan: Policy & Partnerships
3.4	<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, the life of their community by:</p> <ul style="list-style-type: none"> <li>• Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021;</li> <li>• Developing a school engagement programme to encourage more inter-generational activities and events;</li> <li>• Encouraging businesses to become Dementia Friendly by delivering the Council's awareness and engagement programme;</li> <li>• Launching a dementia-focused website to support those with dementia, carers, families as well as businesses who want to better support those with dementia;</li> <li>• Delivering locality-focused dementia awareness events.</li> </ul>	Older people, disabled people, those who experience physical or mental ill health.	Corporate Plan Dementia Strategy 2018-2028

## Community Hubs and Libraries

Some aspects of social, cultural and community infrastructure are particularly important for older people and disabled people, and residents from low income households. Our Hub and Library Strategy 2019-2023<sup>74</sup> sets out a single vision to deliver high quality services in the heart of communities, to support our residents to access the support they need in local welcoming spaces.

The development of the Community Hubs initially focused on the Southern Arc of the city, where the challenge of austerity and the need for advice is greatest, however the Hub strategy has now been extended to include Hubs across the north of the city focused on independent living and wellbeing.<sup>75</sup>

Ensuring everyone can share in the city's prosperity has always been integral to the Hubs and the services they provide for our communities. Each venue provides a wide range of council and partner services and support, such as into work services and targeted activities to support particular groups of residents to learn and connect, for example through ESOL (English for Speakers of Other Languages), under 5's provision and DICE (Disability Inclusion in Community Education).

The Hub and Library Strategy sets out how the service will contribute to our Child Friendly City journey, detailing a wide range of commitments to improve the support available to our children and young people. Work is underway to develop the first specialist Youth Hub at Butetown Pavilion, with this refurbished building providing joined up advice and support for young people alongside traditional youth services in a relaxed setting.



74. Cardiff Council, [Hubs & Libraries Strategy 2019-2023](#)

75. Pages 54-56 of the Hub & Library Strategy 2019-2023 detail how we make Hub & Library services accessible for all.

	What we will do	Relevant to	Links to
3.5	<p>Continue to deliver the Community Hubs programme, in collaboration with partners, including:</p> <ul style="list-style-type: none"> <li>• Progressing plans for Youth Hubs in the city centre and Butetown;</li> <li>• Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District;</li> <li>• Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers.</li> </ul>	<p>All residents but particularly children and young people, older people, BAME residents, non-UK born residents, those who experience physical or mental ill health and disabled residents.</p>	<p>Corporate Plan Hub &amp; Library Strategy 2019-2023</p>
3.6	<p>Address social isolation and enhance the quality of life of older people by:</p> <ul style="list-style-type: none"> <li>• Helping to build links between citizens, groups, organisations and private businesses;</li> <li>• Bringing young and older people together to provide a platform where skills, experience and understanding can be shared.</li> </ul>	<p>Older people, younger people and those who experience mental ill health.</p>	<p>Corporate Plan Hub &amp; Library Strategy 2019-2023</p>



## Improving air quality

Recent work by Public Health Wales estimates that the equivalent of over 220 deaths each year among people aged 30 and over, in the Cardiff and Vale Health Board area, can be attributed to Nitrogen dioxide (NO<sub>2</sub>) pollution with many more citizens suffering ill health as a consequence of poor air quality.

The Council has been undertaking a detailed study into air quality as a result of a legal requirement which has been placed on the Welsh Government, which requires the Council to take action to reduce pollution levels (NO<sub>2</sub>) to the legal limit set out in European legislation in the shortest possible time.<sup>76</sup>

Evidence illustrates that residents in some of the most deprived areas of Cardiff are subject to higher levels of air pollution, and that this has a disproportionate impact on residents from Black and Minority Ethnic communities. There is also compelling evidence that air pollution may worsen susceptibility to Coronavirus.<sup>77</sup>

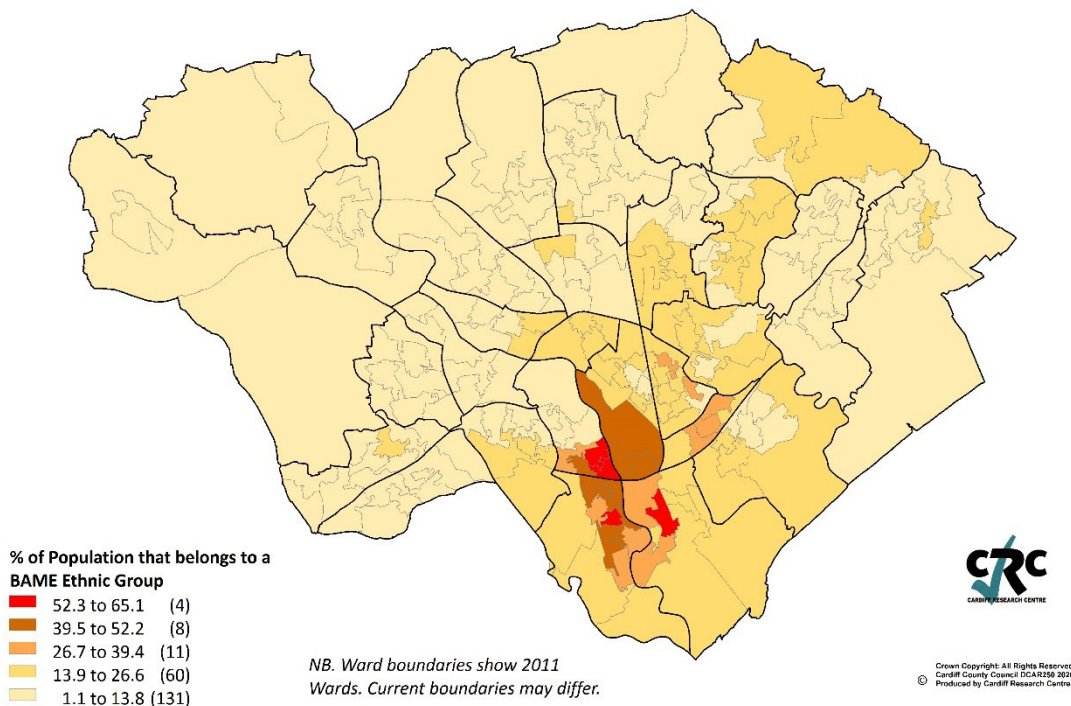
The Council is working directly with Welsh Government and our Final Plan to improve air quality in Cardiff will include a funding bid to Welsh Government to fund the measures to ensure that we can improve air quality in the City and comply with legal limits in the shortest possible time.

	What we will do	Relevant to	Links to
3.7	<p>Ensure good air quality by implementing and evaluating the:</p> <ul style="list-style-type: none"> <li>Clean Air Plan as approved by Welsh Government to ensure compliance with the EU Limit Value for Nitrogen Dioxide (NO<sub>2</sub>) in the shortest possible time by the end of 2021;</li> <li>Wider Clean Air Strategy measures to ensure a continued reduction of Nitrogen Dioxide (NO<sub>2</sub>) concentrations is achieved across the city</li> </ul>	BAME groups, low-income households, children and young people, older people, disabled people & people who experience physical and/or mental ill health.	<p>Clean Air Strategy</p> <p>Clean Air Plan</p> <p>Corporate Plan</p> <p>One Planet Cardiff Strategy</p>

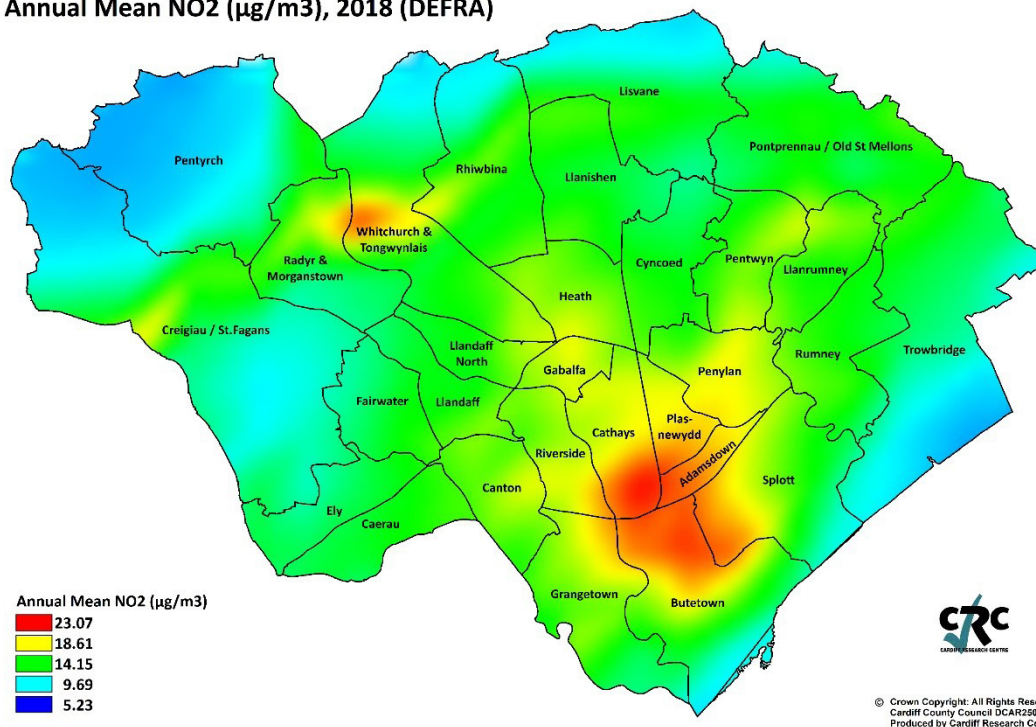
76. Edoardo Conticini,<sup>a</sup> Bruno Frediani,<sup>a</sup> and Dario Carob, Can atmospheric pollution be considered a co-factor in extremely high level of SARS-CoV-2 lethality in Northern Italy?, Xiao Wu, Rachel C. Nethery, Benjamin M. Sabath, Danielle Braun, Francesca Dominici, Exposure to air pollution and COVID-19 mortality in the United States: A nationwide cross-sectional study, Matthew A. Cole, Ceren Ozgen, Eric Strobl, Air Pollution Exposure and COVID-19

77. Find out more: Cardiff Council, [Clean Air Cardiff](#)

Percentage of Total Population that Belongs to a BAME Ethnic Group by LSOA, 2011 Census



Annual Mean NO2 (µg/m3), 2018 (DEFRA)



## Enhancing local policy development for a fairer city

The principles of inclusive design are not only relevant to the city's built environment, but how we design all our services, develop our policy approaches to different issues and hear our diverse residents' views in their development. To achieve this, we have developed new training, available to all council staff, to support the production of high quality Equality Impact Assessments, and will develop an internal early stage advice service to support policy makers across all council directorates to understand and apply the Socioeconomic Duty in practice.

An 'Equalities in Policy Development' course will be produced and launched for managers and policy makers across the council, including how to source relevant equalities evidence to inform options and evaluate approaches.

	What we will do	Relevant to	Links to
3.8	<p>Enhance local policy development by providing:</p> <ul style="list-style-type: none"> <li>• A programme of Equality Impact Assessment Training which is available to all staff;</li> <li>• The development of an Equalities in Policy Development course;</li> <li>• The production of high quality guidance on the completion of Equality Impact Assessments, including the socioeconomic duty; &amp;</li> <li>• The delivery of a corporate equalities advice service to all directorates.</li> </ul>	All residents but particularly those from low income backgrounds and those with one or more protected characteristic	Directorate Delivery Plan: Policy & Partnerships

**See also:**

Equalities Data Dashboard P.44 and Equality Impact Assessment training P.14

# Objective 4: To build an inclusive and representative organisation

## Introduction

This strategy has set out our vision for a more equal and inclusive Cardiff – a city where no one is held back or left behind because of who they are or their background. We are determined to lead by example in areas where we have direct responsibility.

In driving forward action for a more inclusive Cardiff, it is right that this should start with ensuring that all steps are being taken to ensure that the Council workforce becomes more representative of Cardiff's diversity and the city we serve.

The Council's workforce is its most valuable asset. Our workforce of over 13,000 employees is highly diverse and complex, reflecting the range and types of services which the organisation delivers.

## Our Workforce Strategy 2018-2021

Our Workforce Strategy<sup>78</sup> identifies improving workforce representation as one of our five strategic priorities.

The Workforce Strategy plays a pivotal role in delivering the Council's commitment to ensure the Council has a workforce that is representative of its communities.

The effects of austerity, both in terms of its impact on local authority recruitment and the perceptions of Council employment opportunities, cannot be understated. A long pause on external recruitment helped to provide internal employment opportunities for those staff impacted by local government budget cuts, but inevitably limited our progress in improving ethnic and age diversity within the Council workforce during a long period of austerity.

In recent years we have been able to resume external recruitment and have made good progress to date in improving representation of both BAME and young people. The number of BAME staff employed by the Council almost doubled between 2015 and 2019, rising from 5.5% to 10.03%. Our apprenticeship and trainee schemes which promotes opportunities to those under 25 years of age is also helping to boost age diversity and helping to ensure a pipeline of future diverse talent across our services.

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78. Cardiff Council, [Workforce Strategy 2018-2021](#)



**The Cardiff Council workforce:**

- The Council has calculated its gender pay gap as a mean hourly pay of 3.21 % in favour of males.
- The proportion of employees in the Council who indicate that they are disabled was 0.81 % in December 2017. This has increased to 1.28 % in 2019.
- The proportion of Black, Asian and Minority Ethnic (BAME) employees has increased from 5.5 % in 2015 to 10.03 % in 2019.
- Of the 33.12 % of employees who have provided information regarding their sexual orientation, 4.4 % have identified as LGBT. This remains unchanged from recent years.

The elimination of discrimination, harassment and victimisation is an essential component of our Workforce Strategy 2018-2022. This is achieved through a number of transparent policies available to all staff and managers on the organisation's intranet, which ensure that every employee is treated with dignity and respect. These policies are kept under regular review in consultation with employees to ensure they are effective in achieving these aims.

The Single Status Collective Agreement has ensured equal pay for equal work and publishing our gender and ethnicity pay gap will further support transparency and assist the council in measuring its progress towards achieving a representative workforce.

All training and promotional opportunities are advertised to all employees and a managers work with employees to implement reasonable adjustments when they are required.

The steps detailed to deliver this Strategic Equality Objective say how we will go further to foster a culture where everyone is treated with respect and feels able to speak up and contribute, especially to suggest fresh ways of working. These steps will also ensure that all our employees, partners and suppliers are treated with dignity and respect and their health and wellbeing needs are supported.

	<b>What we will do</b>	<b>Relevant to</b>	<b>Links to</b>
4.1	Reduce sickness absence rates by: <ul style="list-style-type: none"> <li>• Continuing to supporting staff well-being, particularly through providing additional support for staff suffering with poor mental health;</li> <li>• Strengthening management practice across all directorates, with a focus on reducing long-term sickness absence rates</li> </ul>	All Council Staff, those who experience physical or mental ill health, those with disabilities & older people.	Corporate Plan Workforce Strategy 2018-2021

4.2	Promote positive messaging regarding the collection of equality data to our workforce to reduce the level of unrecorded equalities data in relation to our staff.	All Council staff and residents but particularly those with one or more protected characteristic.	Workforce Strategy 2018-2021 Policy & Partnerships Directorate Delivery Plan
4.3	Use equality monitoring data to provide directorate-level analysis of workforce diversity.	All Council staff	Workforce Strategy 2018-2021
4.4	Review our gender and ethnicity pay gaps and publish our findings.	All Council staff, BAME staff & women.	Workforce Strategy 2018-2021



## Supporting and collaborating with our employee Equality Networks

The Council has developed and embedded five Employee Equality Networks across the organisation. These are our:

- BAME Network
- Carers Network
- Disabled Employees Network
- LGBT Network; and
- Women's Network.

The networks are for all Council employees, in all sections and at all levels of the organisation. Every employee is entitled and encouraged to become a member of one or more of the networks.

	What we will do	Relevant to	Links to
4.5	Support and collaborate with our five staff groups including the BAME, Carers, LGBT, Disability and Women's staff networks, ensuring that these networks have opportunities to provide updates to elected members and trade unions through Works Council.	BAME residents, carers, LGBT residents, those with disabilities, those who experience physical or mental ill health & women.	Workforce Strategy 2018-2021

## Reducing unconscious bias in recruitment and attracting diverse talent to our workforce

In 2019 we launched a new recruitment system, which is anonymised in all senses to reduce unconscious bias throughout the shortlisting process. This means that, until a recruiting manager has completed shortlisting for candidates, they do not have access to information disclosing any personal details, including their name, address, email address, age or telephone number.

Our recruitment methods were identified as best practice by the Future Generations Commissioner for Wales' 2020 report.<sup>79</sup>

To enhance the visibility of our pledge, we state our commitment to becoming a diverse employer in all of our job advertisements as follows:

*“As an equal opportunities employer, we value diversity. Therefore, although not a requirement for application, we welcome and encourage applications from under represented individuals including those;*

- *aged under 25*
- *not in employment, education or training*
- *from our local communities including in particular disabled individuals, carers and those from the Cardiff BAME and LGBT+ communities*
- *ability to communicate fluently in Welsh*

79. See: [Future Generations Report 2020](#), p. 325

*No job applicant, employee or service user should be treated less favourably on the grounds of age, disability, gender identity/reassignment, marriage and civil partnership, pregnancy and maternity, (including same sex couples), race, religion, belief or non-belief, sex, sexual orientation and the Welsh Language.”*

	<b>What we will do</b>	<b>Relevant to</b>	<b>Links to</b>
4.6	Equality Awareness training is made available to all hiring managers across the council.	All Council staff and residents	Workforce Strategy 2018-2021  Policy & Partnerships Directorate Delivery Plan
4.7	Employ recruitment methods which seek to eliminate unconscious bias as far as possible including name-blind shortlisting and diverse interview panels wherever possible.	All Council staff and residents	Workforce Strategy 2018-2021

## Supporting young people to join the Council workforce

As the current council workforce is an ageing workforce, we need to increase employment opportunities for young people by promoting the Council as a potential employer for school, college and university leavers setting out on their careers. This will provide labour market opportunities for our city’s young people, particularly school, college and university leavers.

	<b>What we will do</b>	<b>Relevant to</b>	<b>Links to</b>
4.8	Work with schools and colleges in Cardiff to promote the council as an employer to young people.	Young people	Workforce Strategy 2018-2021

## Our best practice accreditation

### Business in the Community: Race at Work Charter

In December 2019 Cardiff Council became a signatory to the Business in the Community (BITC) Race at Work Charter. All organisations want to recruit from the widest pool of talent and help them progress. This is key to future productivity and performance.

The UK Cabinet Office's Ethnicity Facts and Figures website and the Business in the Community (BITC) Race at Work Survey highlight that ethnic minority staff still encounter significant disparities in employment and progression. The UK Government sponsored McGregor-Smith review found that greater progress and positive outcomes are needed to ensure all organisations benefit from the wealth of diverse talent on offer.

Becoming a signatory means that we will meet the following commitments:

**1. Appoint an Executive Sponsor for race**

To provide visible leadership on race and ethnicity in their organisation and drive actions such as setting targets for ethnic minority representation, briefing recruitment agencies and supporting mentoring and sponsorship.

**2. Capture ethnicity data and publicise progress**

Capturing ethnicity data to establish our baseline and measuring our progress, including reporting on ethnicity pay differentials.

**3. Commit at board level to zero tolerance of harassment and bullying**

The Race at Work Survey revealed that 25 per cent of ethnic minority employees reported that they had witnessed or experienced racial harassment or bullying from managers. Commitment from the top is needed to achieve change.

**4. Make clear that supporting equality in the workplace is the responsibility of all leaders and managers**

For example, by ensuring that performance objectives for leaders and managers cover their responsibilities to support fairness for all staff.

**5. Take action that supports ethnic minority career progression**

For example, by embedding mentoring and by providing reverse mentoring and sponsorship opportunities.

	What we will do	Relevant to	Links to
4.9	Deliver our commitments under the BITC Race at Work Charter	BAME staff and residents	Workforce Strategy 2018-2021

## Disability Confident Employer Accreditation

The Council has achieved Disability Confident Employer - Level 2 accreditation up to 8th December 2020. In continuing our Disability Confident Employer commitment, the Council is ensuring that disabled people and those with long-term health conditions have the opportunities to fulfil their potential and realise their aspirations. We will complete a self-assessment against the scheme during 2020 and seek to advance, or at a minimum, maintain our accreditation under the scheme.

The Council has also signed up to the TUC's 'Dying to Work' Charter which provides a good practice framework to ensure employees diagnosed with a terminal illness receive peace of mind and support with regards to the right to choose the best course of action for themselves and their families with dignity and respect.

	What we will do	Relevant to	Links to
4.10	Deliver our Disability Confident commitments and complete a self-assessment against the Disability Confident scheme in 2020.	Disabled residents	Workforce Strategy 2018-2021

## Stonewall Workplace Equality Index & Diversity Champion programme

The Council is committed to LGBT equality and continuing to work to provide a positive and welcoming workplace for all employees, regardless of their sexual orientation.

The Council is pleased to have achieved a mid-ranking position in Stonewall Cymru's UK wide Workplace Equality Index and will continue to work closely with Stonewall to build upon our achievements so far and further improve our score in the years to come. The Council's active LGBT Network also deliver awareness raising events and activities throughout the year and launched a well-received LGBT Ally initiative in 2017 to encourage members of staff, regardless of sexuality or gender, to show their support for LGBT staff and the LGBT community.

The Council is also a Stonewall Diversity Champion, which is a leading employers' programme for ensuring all LGBT staff are accepted without exception and enables LGBT staff to reach their full potential in the workplace.

	What we will do	Relevant to	Links to
4.11	Benchmark our work to advance LGBT equality against the Stonewall Workplace Equality Index	LGBT staff and residents.	Workforce Strategy 2018-2021

## Training and career progression

All training and promotional opportunities are advertised to all employees and a process is in place to support managers and employees to implement reasonable adjustments as and when required.

Cardiff Council's Academy also offers a range of equality related training for all staff.

The package of equalities training includes:

- Equalities Awareness – including Race and Religion
- Equality Impact Assessment training
- Visual Impairment Awareness (in partnership with RNIB Cymru)
- Deaf Impairment Awareness (In partnership with Institute for British Sign Language and OFQUAL)
- Disability Equality
- British Sign Language level 1

In addition, we are currently developing additional training with Stonewall Cymru covering sexual orientation and gender identity, which will be launched in 2020.

	What we will do	Relevant to	Links to
4.12	High quality Equalities Awareness training to be available to all staff, including content on unconscious bias and regularly revised to include current equalities issues.	All Council staff	Workforce Strategy 2018-2021  Policy & Partnerships Directorate Delivery Plan

## Socially Responsible Procurement

We can also spread these values through responsible procurement, working with the supply chain to ensure a commitment to equality, diversity and inclusion. Our Socially Responsible Procurement Policy<sup>79</sup> aims to ensure that the Council maximises the social, economic, environmental and cultural wellbeing benefits delivered for communities through our annual £430 million procurement spend.

Our Socially Responsible Procurement Policy will be updated in 2020/2021 to provide additional emphasis on the circular economy, supporting the foundational economy and the development and integration of a Wales-wide set of Community Benefit Measures (TOMS- Themes, Outcomes, and Measures). The resulting Community Benefit framework will be built into our tenders over £1 million, and delivery against the framework will be reported through the Social Value Portal.<sup>80</sup> This approach will deliver particular benefits to those from low income households, those who experience long-term unemployment and those who are underrepresented in the local economy.

In addition, we will continue to publish an annual Modern Slavery Statement setting out our commitments to ensuring modern slavery and human trafficking have no place in our organisation and our supply chains.

79. See: Cardiff Council, [Socially Responsible Procurement Policy](#)

80. See: [Social Value Portal](#)



	What we will do	Relevant to	Links to
4.13	Continue to support the Foundational Economy through our Socially Responsible Procurement Policy, ensuring that local people and communities benefit from the money that the Council spends on goods and services and working with partners to explore how we can further promote opportunities for Social Enterprises in Cardiff.	Those from low income households, those who experience long term unemployment, those who are underrepresented in the local economy.	Corporate Plan Socially Responsible Procurement Policy
4.14	Contribute to the development of the Wales-Wide Community Benefit Measures (TOMs) and build the resulting framework into our tenders over £1 million, reporting delivery against the framework through the Social Value Portal.	Those from low income households, those who experience long term unemployment, those who are underrepresented in the local economy.	Socially Responsible Procurement Policy
4.15	Continue to ensure that the Council's Modern Slavery Statement is updated on an annual basis and delivery monitored and reported.	Victims of modern slavery & those on low in-comes.	Commissioning and Procurement Department Delivery Plan

## Visibly celebrating our city's diversity

We will continue to engage with, and celebrate, the diversity of Cardiff's communities and will make sure that campaigns, events and communications are fully accessible to everyone.

	What we will do	Relevant to	Links to
4.16	Visibly supporting key equality campaigns throughout the year, for example Pride and White Ribbon Day.	All Council staff	Policy & Partnerships Directorate Delivery Plan
4.17	Ensuring information about these equality objectives and progress towards them is regularly communicated to colleagues following the production of our annual report against this strategy.	All Council staff	Policy & Partnerships Directorate Delivery Plan



# Equality & Inclusion Strategy 2020 - 2024

## Appendix A: Consultation Report on our Objectives



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# Purpose

This report summarises the findings of our public and staff consultation regarding our proposed Strategic Equality Objectives for 2020-2024 and the actions to deliver them.

This consultation informed the development of our Equality & Inclusion Strategy 2020-2024.

# Background

The Public sector equality duty came in to force in April 2011 (s.149 of the Equality Act 2010). The duty requires public bodies like local authorities, in carrying out their functions, to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010 to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

To ensure transparency, and to assist in the performance of this duty, the Equality Act 2010 (Specific Duties) Regulations 2011 require named public authorities, to publish:

- equality objectives, at least every four years (from 6th April 2012)
- information to demonstrate their compliance with the public sector equality duty (from 31st January 2012)

Setting effective equality objectives is critical in meeting the general equality duty and in working towards improved outcomes for people with all of the protected characteristics.

The Act explains that having due regard for aim (b) of s.149, advancing equality, involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

The Act states that meeting different needs involves taking steps to take account of disabled people's disabilities. It describes fostering good relations as tackling prejudice and promoting understanding between people from different groups. It states that compliance with the duty may involve treating some people more favourably than others.

The equality duty covers the nine protected characteristics:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Marriage and civil partnership
- Race
- Religion or belief
- Sex
- Sexual Orientation

Public authorities also need to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status. This means that the first aim of the duty applies to this characteristic but that the other aims (advancing equality and fostering good relations) do not apply.

This report outlines the development of and consultation on our Strategic Equality Objectives for 2020-2024, in compliance with our Public Sector Equality duty.

# Developing our proposed Strategic Equality Objectives 2020-2024

Establishing our evidence base regarding equality in Cardiff was the starting point in the development of our Strategic Equality Objectives. This sought to identify the most significant issues currently facing people with different protected characteristics or experiencing socioeconomic disadvantage in our city.

Our initial draft Strategic Equality Objectives were informed by a comprehensive review of our local, national and UK-wide evidence base and an assessment of our organisation's work and activities, including our role as a major employer in Cardiff, our service delivery and our policy development.

Our analysis was also informed by reviewing the steps we have already taken to meet our Strategic Equality Objectives 2016-2020 and to meet other specific duties relevant to equality. We also conducted a benchmarking exercise which assessed our current equalities work against the Local Government Association's Equality Framework.<sup>1</sup>

## Evidence and practice review

Our proposed Strategic Equality Objectives were developed through a comprehensive evidence review and benchmarking exercise which assessed our current equalities work against the Local Government Association's Equality Framework.

To develop our initial evidence base to inform our proposed objectives, we completed:

- Analysis of equalities legislative requirements
- Analysis of local policy priorities and their contribution to making Cardiff a fairer and more equal city
- Assessment of our current equalities work against the Local Government Association's Equality Framework
- Review of national and local datasets relevant to protected characteristic groups and socioeconomic disadvantage
- Analysis of past Council consultation responses on equalities issues

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1. Local Government Association Equality Framework

- Analysis of our performance against benchmarking equality schemes such as the Stonewall Equality Index
- Review of recent research and publications from representative bodies and advocacy groups representing those with protected characteristics or to address poverty in Wales or the UK.

A full bibliography of evidence and policy sources which informed our Equality & Inclusion Strategy 2020-2024 can be found from page \_\_ of this consultation report.

## Findings from initial evidence review

Cardiff is home to some of the most and least deprived wards in Wales. Almost a third of Cardiff households live on a low income and a high percentage of children are living in workless and low income households. Only two other local authorities in Wales, Merthyr Tydfil and Newport, have a higher percentage of their population living in the poorest communities in Wales. There are dramatic disparities in deprivation between the Southern Arc of Cardiff and the rest of the city.

Despite Cardiff’s economic growth during the last 30 years, the patterns of poverty and inequality that emerged a generation ago remain. Despite rising employment levels before the onset of the coronavirus pandemic, work increasingly does not guarantee an adequate standard of living. In addition our evidence review found that ethnic minorities and those with a work-limiting disability are more vulnerable to long term unemployment.

**Figure 1: Percentage of LSOAs in the 10% Most Deprived Areas in Wales (Ranked 1-191), WIMD 2019 Overall Deprivation**

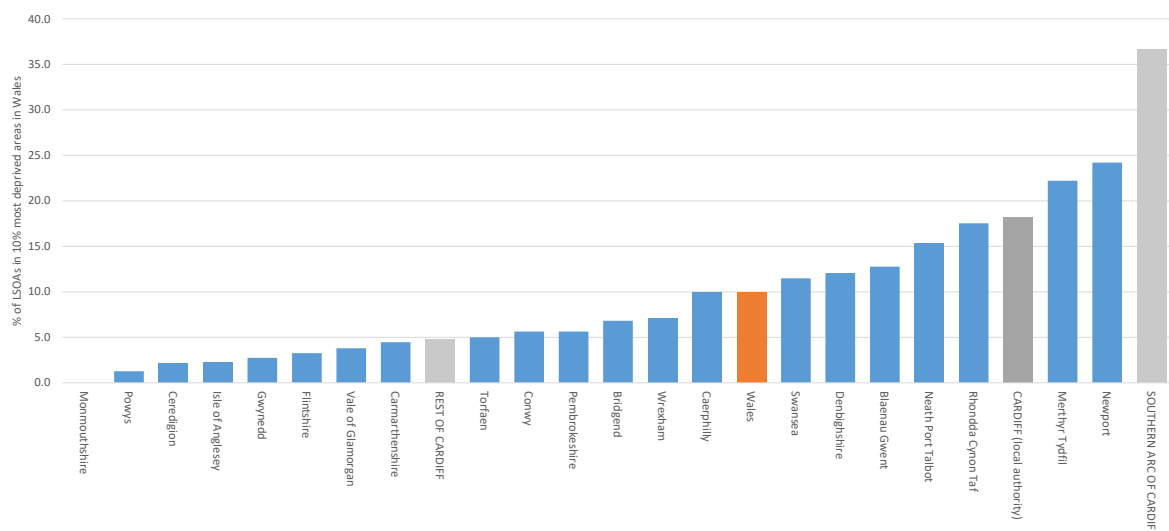




Figure 2: WIMD 2019 Overall Deprivation – Southern Arc

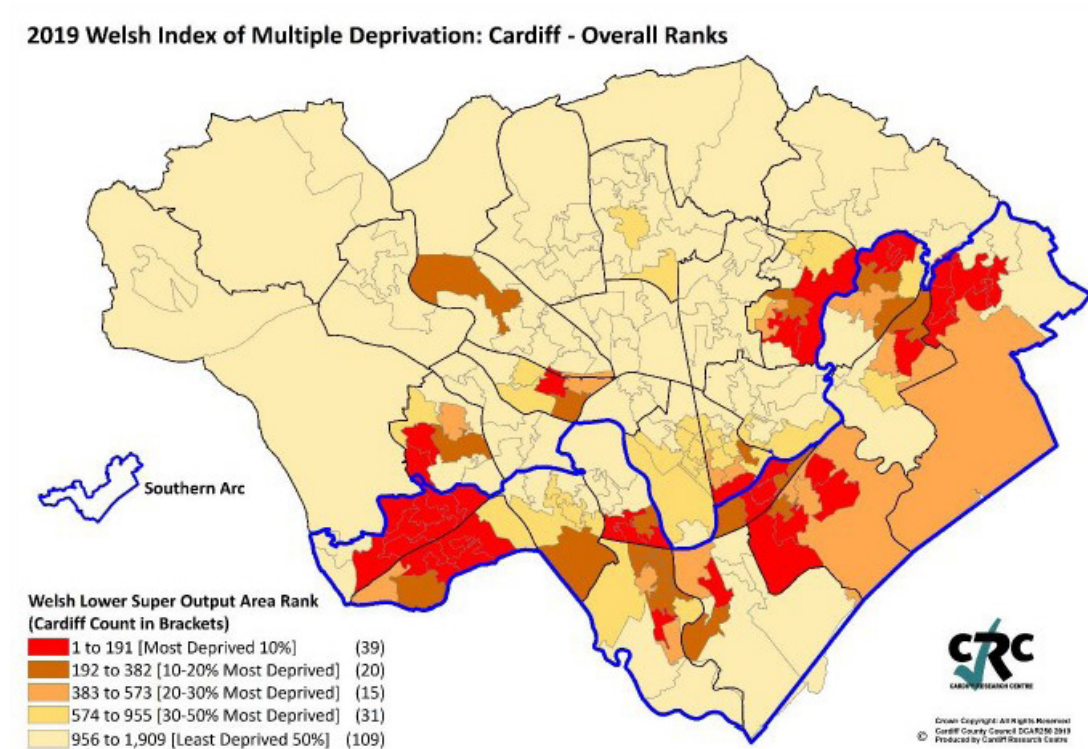


Figure 3: Regional and Local Authority income inequality (Using experimental household income data- ONS)

Ten areas where income inequality is highest	
Local Authority	Poorest workers' wage as a proportion of richest
Haringey	58.0 %
<b>CARDIFF</b>	<b>62.2 %</b>
Merton	63.4 %
Warrington	66.3 %
Wandsworth	66.4 %
Swindon	67.4 %
Enfield	69.6 %
Kensington and Chelsea	69.8 %
Camden	69.8 %
Carlisle	70.0 %
Data: ONS	

People from lower socio-economic groups have a shorter life expectancy and higher premature death rates than those from higher socio-economic groups, with a life expectancy difference of 11.6 years between the most affluent and poorest areas in the city. There is a healthy life expectancy gap of between 22 and 24 years between the most and least deprived communities.

Children who grow-up in poverty are more likely to experience poor health, poor educational attainment, have lower ambitions and be welfare-dependent in adulthood. UK-wide reforms to social security and taxes since 2010 have had a disproportionately negative impact on the poorest in society, particularly affecting women, disabled people, ethnic minorities and lone parents in Wales.

Like other UK cities, housing is one of the key components of inequality in Cardiff. Housing in Cardiff is relatively unaffordable compared to other core cities, with the average house costing nearly seven times the average salary. Only in Bristol and Manchester is housing less affordable.

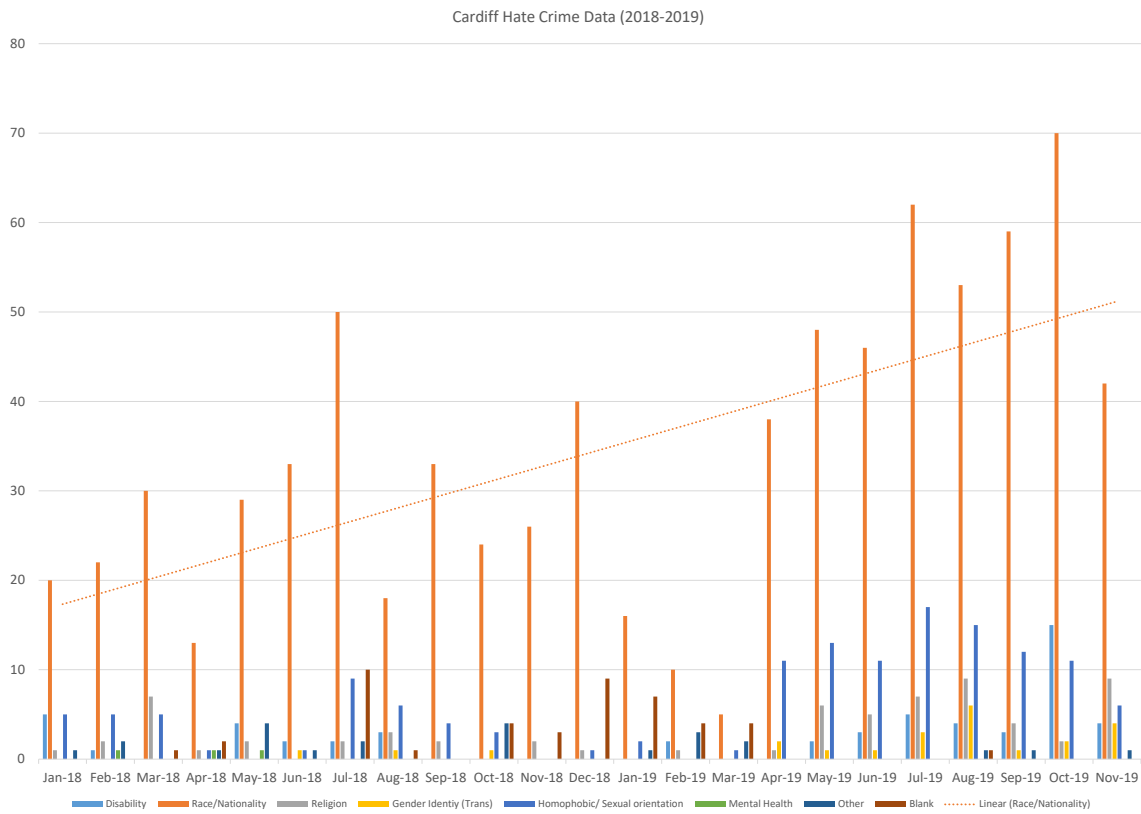
The number of people in Wales who experience homelessness had been increasing and recent years have seen an increasing number of people sleeping rough in Cardiff. Whilst there has been significant progress to improve outcomes for rough sleepers and support people into accommodation throughout 2018-2020, there are opportunities to further enhance our homelessness services to deliver a housing first model.

Within Cardiff, those who are under 35, from Black or Ethnic Minority backgrounds, people living in the most deprived areas of the city and disabled people score below the average against the national Well-being Indicators.

Consultation evidence through our annual Ask Cardiff Survey found that 57% of people living in Cardiff believe they don't have the opportunity to participate in local authority decision making and 67% of people living in Cardiff don't believe they are able to influence decisions affecting their area.

The majority of hate crimes reported and recorded in Wales (and locally within Cardiff), were motivated by race or religion. There are also a growing number of LGBT hate crimes.

**Figure 4: Victim Support Monthly Hate Crime Statistics Cardiff January 2018-November 2019**



Our workforce data analysis told us that:

- The Council has calculated its gender pay gap as a mean hourly pay of 3.21 % in favour of males.
- The proportion of employees in the council who indicate that they have a disability was 0.81 % in December 2017, this has increased to 1.28 % in 2019.
- The proportion of Black, Asian and Minority Ethnic (BAME) employees has increased from 5.5 % in 2015 to 10.03 % in 2019.
- Of the 33.12 % of employees who have provided information regarding their sexual orientation, 4.4 % have identified as LGBT. This remains unchanged from recent years.
- 85 % of part time workers female
- 4.5 % of employees are under 25

After completing this initial evidence review, we developed the following draft Strategic Equality Objectives for consultation, and outlined some potential areas of focus in their delivery:

### **Objective 1:**

#### **To develop and deliver services which are responsive to Cardiff's equality gap**

- Deliver our ambitious house-building programme to provide 2,000 new council homes and continue to take action on rogue landlords.
- Delivering our Homelessness Strategy 2018-2022 to meet the housing needs of some of our most vulnerable residents.
- Support older people to live independently as long as possible.
- Supporting care leavers and vulnerable young people into their adult lives so they can fulfil their potential.

### **Objective 2:**

#### **To lead the way on equality and inclusion in Wales and beyond**

- Deliver our Living Wage Action Plan.
- Become a Child Friendly City recognised by UNICEF as being a place where all children and young people have an equal chance to thrive and reach their potential.
- Foster cohesion & a sense of community in a rapidly changing and polarising society through the delivery of the Welsh Government's Community Cohesion Strategy.
- Develop a Citizens Engagement Strategy to enhance civic participation and support seldom-heard communities to influence the future of our city.

### Objective 3:

**To achieve a measurable increase in the extent to which communities facing inequality can share in and contribute to the city's success**

- Improve accessibility in our built environment.
- Enhancing the accessibility of council services and spaces, particularly for those with disabilities, and those who do not speak English or Welsh.
- Improving our data collection and analysis for equalities monitoring data to ensure our approaches to address inequality are evidence-led.
- Ensure consistent use of Equality Impact Assessments to produce high quality and informed analysis of the impact of changes to our services, and incorporate the socio-economic duty into our existing assessment framework.

### Objective 4:

**To build an inclusive and representative organisation**

- To develop our workforce, through targeted recruitment and development, so that it is proportionately representative at all levels of the communities we serve.
- Supporting our equality networks to develop and deliver their action plans.
- Renewing and modernising our programme of equalities training and awareness raising for staff, including the development of an 'Equalities in Policy Development' course for managers and policy makers.
- Continue to deliver an ambitious action plan to enhance our Stonewall UK Workplace Equality Index score.
- Deliver our commitments as a Business in the Community (BITC) Race Equality Charter signatory, including the appointment of an Executive Sponsor for Race, and capturing and publishing our ethnicity data and ethnicity pay gap.
- Lead the way in how employers recruit, retain and develop disabled people through our Disability Confident accreditation.

# The consultation process

Cardiff residents, council staff and organisations representing protected characteristic groups and other communities of interest, including those on low incomes, were invited to feed in evidence and ideas regarding our proposed objectives and their delivery.

Consultation exercises included a number of stakeholder focus groups with groups of residents with a range of protected characteristics, the inclusion of our proposed Strategic Equality Objectives in the Fair City Survey 2020 in both hard copy and online survey formats, 1-2-1's with service area's nominated equality leads and the Fair City Seminar, which invited experts on poverty, the Socioeconomic Duty and the Public Sector Equality Duty to engage with council departments and broader stakeholders to contribute to the development of our vision for 2020-2024.

In addition, we consulted with the Corporate Policy Team, including officers responsible for the Council's Corporate Plan and Well-being Plan to ensure continuity and the integration of our equalities duties across key Council and partnership strategies. This ensured that our Equality and Inclusion Strategy 2020-2024 captured major initiatives across directorates and identified their contribution to delivering our equality duties throughout the strategy.

## **Fair City Survey 2020**

The Fair City 2020 survey outlined our proposed Strategic Equality Objectives for 2020-2024 and invited residents' views on priorities for their delivery.

This survey was available online, in a bilingual format, during February and March 2020. A dedicated council web page hosted the survey and explained the context for the consultation: [www.cardiff.gov.uk/faircitysurvey](http://www.cardiff.gov.uk/faircitysurvey)

Print copies of the survey booklet were available in council and partner venues across the city during this period. Promotional posters were displayed across the council's 19 city-wide Hubs and Libraries to raise awareness of the consultation.

The survey was promoted to council staff via our 'Staff Information' bulletin, which goes to 8,182 email addresses across the council.

A communication campaign was conducted via social media to promote the survey. Cardiff Council's Twitter and Facebook accounts have a combined audience of 89,000 followers (78k Twitter, 11k Facebook).

Targeted fieldwork was undertaken at the following 10 key high street locations across the city: Adamsdown, Butetown, Cathays, Ely, Gabalfa, Grangetown, Pentwyn, Splott, Llanrumney, Trowbridge. These are areas which have an evidenced lower response rate in previous consultations.

All consultation literature and questionnaires were produced by Cardiff Research Centre.

## Who did we consult with?

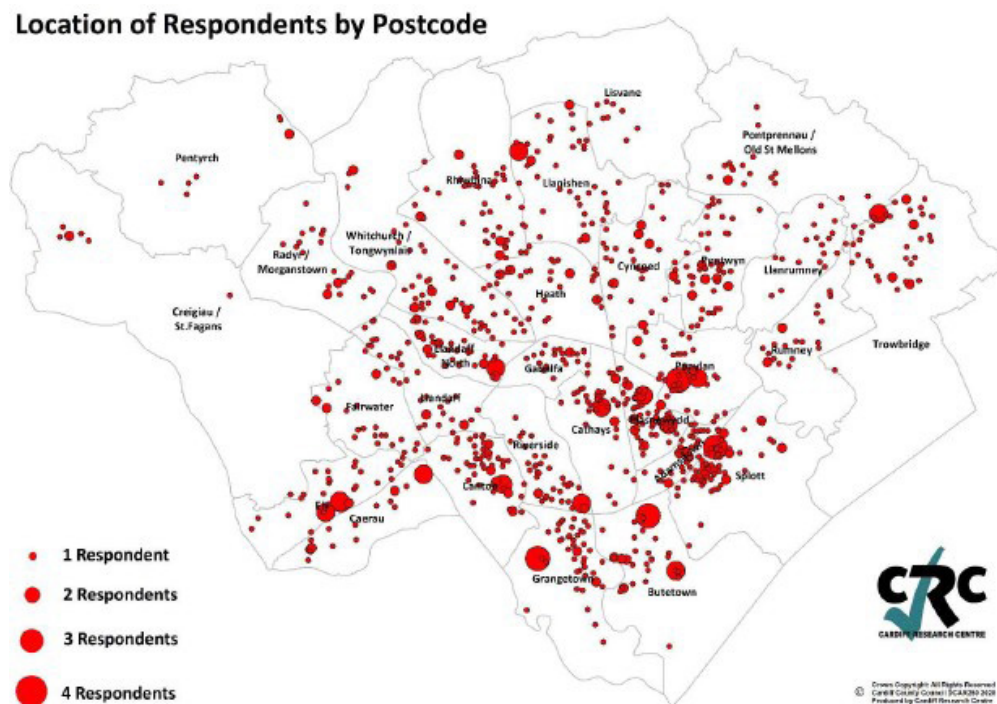
The Cardiff Fair City Survey received 1,593 responses in total. Our engagement events, focus groups and 1-2-1's reached approximately an additional 150 people for in depth discussion regarding our objectives and their delivery.

Of those who responded to the Fair City Survey, 71.1 % of respondents agreed with our proposed Strategic Equality Objectives, with 24.9 % expressing strong agreement. 22.7 % said they were not sure and 6.2 % expressed disagreement with the objectives. Discounting those who said they were 'not sure', 92 % of respondents expressed support for our proposed Strategic Equality objectives.

Of those who provided their Equality Monitoring Data with their survey response:

- 49.3 % of respondents described their gender as female and 48.3 % described their gender as male.
- 23.1 % of respondents were aged 16-34 and 40.8 % of respondents were aged over 55.
- 14.5 % of respondents were from a Black or Minority Ethnic background
- 10 % of respondents identified their sexual orientation as Lesbian, Gay, Bisexual or Other
- 1.4 % of respondents identified as trans
- 1 % of respondents were pregnant or had given birth within the last 26 weeks at the time of response
- 17 % of respondents identified that they or a member of their household has a disability
- 40 % of respondents have a long standing illness or health condition

## Location of Respondents by Postcode



In addition to the Fair City Survey, we delivered several consultation focus groups and events to engage with protected characteristic groups in depth regarding our draft Strategic Equality Objectives and the actions required to deliver them.

This included:

- Cardiff 50+ Forum focus group
- Council Employee Networks (BAME, Disability, Carers, Womens, LGBT) focus group
- Cardiff Third Sector Equality and Human Rights network event
- EYST engagement event
- Diverse Cymru's 'Have Your Say Group' group event

## Fair City Seminar

We delivered an engagement event on January 14th 2020 to consult on our draft Strategic Equality Objectives with nominated equality leads from across the council and external stakeholders representing protected characteristic groups and communities of interest.

The event welcomed expert speakers from Bevan Foundation, Welsh Government and Stonewall to support roundtable discussions regarding our Strategic Equality Objectives and their delivery.

The Seminar welcomed 70 delegates from a range of service areas including social services, housing, economic development and procurement.



# Objective 1: To develop and deliver services which are responsive to Cardiff's inequality gap

Respondents to our consultation said...	How this informed our Equality & Inclusion Strategy 2020-2024
<p>A lack of affordable housing in Cardiff is a major contributing factor to inequality in Cardiff, both for protected characteristic groups and those on low incomes. Actions should be identified under this objective to improve the availability of affordable and good quality housing.</p> <p>Respondents noted that increased demand for housing where there is insufficient supply can push the cost of living up.</p>	<p>We included a significant focus on housing under Objective 1, including actions to increase the delivery of new houses to meet housing need, this includes new Council homes and affordable housing.</p> <p>We also included actions to improve conditions in the private rented sector and identified groups most likely to benefit from these actions through our analysis of the available evidence.</p> <p>Objective 1 also includes actions regarding the delivery of specialist housing provision for older people and Gypsies &amp; Travellers, and our Disabled Facilities Grant Scheme.</p>
<p>Many respondents expressed that activity to support to those who experience homelessness should be a key priority for delivering this objective.</p>	<p>Objective 1 identifies the delivery of our Rough Sleeper Strategy and Homelessness Strategy as key measures to deliver our vision for equality in Cardiff. We provide analysis of the protected characteristic groups and other groups of residents who will most benefit from the delivery of these strategies.</p>
<p>Respondents identified that services which enable residents to learn new skills and access career advice were essential in addressing socioeconomic inequality and providing greater opportunity to those excluded from the local labour market. They noted that this should include targeted initiatives for young people and those who experience long term unemployment</p>	<p>Objective 1 identifies the delivery of our Into Work Service, including specialist support for care-leavers and young people most at risk of being economically inactive, as a key deliverable.</p> <p>The Cardiff Commitment programme is also identified as a deliverable against this objective, including school/business partnerships that target skills development in the key economic growth sectors of the Cardiff Capital Region.</p>

<p>Respondents indicated that improving mental health and emotional well-being services for young people was important for the delivery of this objective.</p>	<p>A number of deliverables to enhance mental health and emotional well-being services for young people have been included under Objective 1 of the strategy.</p>
<p>Respondents suggested that the council's work to tackle Violence Against Women and Girls should be reported under this Objective to ensure that there is a specific action regarding gender equality and the delivery of gender specific services.</p>	<p>Our regional Cardiff &amp; Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 has been identified as a delivery area for Objective 1.</p>

## Objective 2: To lead the way on equality and inclusion in Wales and beyond

Respondents to our consultation said...	How this informed our Equality & Inclusion Strategy 2020-2024
<p>It is important, as the Council for the capital city of Wales, that we are a best practice organisation and hold ourselves to high standards. The council should ensure that its best practice initiatives are visible and inform broader practice in Wales where they yield results.</p> <p>As one of the oldest multi-ethnic places in the UK, we should seek to strengthen our practice in relation to race equality and work with our partners to improve outcomes for Cardiff's Black and Minority Ethnic Residents.</p>	<p>The deliverables listed under this objective include a number of specific areas of practice and new initiatives unique to Cardiff. This learning will be shared throughout our organisation and with our partners, and we will provide evidence regarding 'what works' based on our experiences to the Welsh and UK Governments in appropriate reviews and calls for evidence.</p> <p>Cardiff was one of the first UK cities to establish a Race Equality Taskforce following the significant Black Lives Matter protests across the UK during the summer of 2020. Our Taskforce will meet until the end of the current administration to drive forward action to address racial inequality in Cardiff. Throughout the strategy, we identify evidence regarding the outcomes of Black and Minority Ethnic Cardiffians against a number of domains, and our Annual Report will identify progress in improving outcomes for this group.</p>

<p>The Council should implement specific measures to improve participation in local decision making, especially for those groups who are currently least heard in local democracy and policy making.</p>	<p>Objective 2 identifies a number of deliverables to enhance civic participation in Cardiff. This includes the delivery of our Child Friendly Cities initiative, which will improve the representation of children’s voices in everything we do as a council.</p> <p>We will also deliver several specific initiatives during 2021-2022 including; the coordination of the Census 2021 in partnership with the Office for National Statistics, delivering a voter registration campaign for 16-17 year olds and non-UK born residents to maximise participation in the 2021 Welsh Parliament election and the development of a Citizens Engagement Strategy in line with the requirements of the Local Government and Elections (Wales) Bill.</p> <p>In addition, action 2.6 explains that we will support participation amongst those with protected characteristics by:</p> <ul style="list-style-type: none"> <li>• Providing information and/or engagement sessions in an accessible format on key issues, taking account of and mitigating barriers to participation wherever possible, such as through the provision of information in another language, Braille, audio, large print, easy read, BSL video or plain text.</li> </ul>
<p>The council should continue to build upon successful initiatives to improve the quality and security of jobs on offer in Cardiff’s labour market.</p>	<p>Objective 2 includes our work to become a Living Wage City through the Living Wage City Action Plan 2019-2022 and sets out our progress to deliver this so far.</p>

<p>There is further work to be done across Wales in addressing the gaps in data that make it difficult to understand the experiences of people with protected characteristics.</p> <p>The Council should seek to improve its practice in measuring and monitoring our progress against our Strategic Equality Objectives and make its findings more visible. We should develop specific metrics to evaluate our progress against our objectives.</p>	<p>Objective 2 outlines our plans to create an Equalities Data Dashboard during the foundation year of our Equality &amp; Inclusion Strategy.</p> <p>This includes a review of the data we currently collect across the organisation and how we share Wales-wide and UK-wide data with relevant departments to inform their policy development. We will work towards bringing this data together into a single integrated dashboard to inform service design and the evaluation of our progress against our objectives. Our Annual Report against our Equality &amp; Inclusion Strategy 2020-2024 will assess our progress using this data to ensure our practice is evidence-led and our progress quantifiable where possible.</p>
<p>We should use our convening powers to encourage our partners in Cardiff, including other public sector bodies, private and voluntary sector organisations and educational institutions to influence and promote equality.</p>	<p>Our Race Equality Taskforce, Child Friendly City initiative and Living Wage Action Plan all depend on fostering strong partnerships with other city stakeholders. Fostering strong partnerships across the city to deliver our equality objectives is recognised throughout the strategy, including in 'Our Commitments' which underpin our whole approach, on page 9.</p>
<p>Several respondents expressed concern regarding hate crime and prejudice and saw a role for the council in challenging prejudice and discrimination in wider society.</p>	<p>Objective 2 details our work to deliver the Welsh Government's Community Cohesion Programme, including actions to coordinate support for victims of hate crime and support campaigns which raise awareness of the harmful effects of prejudice and discrimination.</p>

## Objective 3: Cardiff is accessible to everyone who is living, visiting or working in the city

Respondents to our consultation said...	How this informed our Equality & Inclusion Strategy 2020-2024
<p>Our Objective should be more specifically focused on accessibility, especially in the built environment and should identify specific measures that would support older people, disabled people and those who experience physical ill health to enjoy city life.</p>	<p>The wording of this Objective was revised from <i>'To achieve a measurable increase in the extent to which communities facing inequality can share in and contribute to the city's success'</i> to <i>'Cardiff is accessible to everyone who is living, visiting or working in the city'</i> following our consultation. This is because feedback suggested that we should be more specific in setting out what we wanted to achieve in this area and that Objective 3 should be more distinct from Objective 1.</p> <p>Throughout the Objective 3 section of our strategy, we identify specific measures that will enhance the inclusion of older people, disabled people and those who experience physical ill health.</p>
<p>It is important that our built environment is accessible to all, particularly our city centre and high streets. This is particularly important as social distancing measures are introduced due to Covid.</p>	<p>We identify several deliverables in the Council's Corporate Plan which will improve accessible transport links and public spaces under Objective 3, including the application of our Master Planning Principles.</p> <p>We will convene a regular accessibility forum as social distancing measures are introduced across the city to ensure any detrimental impact to any protected characteristic group is identified and mitigating actions put in place where they are.</p>

<p>We should better integrate consideration of equality, including the socioeconomic duty, into our policy development, including enhancing our Equality Impact Assessment process.</p>	<p>Objective 3 details the work we have already completed in 2019 to ensure that Equality Impact Assessment training is available to all council staff.</p> <p>In 2021 we will develop an ‘Equalities in Policy Development’ course for managers and policy makers across the council, which will include how to source relevant equalities evidence to inform options and evaluate approaches.</p>
<p>Language barriers prevent some groups of people accessing services and employment in Cardiff.</p>	<p>Objective 2 details our work through the Inclusive Cities programme. Our Action Plan for Phase 1 of Inclusive Cities included partnership measures with Cardiff and Vale College and the Welsh Government funded Restart programme to improve access to ESOL (English for Speakers of Other Languages) in Cardiff, and bespoke employment support for refugees, who evidence suggests experience poor labour market outcomes both in Cardiff and the UK more broadly.</p> <p>Objective 3 also details the types of specialist provision available in our Hubs and Libraries, including ESOL provision in some venues where there is a local need for this service.</p>

## Objective 4: To build an inclusive and representative organisation

Respondents to our consultation said...	How this informed our Equality & Inclusion Strategy 2020-2024
<p>Respondents suggested that we need to widely promote job opportunities at the council to encourage applicants from underrepresented groups to consider a career in local government</p>	<p>Objective 4 details several deliverables to promote the council as an employer to underrepresented groups including young people and those from Black and Minority Ethnic backgrounds, particularly through partnerships with local schools, colleges and universities.</p>
<p>Council employees responded that we should ensure that policies in the workplace are consistently applied to ensure an open, fair and equal workplace.</p>	<p>Objective 4 explains that the elimination of discrimination, harassment and victimisation is an essential component of our Workforce Strategy 2018-2022. This is achieved through a number of transparent policies available to all staff and managers on the organisation's intranet, which ensure that every employee is treated with dignity and respect. These policies are kept under regular review in consultation with employees to ensure they are effective in achieving these aims.</p> <p>The Single Status Collective Agreement has also ensured equal pay for equal work.</p> <p>Publishing our gender and ethnicity pay gap will further support transparency and assist the council in measuring its progress towards achieving a representative workforce.</p>



<p>Existing employees from under-represented groups should be encouraged to participate in training and development opportunities to support their progression within the organisation.</p>	<p>Our commitments under the Business in the Community (BITC) Race at Work Charter, Stonewall Champion scheme and Disability Confident Accreditation will ensure that development and progression opportunities are available to BAME, Disabled and LGBT staff as a measure to help improve representation amongst senior roles.</p> <p>Our Employee Networks have also developed action plans and have senior sponsors within the management team to support their delivery.</p> <p>Application and Interview Skills training is also available to all council staff looking to progress into a new role.</p>
<p>The council should take steps to address gaps in its equality monitoring data for its workforce so we can more accurately measure our progress to become more representative of the communities we serve.</p>	<p>Objective 4 details that we will promote positive messages regarding the collection of equalities monitoring data to address gaps regarding our current workforce.</p> <p>We will continue to use this data to provide team-level analysis to directorates, to support them to measure their progress in delivering our commitment to become more representative.</p>
<p>The council should ensure that there is a high quality programme of equalities training available to all staff.</p>	<p>Our Equality Awareness and Equality Impact Assessment training courses were revised and relaunched in 2019 and have been popular amongst council staff from a wide variety of departments.</p> <p>They are regularly promoted via all staff communications, and a promotional campaign encouraging participation in the training to support Covid-19 recovery planning has been delivered during summer 2020.</p> <p>In addition to our standard package of equalities training, a number of specialist courses are available each year, which are regularly revised to reflect training needs across the organisation e.g. Deaf Awareness Training, Hate Crime Awareness Training.</p>

# Reviewing the delivery of our Equality & Inclusion Strategy following the onset of the Coronavirus Pandemic

We reviewed our Equality & Inclusion Strategy in light of the Coronavirus pandemic, recognising that, without intentional action, the consequences of this crisis are likely to exacerbate existing inequalities in our society. Public services are now operating in a very different environment to the beginning of 2020 and supporting those most heavily impacted by the Covid-19 crisis has been at the forefront of our minds in recovery planning and in restarting our services. Our council-wide approach to recovery reflects the spirit of our equalities policy outlined at the beginning of our strategy and our Strategic Equality Objectives.

Recognising that that the UK's departure from the European Union and the consequences of the Coronavirus pandemic mean we are working in a rapidly evolving environment, and that these factors are expected to greatly influence our future landscape, our Equality and Inclusion Strategy will be reviewed and updated at its mid-way point in its delivery, in 2022.



# Evidence which informed our Equality & Inclusion Strategy 2020-2024

Below you will find a complete list of evidence referred to throughout our Equality and Inclusion Strategy 2020-2024 and the relevant reference where you can access the relevant dataset, policy or report.

Footnote	Details
2	Cardiff Local Well-Being Assessment, Cardiff is a fair, just & inclusive society: Poverty, <a href="https://www.cardiffpartnership.co.uk/well-being-assessment/cardiff-fair-just-inclusive-society/poverty/">https://www.cardiffpartnership.co.uk/well-being-assessment/cardiff-fair-just-inclusive-society/poverty/</a>
3	Welsh Index of Multiple Deprivation 2019, Overall Deprivation, Percentage of LSOAs in the 10 % Most Deprived Areas in Wales (Ranked 1-191), <a href="https://wimd.gov.wales/?lang=en">https://wimd.gov.wales/?lang=en</a>
6	Welsh Index of Multiple Deprivation (WIMD), Education domain, <a href="https://wimd.gov.wales/explore?lang=en#&amp;domain=overall&amp;z=11&amp;lat=51.4681&amp;lng=-3.2065">https://wimd.gov.wales/explore?lang=en#&amp;domain=overall&amp;z=11&amp;lat=51.4681&amp;lng=-3.2065</a>
7	Cardiff Well-being Plan <a href="https://www.cardiffpartnership.co.uk/wp-content/uploads/Well-being-Plan-2018-23-Eng.pdf">https://www.cardiffpartnership.co.uk/wp-content/uploads/Well-being-Plan-2018-23-Eng.pdf</a>
9	Office for National Statistics, House price to residence-based earnings ratio, 2020 <a href="https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/ratioofhousepricetoresidencebasedearningslowerquartileandmedian">https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/ratioofhousepricetoresidencebasedearningslowerquartileandmedian</a>
10	Stats Wales, Housing, Private Sector Rents, <a href="https://statswales.gov.wales/Catalogue/Housing/Private-Sector-Rents">https://statswales.gov.wales/Catalogue/Housing/Private-Sector-Rents</a>
11	Annual Survey of Hours and Earnings, Cardiff Full time Annual Earnings 2014-2019, <a href="https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019/relateddata?uri=employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019/relateddata&amp;page=2">https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019/relateddata?uri=employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019/relateddata&amp;page=2</a>
12	Cardiff Local Housing Market Assessment 2015 and, House of Commons Library, Briefing Paper: Home Ownership and Renting: Demographics, <a href="https://researchbriefings.files.parliament.uk/documents/CBP-7706/CBP-7706.pdf">https://researchbriefings.files.parliament.uk/documents/CBP-7706/CBP-7706.pdf</a>
13	Census 2001, 2011, <a href="https://www.ons.gov.uk/census">https://www.ons.gov.uk/census</a>

<b>14</b>	ONS, Households in poverty estimates for middle layer super output areas in England and Wales , Percentage of Households Below 60 % of the Median Income; (after housing costs) (Average of all Cardiff MSOAs), <a href="https://www.ons.gov.uk/peoplepopulationandcommunity/personalandhouseholdfinances/incomeandwealth/datasets/">https://www.ons.gov.uk/peoplepopulationandcommunity/personalandhouseholdfinances/incomeandwealth/datasets/</a>
<b>15</b>	Ask Cardiff 2016 Survey, <a href="https://www.cardiff.gov.uk/ENG/Your-Council/Have-your-say/Ask%20Cardiff%20Library/Introduction%20and%20methodology%20-%20Ask%20Cardiff%20Survey.pdf">https://www.cardiff.gov.uk/ENG/Your-Council/Have-your-say/Ask % 20Cardiff % 20 Library/Introduction % 20and % 20methodology % 20- % 20Ask % 20Cardiff % 20 Survey.pdf</a>
<b>16</b>	Ethnic group by occupancy rating (rooms), Census 2011 & Shelter Cymru & Tai Pawb, Homelessness amongst people from Black and Minority Ethnic Populations in Wales, 2015, <a href="https://sheltercymru.org.uk/wp-content/uploads/2015/02/BME-REPORT-20141.pdf">https://sheltercymru.org.uk/wp-content/uploads/2015/02/BME-REPORT-20141.pdf</a>
<b>17</b>	Aldridge RW, Lewer D, Katikireddi SV et al. (6 May 2020). Black, Asian and Minority Eth-nic groups in England are at increased risk of death from COVID-19: indirect standardisa-tion of NHS mortality data [version 1; peer review: awaiting peer review]. Wellcome Open Res 2020, 5:88 <a href="https://doi.org/10.12688/wellcomeopenres.15922.1">https://doi.org/10.12688/wellcomeopenres.15922.1</a>
<b>17</b>	The Institute for Fiscal Studies (1 May 2020) - Are some ethnic groups more vulnerable to COVID-19 than others?, <a href="https://www.ifs.org.uk/inequality/chapter/are-some-ethnic-groups-more-vulnerable-to-covid19-than-others/">https://www.ifs.org.uk/inequality/chapter/are-some-ethnic-groups-more-vulnerable-to-covid19-than-others/</a>
<b>18</b>	Statistics for Wales, Homelessness in Wales 2018-2019, <a href="https://gov.wales/sites/default/files/statistics-and-research/2019-07/homelessness-april-2018-march-2019-993.pdf">https://gov.wales/sites/default/files/statistics-and-research/2019-07/homelessness-april-2018-march-2019-993.pdf</a>
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<b>21</b>	Cardiff Council, Older Persons' Housing Strategy, <a href="https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Social-care-and-Housing/Older-Persons-Housing-Strategy/Older-Persons-Housing-Needs/Documents/Older%20People%27s%20Housing%20Strategy%202019.pdf">https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Social-care-and-Housing/Older-Persons-Housing-Strategy/Older-Persons-Housing-Needs/Documents/Older % 20People % 27s % 20Housing % 20Strategy % 202019.pdf</a>
<b>22</b>	Cardiff Council, Disabled Facilities Grant, <a href="https://www.cardiff.gov.uk/ENG/resident/Social-Services-and-Wellbeing/Disability/disabled-facilities-grant/Pages/default.aspx#:~:text=gov.uk.%20Disabled%20Facilities%20Grant.%20The%20Disabled%20Facilities%20Grant,of%20adapting%20your%20home%20to%20meet%20your%20needs">https://www.cardiff.gov.uk/ENG/resident/Social-Services-and-Wellbeing/Disability/disabled-facilities-grant/Pages/default.aspx#:~:text=gov.uk.% 20 Disabled % 20Facilities % 20Grant.% 20The % 20Disabled % 20Facilities % 20 Grant,of % 20adapting % 20your % 20home % 20to % 20meet % 20your % 20needs</a>

23	Equality and Human Rights Commission, Is Britain Fairer? The state of equality and human rights 2018, <a href="https://www.equalityhumanrights.com/en/publication-download/britain-fairer-2018">https://www.equalityhumanrights.com/en/publication-download/britain-fairer-2018</a>
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33	Households found to be eligible for assistance, unintentionally homeless and in priority need during the year: Priority - Households where a member is vulnerable due to: Mental illness / learning disability / learning difficulties <a href="https://statswales.gov.wales/Catalogue/Housing/Homelessness/Statutory-Homelessness-Prevention-and-Relief/households-found-to-be-eligible-for-assistance-unintentionally-homeless-and-in-priority-need-during-the-year-categories-of-priority-need-by-type-of-household-section-75-">https://statswales.gov.wales/Catalogue/Housing/Homelessness/Statutory-Homelessness-Prevention-and-Relief/households-found-to-be-eligible-for-assistance-unintentionally-homeless-and-in-priority-need-during-the-year-categories-of-priority-need-by-type-of-household-section-75-</a>
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# Equality & Inclusion Strategy 2020 - 2024

## Appendix B: Equal Opportunities Policy Statement



## CARDIFF COUNCIL

### EQUAL OPPORTUNITIES POLICY STATEMENT

#### PURPOSE

1. This Equal Opportunities Policy Statement sets out Cardiff Council's commitment to promoting equal opportunities and diversity in employment and service delivery.
2. It demonstrates that equal opportunities are central to Cardiff Council's values and the delivery of services; it is part of mainstreaming equality within the Council.
3. It demonstrates that Cardiff Council values diversity and that no job applicant, employee or service user should be treated less favourably on the grounds of age, disability, gender identity/reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation and the Welsh language.
4. It sets out a clear commitment to work towards eliminating direct and indirect discrimination, harassment and victimisation, to promote equality of opportunity and to develop good relations between people from different groups.
5. This Policy Statement supports the Council's Strategic Equality Plan, which outlines how we will comply with the Equality Act 2010.

#### SCOPE

6. This Policy Statement applies to all employees of the Council and Elected Members. It is commended to School Governing Bodies.

#### KEY PRINCIPLES

7. This Policy Statement aims to ensure that Cardiff Council is an organisation that values diversity and takes proactive steps to remove discrimination and foster good relations. This will be achieved by promoting equality in all of the Council's activities. This Policy Statement provides the foundation for all policies, strategies and schemes and links directly to the Council's Strategic Equality Plan.

#### POLICY STATEMENT

8. Cardiff Council believes in creating a fair, just and inclusive society. As an employer and provider of services, we will not discriminate against people on the grounds of age, disability, gender identity/reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation or Welsh language.

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9. We are committed to ensuring that services are relevant and responsive to the needs of all communities. We recognise that all members of the community have specific needs and will strive to meet those needs.
10. We value all members of the community and will treat people with dignity and respect. We will not tolerate discrimination, harassment or victimisation of our service users or communities.
11. We will ensure that our contractors and others who deliver our services share our values.
12. We will work closely with local people, voluntary and community groups and other partners to build a respectful place in which we can all live and work.
13. We recognise that we work in a diverse community and understand the importance of achieving a diverse workforce. We will ensure that our recruitment practices are fair and consistent.
14. We will develop our employees by valuing their varied skills and experiences; by investing in learning and development; by treating employees fairly; by combating harassment, discrimination and victimisation at work; and by encouraging a culture, which values the difference between us.
15. In summary, Cardiff Council is committed to ensuring that:
  - the services we provide meet the needs of our service users
  - service users and employees are treated with dignity and respect
  - discrimination, harassment and victimisation are not tolerated
  - equality becomes a part of all we do.

## **RESPONSIBILITY**

16. The Chief Executive and the Corporate Management Board are responsible for implementing this Policy Statement and ensuring that equality is mainstreamed throughout Cardiff Council.
17. All managers, at all levels of the organisation, are responsible for actively promoting equality, removing discrimination and fostering good relations between different groups in employment and service delivery.
18. All employees, at all levels of the organisation, are responsible for following the principles in this policy; we all have an important role to play in ensuring Cardiff Council carries out its commitment to equality and diversity.
19. All employees are responsible for ensuring that equality impact assessments are carried out on all new policies, practices and functions so they fulfil the principles of this policy.

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20. All employees have access to an 'Equality & Diversity Awareness Employee Handbook'. This contains further information about responsibly for removing discrimination and promoting equality.
21. Where public services are provided by other organisations or suppliers, they are responsible for adhering to the principles within this Policy Statement at all times. Failure to do so could result in termination of contract.

## MONITORING

22. The Corporate Management Board will monitor the implementation of this policy.
23. This policy will be reviewed yearly or when otherwise required due to changes in legislation or practices.
24. Cardiff Council's Strategic Equality Plan outlines the steps that will be taken to implement this policy. The Plan will be reviewed yearly and a progress report will be produced and published.
25. This policy outlines Cardiff Council's commitment to prevent discrimination, promote equal opportunities and foster good relations between different groups. If an employee feels that this policy is not being followed, they should raise this with their line manager. If matters cannot be resolved by the line manager, or where the complaint relates to the line manager, you can use the Resolution Policy (Replacing Grievance Policy and Harassment Policy and Procedure) [Resolution Policy](#)
26. If an employee has any questions about this policy, they should discuss them with their line manager, or they can be raised with the Council's Equality Team or HR People Services.
27. Disciplinary matters that arise from this policy will be dealt with using the Council's Discipline Policy and Procedure.
28. If a member of the public feels that this policy is not being followed, they can make a complaint through the Council's Complaints Policy and Procedure. This is available through contacting C2C (Tel: 2087 2087) or the [website \(www.cardiff.gov.uk\)](http://www.cardiff.gov.uk).

## RELATED DOCUMENTS

[Strategic Equality Plan](#)  
[Employee Equality Network Leaflet](#)  
[Equality and Diversity Handbook](#)  
[Resolution Policy](#)  
[Discipline Policy and Procedure](#)  
[Complaints Policy](#)

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# Equality & Inclusion Strategy 2020 - 2024

## Appendix C: Terminology



# Appendix C: Terminology

<p><b>Accessible communications</b> means communications that can be understood by all members of the community, including Deaf and disabled people and people who use English as a second language.</p>
<p>An <b>asylum seeker</b> is a person who has sought protection as a refugee, but whose claim for refugee status has not yet been assessed.</p>
<p><b>BAME</b> stands for Black, Asian and Minority Ethnic.</p>
<p>A <b>carer</b> is someone who provides support, unpaid, for a friend or family member who needs support owing to disability, illness, or for another reason such as an addiction.</p>
<p><b>Capital Ambition</b> is Cardiff Council’s overarching five-year plan for the city, outlining our vision for the city and the services we provide to the public.</p>
<p>The <b>Cardiff Commitment</b> is an initiative which works with external partners to introduce children and young people to the vast range of opportunities available to them in the world of work</p>
<p>Our definition of <b>Community Cohesion</b> is that set out in the Welsh Government Community Cohesion Delivery Plan.</p> <p>This explains Community Cohesion as:</p> <p>“The vision of an integrated, cohesive and resilient society is based on three foundations:</p> <ul style="list-style-type: none"><li>• people from different backgrounds having similar life opportunities;</li><li>• people knowing their rights and responsibilities;</li><li>• people trusting one another and trusting local institutions to act fairly; and on three ways of living together:</li></ul> <ul style="list-style-type: none"><li>• a shared future vision and sense of belonging;</li><li>• a focus on what new and existing communities have in common, alongside a recognition of the value of diversity;</li><li>• strong and positive relationship between people from different backgrounds.</li></ul> <p>Community cohesion is strongly connected to work on equalities and community safety. The three work areas overlap to form a ‘Community Resilience’ spectrum where work to strengthen equal rights and opportunities and foster good relations prevents downstream community safety incidents such as hate crime and vulnerability to radicalisation.”</p>
<p><b>Community engagement</b> is a process that involves communities in deliberation, decision making and practical action. It can be done using a wide range of methods and can include both face-to-face and online engagement.</p>
<p><b>Our Corporate Plan</b> sets out how we will deliver Capital Ambition</p>

<p><b>Disability</b> as defined by the Equality Act 2010, is a physical or mental impairment that has a substantial and long-term negative effect on a person’s ability to do normal daily activities. The social model of disability defines it as the effect of the barriers, discrimination and disadvantages faced by disabled people, not the impact of their specific impairment.</p>
<p><b>Diversity</b> is about recognising, respecting and valuing a wide set of differences and understanding that the opportunities we get are impacted by characteristics beyond those protected by legislation. This includes class, family background, political views and union membership.</p>
<p><b>Employment rate:</b> The number in employment expressed as a percentage of everyone in that age group (in this case, all those of working age).</p>
<p><b>Equality</b> is about recognising and respecting differences, including different needs, to ensure people can live their lives free from discrimination, know their rights will be protected, and have what they need to succeed in life.</p> <p>It is about ensuring equality of opportunity by tackling the barriers that some groups face, and making Cardiff fairer by narrowing the social and economic divides that separate people.</p> <p>The characteristics protected by equality legislation are age, disability, gender, gender reassignment, ethnicity, pregnancy and maternity, religion and/or belief and sexual orientation.</p>
<p><b>A Hate crime</b> is any crime that is targeted at a person because of hostility or prejudice towards that person’s actual or perceived disability, race or ethnicity, religion or belief, sexual orientation or trans identity. This can be committed against a person or property.</p>
<p><b>Homelessness</b> is the state of lacking a place to live that is supportive, affordable, decent and secure. While rough sleepers are the most visible homeless population, most homeless people live in hostels, squats, bed and breakfasts or in temporary and insecure conditions with friends and family.</p>
<p><b>Millennials</b> - Those born between 1981 – 1996 (sometimes listed as 1980 -2000)</p>
<p><b>Inclusive</b> design creates environments that everyone can use to access, and benefit from, the full range of opportunities available and they can do so confidently, independently and with choice and dignity. Inclusive design avoids separation or segregation and is made up of places and spaces that acknowledge diversity and difference, meeting the needs of everyone in society.</p>
<p><b>Inclusive growth</b> is economic growth that creates opportunity for the whole population and distributes the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society.</p>
<p><b>Inclusion</b> means removing barriers and taking steps to create equality, harness diversity and ensure safe, welcoming communities and cultures that encourage innovative and fresh ways of thinking and allow people to speak up, especially to suggest where things could be done better.</p>
<p><b>LGBT+</b> stands for Lesbian, Gay, Bisexual and Transgender (including Genderqueer, Non Binary, Questioning, Intersex and Asexual).</p>

<p><b>Older people</b> refers to people over 50, but also recognises that those above retirement age and those over 70 may have certain requirements.</p>
<p>The <b>Pay gap</b> is the difference between the average pay of two different groups of people, for example men and women, or groups from different ethnic backgrounds.</p>
<p><b>Protected characteristics</b> are the nine characteristics protected under the Equality Act 2010. They are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.</p>
<p><b>Poverty</b> is defined relative to the standards of living in a society at a specific time. People live in poverty when they are denied an income sufficient for their material needs and when these circumstances exclude them from taking part in activities that are an accepted part of daily life in that society.</p>
<p>A <b>refugee</b> is someone who ‘owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion, is outside the country of his nationality, and is unable to or, owing to such fear, is unwilling to avail himself of the protection of that country...’. (1951 Refugee Convention)</p>
<p>The <b>Socio-economic Duty</b> is covered by Section 1 of the Equality Act 2010, which is due to be introduced in Wales in 2021. It will require a public body ‘when making decisions of a strategic nature about how to exercise its functions, [to] have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage’</p>
<p><b>Special educational needs</b> is defined in legislation as a child or young person with a learning difficulty or disability which calls for special education provision.</p>
<p><b>UNICEF</b> – is the United Nations International Children’s Fund</p>
<p>The <b>Welsh Index of Multiple Deprivation (WIMD)</b> is designed to identify the small areas of Wales that are the most deprived.</p> <p>WIMD is the official measure of relative deprivation for small areas in Wales. It is a National Statistic produced by statisticians at the Welsh Government. It identifies areas with the highest concentrations of several different types of deprivation.</p>



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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**15 September 2020**

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**Senior Management Arrangements**

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**Reason for this Report**

1. To provide an opportunity for the Committee to consider the details of a paper titled 'Senior Management Arrangements' which is due to be received by Cabinet on the 17<sup>th</sup> September 2020. The Cabinet report for this item identifies the main aims of this document as:
  - *To review the Council's senior management arrangements in the context of the Covid-19 pandemic and the recent resignation of the Director of Social Services;*
  - *To seek Cabinet approval to consult on an amended senior management structure to:*
    - i) *Support the further integration of Social Care, Health, Housing and Community services, building on the progress that has been made over the past 3 years to develop new preventative and specialist support services; and,*
    - ii) *Note some consequential realignment of responsibilities in relation to the Council's Street Scene and Central Transport services.*
2. **Appendices 1 & 2** are attached to this report for information. **Appendix 1** provides a diagram of the current Senior Management Structure, while **Appendix 2** features a diagram based on the proposed Senior Management Structure.

**Background**

3. The Covid-19 pandemic has had significant implications for the Council. Since the beginning of the crisis, an extended Senior Management Team has been meeting as

a Strategic Coordination Group, overseeing the Council's response to the crisis, in consultation with the Leader and the Cabinet. Collectively, and as individuals, the team has delivered what has been asked of them, adapting services to the lockdown and subsequent relaxation of restrictions, and solving problems at pace, often well beyond the scope of normal service delivery. Corporate working has been an essential feature of the Council's approach with senior officers playing a vital role in managing the crisis, notably food procurement and distribution for the vulnerable, the transition to hub schools, delivery of the Dragon's Heart field hospital at the Millennium Stadium, and the development in Cardiff and the Vale of the Test, Trace and Protect (TTP) programme.

4. In many ways, the current phase of the crisis is more challenging with senior officers having to reshape services to new realities, with the business of service delivery resuming against a backdrop of an ongoing financial uncertainty, and parallel public health and economic crises. Against this backdrop, it is unrealistic to expect organisational structures to stay the same - most organisations are moving to ensure that organisational forms appropriately reflect current pressures and demands.
5. Consequently, the 'Senior Management Arrangements' report takes the opportunity provided by the recent resignation of the Director of Social Services, to re-orientate senior management arrangements to present needs. It puts forward for consultation specific proposals relating to the shape and structure of the senior management team in the Social Services, and Communities & Housing area. In addition to this it identifies consequential modifications to reporting arrangements in the street scene area. These proposals, if agreed by Cabinet, would then be consulted on with the employees and trade unions concerned.

### **Responding to the Pandemic**

6. As the management of the pandemic has moved into a different phase, the Council has been focusing on the safe and efficient restart of services in accordance with the Restart, Recovery, Renew framework agreed by Cabinet on 24 June 2020. This is not straightforward and involves a range of complex work streams that place demands on the senior management tier:



- Restart has been predicated on a safety-first approach, with managers working with trade unions to ensure that services and schools are able to resume operation on the basis of a robust, risk-based health and safety methodology that supports and reassures individuals and teams to return where necessary to the workplace;
- Working from home has continued as the default mode of operation for many staff with new modes of management and staff engagement needing to be developed to support staff and ensure operational effectiveness;
- TTP has had to be established and embedded quickly with council officers working to ensure that Cardiff has in place an effective contact tracing system that will play a crucial role in managing the pandemic over coming months;
- A continued emphasis on multi-agency working to ensure effective infection control arrangements in closed settings, particularly care homes;
- Steps to lock-in the transformation during lockdown of services providing support to vulnerable citizens, particularly the homeless and elderly;
- Work to coordinate a response to the economic crisis, including a continued drive to support businesses, with joined up interventions involving the Council's economic development, Into Work and Cardiff Commitment teams; and,
- Development of a long-term city renewal strategy, which will seek to accelerate Cardiff's recovery from the crisis, charting the next phase of the Council's development agenda.

7. In cumulative terms, the crisis has served to reprioritise the work of senior managers, creating opportunities to transform the performance of key areas, like Social Services, and also highlighting at a senior level capacity constraints in areas such as Children's Services, Housing and Community Services. The resignation of the Director of Social Services provides an opportunity to address such issues positively and within budget. The Cabinet report proposes that several key changes are made to senior management that will serve to realign capacity and expertise to the challenges facing the Council.

## **Corporate Director, People & Communities**

8. In September 2017 Cabinet considered and approved a number of senior management changes in line with the Capital Ambition statement. In relation to the integration of Social Care, Health and Housing services, this was underpinned by the Council's commitment to work "*across the public services in order to deliver lasting solutions to complex problems*". The Council and partners needed to adopt a whole system approach with a range of service interventions co-ordinated and aligned to meet specific needs at the right time and in the right place. This reflected growing demands across social services; the demand pressures and costs arising from an ageing population; and the growing demands and complexity of cases in children's services, with increasing numbers of Looked After Children.
9. The new role of Corporate Director, People and Communities was created with a clear set of reporting and accountability arrangements established to support the statutory responsibilities of the Director of Social Services, but also to ensure that the Council's Social Services agenda was strengthened by effective cross-council working, with the further development of preventative services and interventions, as well as accommodation solutions for the city's most vulnerable citizens.
10. Subsequently, good progress in the development of a more integrated approach has been achieved in a number of areas of activity. In particular, it has been possible to significantly improve the Information, Advice and Assistance services for families, young people and older people:
  - The new Family Advice and Support service was launched in September 2019 to provide early help and support for families and young people whose needs fell short of the statutory threshold for assistance. Managed within Housing and Communities, during its first 10 months of operation, the Family Gateway provided 5,000 people with advice while the Family Help team has provided support for more than 1,000 parents, children and young people; and,
  - The Independent Living Service, also located within Housing and Communities, continues to provide joined up services for older people, ensuring that the service has been able to meet the needs of nearly 80% of clients without the need for

social care. It has recently extended its provision with the development of the “Get Me Home” service operating out of the UHW, ensuring that “wrap around” community services are in place to achieve a timely discharge from hospital.

11. Additional preventative services such as the Young Persons Accommodation and Support Gateway have also been developed. The aim of the Young Persons’ Gateway is to support young people leaving care as well as those who are homeless as a result of family breakdown, providing family mediation, supported housing and assisted move on for these, often very vulnerable, young people. The success of the Gateway in helping young people move towards independence is clear, with 99% able to maintain their tenancy successfully after a supported move on.
12. Finally, the Multi-disciplinary Outreach Team for rough sleepers and vulnerable homeless people has exemplified how joint working across services boundaries can meet complex needs. This team, also co-ordinated through Housing and Communities, brings together housing, adult social services, mental and primary health services and third sector services, to meet the very specialist needs of this client group. Before lockdown the work of this team had reduced the numbers rough sleeping from more than 80 to 30 individuals and this service has continued to develop and expand during the crisis, helping more clients than ever before to access services.
13. The Cabinet report explains that the creation of the Corporate Director post has been pivotal in delivering the initiatives set out above, enabling the post-holder to cut across professional and service silos to deliver positive outcomes for vulnerable people. It is proposed that the opportunities afforded by this approach should now be extended with the responsibilities of the Statutory Director of Social Services being assumed by the Corporate Director, People & Communities without changes to the post-holder’s terms and conditions.
14. The Welsh Government’s Code of Practice on the Role of Statutory Director of Social Services is clear on the accountabilities of the role. The statutory director must *inter alia*:
  - “have a sufficient level of seniority to discharge the authority’s social services functions and deliver their accountabilities”;

- *“provide effective service and performance management, a clear sense of strategic direction and professional leadership for staff and services; foster effective joint working relationships both within and outside the local authority, including formal integrated arrangements with health boards; and drive delivery of improved outcomes for people”;*
- *“ensure the head of paid service, executive and councillors have access to the best, up-to-date professional advice and information on all aspects of care and support services”.*

15. Importantly, the proposal has the merit of simplifying the accountability framework for Social Services at a time when Children’s and Adults’ services are continuing to implement significant changes, and opens up possibilities to reshape the senior management team in social services as a whole, in accordance with the emphasis placed on cross-service working to deliver better outcomes for vulnerable citizens. It is proposed that the responsibilities of statutory director should be transferred to the Corporate Director, People & Communities, immediately following the departure of the current Director of Social Services at the end of September.

**Senior Management Arrangements for Children’s Services and Adults, Communities and Housing Services**

16. A section of the Cabinet report sets out the two significant changes that are proposed within Children’s Services and Adults, Communities and Housing Services. First, the transfer of the statutory role of Director of Social Services to the Corporate Director enables the post of Director of Children’s Services to be established within budget, with the existing post of Assistant Director to be deleted.

17. This would address the growing complexity and scale of demand being experienced in Children’s Services, and the consequential safeguarding and financial risks that need to be managed effectively by the post-holder. It also responds to the inability of the Council, after successive attempts, to recruit a permanent Head of Children’s Services graded at Assistant Director level.

18. Secondly, and following on from recent successes in developing a joined up early intervention and preventative approach, it is proposed that a new role of Director,

Adults, Housing and Communities is established. The Assistant Director, Adults Services, and Assistant Director, Housing and Communities would report directly to this post enabling unified joint assessment of need for accommodation and support services and a service that is integrated in both planning and delivery.

19. The new Director, Adults, Housing & Communities will be tasked with building on the joined up and customer focused services that have been developed to date, achieving this by further aligning services within the existing gateways and also by applying this learning and approach to other services such mental health and learning disabilities. Strengthening of the management structure within the current Housing and Communities Services will take place to ensure robust arrangements are in place at an operational level.
20. The Director for Adults, Housing & Communities and the Director for Children's Services will work closely together, ensuring that cross cutting projects such as the Young Persons Accommodation and Support Gateway are further developed and enhanced and that new opportunities for joint working are explored to provide seamless services for vulnerable individuals transitioning to adulthood.
20. It is expected that the Corporate Director will lead People & Communities as an integrated directorate, with back office and support arrangements being managed across the area. This has the added advantage of ensuring that areas of good practice, including performance management systems in the Communities area, are replicated across social services as a whole.
21. Finally, the Cabinet report explains that the People and Communities team will need to continue to develop close links with the new Director of Education and Lifelong Learning, whose responsibilities include being the designated Director for Children and Young People, in accordance with the section 27 of the Children's Act 2004, and focuses on the co-ordination and oversight of arrangements to improve the well-being of children in the local authority area. This is especially important given the Council's commitment to a child-friendly city and championing children's rights.

## **Planning, Transport & Environment**

22. In June 2019 the Chief Executive requested that the Director of Planning, Transport & Environment take on additional and expanded commitments in relation to Cardiff's Clean Air and Transport infrastructure agenda. In order to facilitate this additional workload the Corporate Director, People & Communities, took temporary responsibility for the Waste Management Service and the Corporate Director, Resources, became responsible for the Central Transport Service.
23. The focus that Director of Planning, Transport & Environment has brought to major strategic planning matters, and an expanding clean air and transport agenda has been crucial, and includes development of the Metro and working closely with the Director of Economic Development on city centre recovery during the pandemic. The Cabinet report proposes that the Director should continue to undertake these responsibilities.
24. Management of Waste Management Services, as well as the client function of the Shared Regulatory Service will be transferred to the Director, Economic Development, with a mandate to continue the progress that has been made in this area in the last eighteen months. This also reflects the need to strengthen city centre management, including liaison with the business community, as the city goes through the recovery phase. It is proposed that transfer of waste management from the Corporate Director, People & Communities, will take place once the service-wide restructure currently underway is completed (by February 2021 on current projections).
25. Responsibility for Highways will remain with the Director, Planning, Transport & Environment. The Assistant Director, Street Scene, will report for "pay and rations" purposes to the Director of Economic Development with accountability for highways and parking continuing through the Director of Planning, Transport & Environment.

## **Economic Development**

26. In terms of Economic Development, a small team has played a highly significant role during the crisis securing financial contributions to the food distribution scheme, working with financial services and Welsh Government colleagues to ensure grant

support valued at £95 million was provided to over 6,000 businesses, providing advice to businesses in difficulties, and developing and implementing the Council's city centre recovery plans.

27. The team has not only been an important component in the maintenance of investor confidence in the city, but in supporting key city cultural and leisure assets, including parks. With the development of the city's renewal agenda, and the need to meet the demands of the emerging economic crisis, it requires additional management capacity to focus the Council's business support activities. The Director will therefore be reviewing operational management arrangements in the area to support the expanding workload of the Investment and Development portfolio.

### **Implications of Proposals**

28. In summary, the Cabinet report recommends the approval of the following proposals:
- The designation of statutory Director of Social Services be allocated to the Corporate Director, People & Communities;
  - Deletion of the posts of Director of Social Services and Assistant Director, Children's Services;
  - Establishment of two new social service posts: Director of Children's Services; and Director for Adults, Housing and Communities; and,
  - Consequential changes to the reporting arrangements of the Director of Economic Development and Director of Planning, Transport and Environment.
29. Korn Ferry the providers of the Hay evaluation and structure information have provided up to date Benchmarking information. They have provided information that compares Cardiff Council with the public sector and separately with other Core City councils, at Tiers 1 & 2 and shows:
- The average number of officers at Tier 1 for the public sector is 5.8 FTE, and for Core City Councils it is 5.3 FTE. Cardiff has 6 officers at Tier 1, therefore, at the average for the public sector and is within range of the average for Core Cities.

- The average number of officers at Tier 2 for the public sector is 25.6 FTE, and for Core City Councils is 23.2 FTE. Cardiff have 13 officers at Tier 2, therefore is well below the average levels for both the public sector and the Core City councils.
  - The average total number of management roles is 31.4 for the public sector and 28.5 for the Core City Councils. Cardiff is well below these averages at a total in tier 1 and 2 of 19 management roles across tier 1 and 2.
30. The Standing Orders (Wales) Amendment Regulations 2014 require posts over £100k salary to be publicly advertised, therefore, this needs to be a consideration in the process for moving from the current structure to the proposed model. As a result of these rules an Authority cannot ring-fence any vacancies with salaries over £100k or above as 'suitable alternative employment' for redundant employees, but must advertise externally.
31. The Cabinet report was prepared on the basis that, as long as any additions to current roles are only minor, then those roles are counted as not changing. Therefore, the report considers that there are no changes to the following roles:
- Corporate Director, Resources;
  - Corporate Director, People and Communities;
  - Director, Economic Development;
  - Director, Planning, Transport and Environment.
32. The Cabinet report also explains that the following roles are considered new roles and, therefore, will need to be advertised externally:
- Director, Adults, Housing and Communities;
  - Director, Children's Services.

### **Process for Decision**

33. The Cabinet report explains that there are a number of stages that will need to be completed in order to make changes to the current senior management structure, and these have been added to by the Standing Orders (Wales) Amendment Regulations 2014. The stages that are now required to be followed are:



- This report to Cabinet with recommendation to agree to the consultation process being undertaken;
  - Consultation with individuals and Trade Unions by Chief Executive;
  - Final proposal to Cabinet by Chief Executive to include feedback from all consultations in October 2020. The recommendation will be to approve the revised structure, and recommend to Council that the vacant roles over £100,000 are advertised for recruitment.
  - Report to Council, October 2020, to consider and be recommended to approve, the recruitment to the two new Director posts.
34. The Cabinet report explains that it is the responsibility of the Cabinet to decide on employment strategy and policy, in so far as this has not been further delegated. The Cabinet may therefore determine the broad Senior Management arrangements of the Council.
35. The Council's Employment Procedure Rules, as required by the Local Authorities (Standing Orders) (Wales) Regulations 2006 (as amended in 2014) state under Rule 2 that:
- *A vacancy for designated Chief Officer post must be reported to the Council or body delegated to do so which will consider whether the post should be filled, and if so, the terms and conditions of employment and method of appointment.*
  - *Where the proposed remuneration of the Chief Officer post is £100,000 or more per annum, the following will be prepared: (i) A statement of the duties of the officer concerned and the required qualifications or qualities to be sought in the person appointed, which is sent to any person on request; and (ii) Public advertisement of the post to bring it to the attention of people who are qualified to apply. (iii) Following advertisement, the Council will arrange for either all qualified candidates to be interviewed; or a shortlist to be prepared of qualified applicants and those candidates interviewed. If no suitably qualified person has applied, or if the Council decides to re-advertise the appointment, the post will be re-advertised in accordance with paragraph (ii) above.*
36. Appointments to the new roles to will be made by an Appointments Committee.

## **Reason for Recommendations**

38. The Cabinet report highlights the reasons for the recommendations as:
- *Proposals have been designed to ensure that the Council's senior management team is resourced to deliver the objectives as outlined, to ensure the full integration of services. The recommendations recognise the need to complete the detail of the new posts and to ensure that full consultation takes place ahead of any decision to proceed.*

## **Financial Implications**

39. The 'Financial Implications' in the Cabinet report explain that:
- *As stated in the body of the report, the proposed changes at Director and Assistant Director level delivers an additional cost of £55,950 compared to previous budget held for these two tiers of management. The Senior management roles that cover Housing need to be assessed in terms of cost between Housing Revenue Account (HRA) Activities and those activities funded from General Funded Budget. Initial assessments of the work to be undertaken by the Director of Housing and Adult Care and the Assistant Director of Housing & Communities indicated that costs to HRA will increase by £70,000 and that there will be a budget saving of £14,050 to the General Fund. There has been no review of other resources within HRA or any other funding opportunities but these will need careful consideration in order to establish that the additional costs can be found within the HRA Budget.*
  - *The appointment of the Director of Children's Services anticipates that this will result in a cost avoidance on unbudgeted interim agency costs going forward. This will be demonstrated in the reduction of interim costs at the point the post of the Director of Children's Services is appointed and starts.*
  - *In proposing the addition and deletions of the posts or outlining the review of any posts, there has been no budgetary allocation provided for any further resources being required as a result of the changes. Any proposals in respect to posts at Operational Manager level or below will need to have identified the funding from*

*within the existing budget allocation of the Council and also have consideration of the council's Budget Strategy going forward.*

### **Legal Implications**

40. The Legal Implications set out in the Cabinet report explain that:
- *The legal and governance requirements in relation to the process of establishing and recruiting a Chief Officer are set out at paragraphs 34-37 of the Cabinet report (33 to 36 of this Scrutiny cover report).*
  - *The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how the proposals will contribute towards meeting its well-being objectives (set out in the Corporate Plan). Members must also be satisfied that the proposals comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs.*

### **Human Resources Implications**

41. The Human Resources Implications set out in the Cabinet report explain that:
- The proposed model as set out in the report is designed to meet the need to support further integration of Social Care, Health, Housing and Community Services, building on the progress that has been made in recent years to develop preventative and specialist support services. The proposal is subject to consultation with affected employees and their representatives. It is proposed that the consultation take place during the next four weeks and an updated report presented to Cabinet/Council in October as set out in the process for decision.
  - An Equality Impact Assessment of the restructure has been completed and there are no adverse impact on any specific groups.

### **CABINET REPORT RECOMMENDATIONS**

42. The recommendations set out in the Cabinet report titled 'Senior Management Arrangements' ask the Cabinet to:

- 1) *Approve the Chief Executive's proposal to transfer the responsibilities and title of the statutory director of social services to the Corporate Director, People and Communities, following the departure of the existing Director of Social Services;*
  - 2) *Approve the proposed remodelling of the Senior Management Team on a provisional basis subject to the outcome of the consultation process;*
  - 3) *Approve a consultation period on the proposed model to commence immediately following Cabinet approval;*
  - 4) *Receive a further report in October which will provide confirmation of the model proposed and the process for change taking account of issues raised during the consultation process;*
  - 5) *Delegate authority to the Head of Paid Service in consultation with the Leader and Cabinet Members to realign managers and support staff to the remodelled structure.*
43. To facilitate the scrutiny, the following witnesses have been invited to attend Committee to answer Members questions:
- Councillor Chris Weaver, Cabinet Member for Finance, Modernisation & Performance;
  - Paul Orders, Chief Executive;
  - Anita Batten, Operational Manager (HR People Partner).

### **Legal Implications**

44. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement

imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

45. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

### **RECOMMENDATIONS**

- (i) Consider the information in this report and the information presented at the meeting;
- (ii) Determine whether they would like to make any comments, observations or recommendations to the Cabinet on this matter; and,
- (iii) Decide the way forward for any future scrutiny of the issues discussed.

### **DAVINA FIORE**

Director, Governance & Legal Services

11 September 2020

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**SENIOR MANAGEMENT ARRANGEMENTS**

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

**AGENDA ITEM: 5**

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**Reason for this Report**

1. To review the Council's senior management arrangements in the context of the Covid-19 pandemic and the recent resignation of the Director of Social Services;
2. To seek Cabinet approval to consult on an amended senior management structure to:
  - i. support the further integration of Social Care, Health, Housing and Community services, building on the progress that has been made over the past 3 years to develop new preventative and specialist support services; and
  - ii. note some consequential realignment of responsibilities in relation to the Council's Street Scene and Central Transport services.

**Background**

3. The Covid-19 pandemic has had significant implications for the Council. Since the beginning of the crisis, an extended Senior Management Team has been meeting as a Strategic Coordination Group, overseeing the Council's response to the crisis, in consultation with the Leader and the Cabinet. Collectively, and as individuals, the team has delivered what has been asked of them, adapting services to the lockdown and subsequent relaxation of restrictions, and solving problems at pace, often well beyond the scope of normal service delivery. Corporate working has been an essential feature of the Council's approach with senior officers playing a vital role in managing the crisis, notably food procurement and distribution for the vulnerable, the transition to hub schools, delivery of the Dragon's Heart field hospital at the Millennium Stadium, and the development in Cardiff and the Vale of the Test, Trace and Protect (TTP) programme.
4. In many ways, the current phase of the crisis is more challenging with senior officers having to reshape services to new realities, with the business of service delivery resuming in the midst of ongoing financial

uncertainty, and parallel public health and economic crises. Against this backdrop, it is unrealistic to expect organisational structures to stay the same - most organisations see the need to ensure that organisational forms appropriately reflect current pressures and demands.

5. Consequently, this report takes the opportunity provided by the recent resignation of the Director of Social Services, to become Corporate Director of a neighbouring authority, to re-orientate senior management arrangements to present needs. It puts forward for consultation specific proposals relating to the shape and structure of the senior management team in the social services, and communities and housing area. And it identifies consequential modifications to reporting arrangements in the street scene area. These proposals, if agreed by Cabinet, would then be consulted on with the employees and trade unions concerned.

### **Responding to the Pandemic**

6. As the management of the pandemic has moved into a different phase, the Council has been focusing on the safe and efficient restart of services in accordance with the Restart, Recovery, Renew framework agreed by Cabinet on 24 June 2020. This is not straightforward and involves a range of complex work streams that places demands on the senior management tier:

- restart has been predicated on a safety-first approach, with managers working with trade unions to ensure that services and schools are able to resume operation on the basis of a robust, risk-based health and safety methodology that supports and reassures individuals and teams to return where necessary to the workplace;
- working from home has continued as the default mode of operation for many staff with new modes of management and staff engagement needing to be developed to support staff and ensure operational effectiveness;
- TTP has had to be established and embedded quickly with council officers working to ensure that Cardiff has in place an effective contact tracing system that will play a crucial role in managing the pandemic over coming months;
- a continued emphasis on multi-agency working to ensure effective infection control arrangements in closed settings, particularly care homes;
- steps to lock-in the transformation during lockdown of services providing support to vulnerable citizens, particularly the homeless and elderly;
- work to coordinate a response to the economic crisis, including a continued drive to support businesses, with joined up



interventions involving the Council's economic development, Into Work and Cardiff Commitment teams; and

- development of a long-term city renewal strategy, which will seek to accelerate Cardiff's recovery from the crisis, charting the next phase of the Council's development agenda.
7. In effect, the crisis has served to reprioritise the work of senior managers, creating opportunities to transform the performance of key areas, like social services, and also highlighting at a senior level capacity constraints in areas such as children's services, housing, and community services. The resignation of the Director of Social Services provides an opportunity to address such issues positively and within budget. It is proposed that several key changes are made to senior management that will serve to realign capacity and expertise to the challenges facing the Council.

### **Corporate Director, People & Communities**

8. In September 2017 Cabinet considered and approved a number of senior management changes in line with the Capital Ambition statement. In relation to the integration of Social Care, Health and Housing services, this was underpinned by the Council's commitment to work "across the public services in order to deliver lasting solutions to complex problems". The Council and partners needed to adopt a whole system approach with a range of service interventions co-ordinated and aligned to meet specific needs at the right time and in the right place. This reflected growing demands across social services: the demand pressures and costs arising from an ageing population; and the growing demands and complexity of cases in children's services, with increasing numbers of Looked After Children.
9. The new role of Corporate Director, People and Communities, was created with a clear set of reporting and accountability arrangements established to support the statutory responsibilities of the Director of Social Services but also to ensure that the Council's social services agenda was strengthened by effective cross-council working, with the further development of preventative services and interventions, as well as accommodation solutions for the city's most vulnerable citizens.
10. Subsequently, good progress in the development of a more integrated approach has been achieved in a number of areas of activity. In particular, it has been possible to significantly improve the Information, Advice and Assistance services for families, young people and older people:
- the new Family Advice and Support service was launched in September 2019 to provide early help and support for families and young people whose needs fell short of the statutory threshold for assistance. Managed within Housing and Communities, during its first 10 months of operation, the Family Gateway provided 5,000 people with advice while the

Family Help team has provided support for more than 1,000 parents, children and young people; and

- the Independent Living Service, also located within Housing and Communities, continues to provide joined up services for older people, ensuring that the service has been able to meet the needs of nearly 80% of clients without the need for social care. It has recently extended its provision with the development of the “Get Me Home” service operating out of the UHW, ensuring that “wrap around” community services are in place to achieve a timely discharge from hospital.
11. Additional preventative services such as the Young Persons Accommodation and Support Gateway have also been developed. The aim of the Young Persons’ Gateway is to support young people leaving care as well as those who are homeless as a result of family breakdown, providing family mediation, supported housing and assisted move on for these, often very vulnerable, young people. The success of the Gateway in helping young people move towards independence is clear, with 99% able to maintain their tenancy successfully after a supported move on.
  12. Finally, the Multi-disciplinary Outreach Team for rough sleepers and vulnerable homeless people has exemplified how joint working across services boundaries can meet complex needs. This team, also co-ordinated through Housing and Communities, brings together housing, adult social services, mental and primary health services and third sector services, to meet the very specialist needs of this client group. Before lockdown the work of this team had reduced the numbers rough sleeping from more than 80 to 30 individuals and this service has continued to develop and expand during the crisis, helping more clients than ever before to access services.
  13. On all these fronts, the creation of the Corporate Director post has been pivotal, enabling the post-holder to cut across professional and service silos to deliver positive outcomes for vulnerable people. It is proposed that the opportunities afforded by this approach should now be extended with the responsibilities of the Statutory Director of Social Services being assumed by the Corporate Director, People & Communities without changes to the post-holder’s terms and conditions.
  14. The Welsh Government’s Code of Practice on the Role of Statutory Director of Social Services is clear on the accountabilities of the role. The statutory director must *inter alia*:
    - “have a sufficient level of seniority to discharge the authority’s social services functions and deliver their accountabilities”;
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*including formal integrated arrangements with health boards; and drive delivery of improved outcomes for people”;*

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15. Importantly, the proposal has the merit of simplifying the accountability framework for social services at a time when children’s and adults’ services are continuing to implement significant changes, and opens up possibilities to reshape the senior management team in social services as a whole, in accordance with the emphasis placed on cross-service working to deliver better outcomes for vulnerable citizens. It is proposed that the responsibilities of statutory director should be transferred to the Corporate Director, People & Communities, immediately following the departure of the current Director of Social Services at the end of September.

### **Senior Management Arrangements for Children’s Services and Adults, Communities and Housing Services**

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projects such as the Young Persons Accommodation and Support Gateway are further developed and enhanced and that new opportunities for joint working are explored to provide seamless services for vulnerable individuals transitioning to adulthood.

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25. Management of Waste Management Services, as well as the client function of the Shared Regulatory Service, will be transferred to the Director, Economic Development, with a mandate to continue the progress that has been made in this area in the last eighteen months. This also reflects the need to strengthen city centre management, including liaison with the business community, as the city goes through the recovery phase. It is proposed that transfer of waste management from the Corporate Director, People and Communities, will take place once the service-wide restructure currently underway is completed (by February 2021 on current projections).
26. Responsibility for Highways will remain with the Director, Planning, Transport and Environment. The Assistant Director, Street Scene, will

report for “pay and rations” purposes to the Director of Economic Development with accountability for highways and parking continuing through the Director of Planning, Transport and Environment.

### **Economic Development**

27. In terms of economic development, a small team has played a highly significant role during the crisis, securing financial contributions to the food distribution scheme, working with financial services and Welsh Government colleagues to ensure grant support valued at £95 million was provided to over 6,000 businesses, providing advice to businesses in difficulties, and developing and implementing the Council’s city centre recovery plans.
28. The team has not only been an important component in the maintenance of investor confidence in the city, but in supporting key city cultural and leisure assets, including parks. With the development of the city’s renewal agenda, and the need to meet the demands of the emerging economic crisis, it requires additional management capacity to focus the Council’s business support activities. The Director will therefore be reviewing operational management arrangements in the area to support the expanding workload of the Investment and Development portfolio.

### **Implications of Proposals**

29. In summary, the Cabinet is recommended to approve the following proposals:
  - the designation of statutory Director of Social Services be allocated to the Corporate Director, People & Communities;
  - deletion of the posts of Director of Social Services and Assistant Director, Children’s Services;
  - establishment of two new social service posts: Director of Children’s Services; and Director of Adults, Housing and Communities; and
  - consequential changes to the reporting arrangements of the Director of Economic Development and Director of Planning, Transport and Environment.
30. Korn Ferry the providers of the Hay evaluation and structure information have provided up to date Benchmarking information. They have provided information that compares Cardiff Council with the public sector and separately with other Core City councils, at Tiers 1 & 2 and shows:
  - The average number of officers at Tier 1 for the public sector is 5.8 FTE and for Core City Councils is 5.3 FTE. Cardiff have 6 officers at Tier 1, therefore at the average for the public sector and is within range of the average for Core Cities.

- The average number of officers at Tier 2 for the public sector is 25.6 FTE and for Core City Councils is 23.2 FTE. Cardiff have 13 officers at Tier 2, therefore is well below the average levels for both the public sector and the Core City councils.
  - The average total number of management roles is 31.4 for the public sector and 28.5 for the Core City Councils. Cardiff is well below these averages at a total in tier 1 and 2 of 19 management roles across tier 1 and 2.
31. The Standing Orders (Wales) Amendment Regulations 2014 require posts over £100k salary to be publicly advertised. Therefore, this needs to be a consideration in the process for moving from the current structure to the proposed model. As a result of these rules an Authority cannot ring-fence any vacancies with salaries over £100k or above as 'suitable alternative employment' for redundant employees, but must advertise externally.
32. This report has been prepared on the basis that, as long as any additions to current roles are only minor, then those roles are counted as not changing. Therefore, it is considered that there are no changes to the following roles:
- Corporate Director, Resources
  - Corporate Director, People and Communities
  - Director, Economic Development
  - Director, Planning, Transport and Environment.
33. The following roles are considered new roles and, therefore, will need to be advertised externally:
- Director, Adults, Housing and Communities
  - Director, Children's Services

### **Process for Decision**

34. There are a number of stages that will need to be completed in order to make changes to the current senior management structure, and these have been added to by the Standing Orders (Wales) Amendment Regulations 2014. The stages that are now required to be followed are:
- This report to Cabinet with recommendation to agree to the consultation process being undertaken.
  - Consultation with individuals and Trade Unions by Chief Executive.
  - Final proposal to Cabinet by Chief Executive to include feedback from all consultations in October 2020. The recommendation will be to approve the revised structure and recommend to Council that the vacant roles over £100k are advertised and recruited to.
  - Report to Council, October 2020, to consider and be recommended to approve, the recruitment to the two new Director posts.

35. It is the responsibility of the Cabinet to decide on employment strategy and policy in so far as this has not been further delegated. The Cabinet may therefore determine the broad Senior Management arrangements of the Council.
36. The Council's Employment Procedure Rules, as required by the Local Authorities (Standing Orders) (Wales) Regulations 2006 (as amended in 2014) state under Rule 2 that:
- A vacancy for designated Chief Officer post of must be reported to the Council or body delegated to do so which will consider whether the post should be filled, and if so, the terms and conditions of employment and method of appointment.
  - Where the proposed remuneration of the Chief Officer post is £100,000 or more per annum, the following will be prepared:-
    - (i) A statement of the duties of the officer concerned and the required qualifications or qualities to be sought in the person appointed, which is sent to any person on request; and
    - (ii) Public advertisement of the post to bring it to the attention of people who are qualified to apply.
  - (ii) Following advertisement, the Council will arrange for either all qualified candidates to be interviewed; or a shortlist to be prepared of qualified applicants and those candidates interviewed. If no suitably qualified person has applied, or if the Council decides to re-advertise the appointment, the post will be re-advertised in accordance with paragraph (ii) above.
37. Appointments to the new roles to be made by Appointments Committee.

### **Scrutiny Consideration**

38. The Policy Review & Performance Scrutiny Committee is due to consider this item on 15 September. Any comments received will be circulated at the Cabinet meeting.

### **Reason for Recommendations**

39. Proposals have been designed to ensure that the Council's senior management team is resourced to deliver the objectives as outlined, to ensure the full integration of services. The recommendations recognise the need to complete the detail of the new posts and to ensure that full consultation takes place ahead of any decision to proceed.

### **Financial Implications**

40. As stated in the body of the report, the proposed changes at Director and Assistant Director level delivers an additional cost of £55,950 compared to previous budget held for these two tiers of management. The Senior management roles that cover Housing need to be assessed in terms of

cost between Housing Revenue Account (HRA) Activities and those activities funded from General Funded Budget. Initial assessments of the work to be undertaken by the Director of Housing and Adult Care and the Assistant Director of Housing & Communities indicated that costs to HRA will increase by £70,000 and that there will be a budget saving of £14,050 to the General Fund. There has been no review of other resources within HRA or any other funding opportunities but these will need careful consideration in order to establish that the additional costs can be found within the HRA Budget.

41. The appointment of the Director of Children's Services anticipates that this will result in a cost avoidance on unbudgeted interim agency costs going forward. This will be demonstrated in the reduction of interim costs at the point the post of the Director of Children's Services is appointed and starts.
42. In proposing the addition and deletions of the posts or outlining the review of any posts, there has been no budgetary allocation provided for any further resources being required as a result of the changes. Any proposals in respect to posts at Operational Manager level or below will need to have identified the funding from within the existing budget allocation of the Council and also have consideration of the council's Budget Strategy going forward.

### **Legal Implications**

43. The legal and governance requirements in relation to the process of establishing and recruiting a Chief Officer are set out at paragraphs 34-37 of this report.
44. The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how the proposals will contribute towards meeting its well-being objectives (set out in the Corporate Plan). Members must also be satisfied that the proposals comply with the sustainable development principle, which requires that the needs of the present are met without compromising the ability of future generations to meet their own needs..

### **HR Implications**

45. The proposed model as set out in the report is designed to meet the need to support further integration of Social Care, Health, Housing and Community Services, building on the progress that has been made in recent years to develop preventative and specialist support services. The proposal is subject to consultation with affected employees and their representatives. It is proposed that the consultation take place during the next four weeks and an updated report presented to Cabinet/Council in October as set out in the process for decision.
46. An Equality Impact Assessment of the restructure has been completed and there are no adverse impact on any specific groups.



## **Property Implications**

47. There are no property implications for this report.

## **RECOMMENDATIONS**

Cabinet is recommend to:

1. approve the Chief Executive's proposal to transfer the responsibilities and title of the statutory director of social services to the Corporate Director, People and Communities, following the departure of the existing Director of Social Services;
2. approve the proposed remodelling of the Senior Management Team on a provisional basis subject to the outcome of the consultation process.
3. approve a consultation period on the proposed model to commence immediately following cabinet approval.
4. receive a further report in October which will provide confirmation of the model proposed and the process for change taking account of issues raised during the consultation process.
5. delegate authority to the Head of Paid Service in consultation with the Leader and Cabinet Members to realign managers and support staff to the remodelled structure.

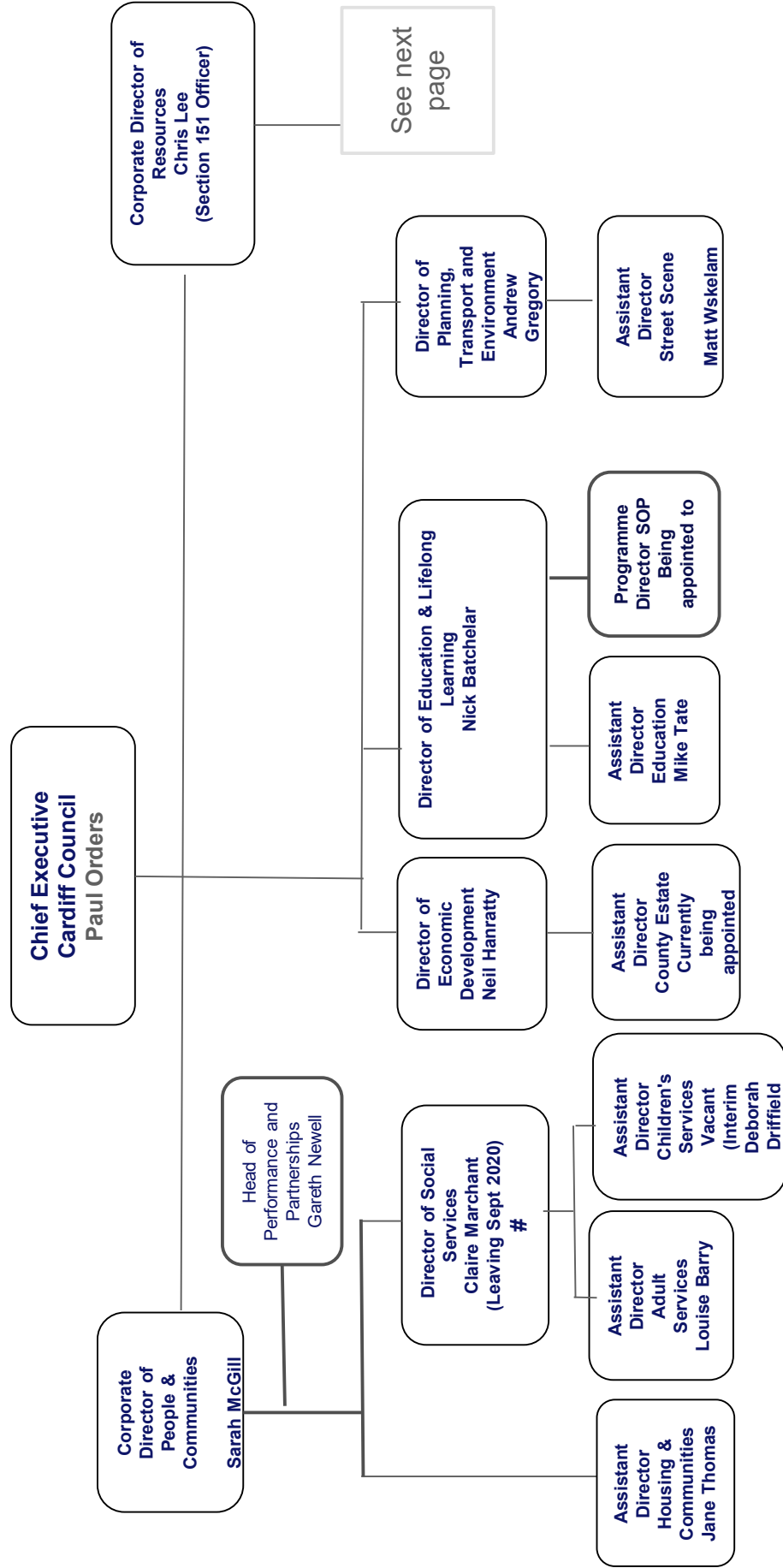
<b>SENIOR RESPONSIBLE OFFICER</b>	<b>PAUL ORDERS</b> <b>Chief Executive</b>
	11 September 2020

*The following appendices are attached:*

- Appendix 1 – Current Senior Management Structure
- Appendix 2 – Proposed Senior Management Structure

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# CEX Direct Reports - Current Structure

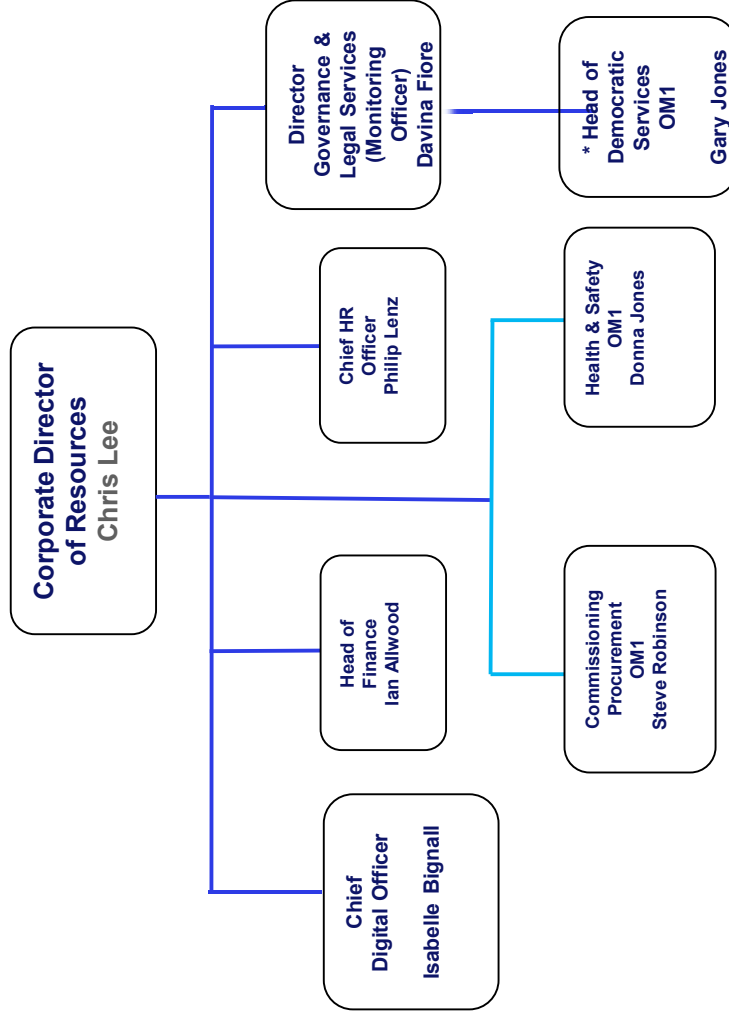


# Statutory Director of Social Services

\* Statutory role – Head of Democratic Services

# Current Structure

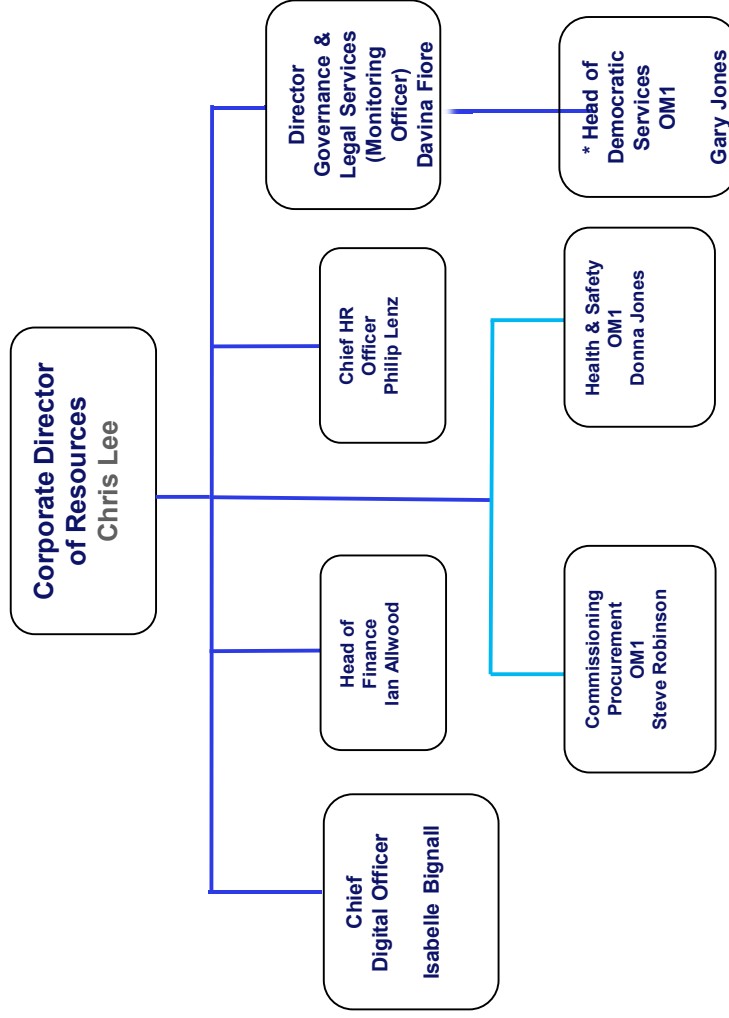
# Resources



• Statutory role -  
Head of Democratic Services

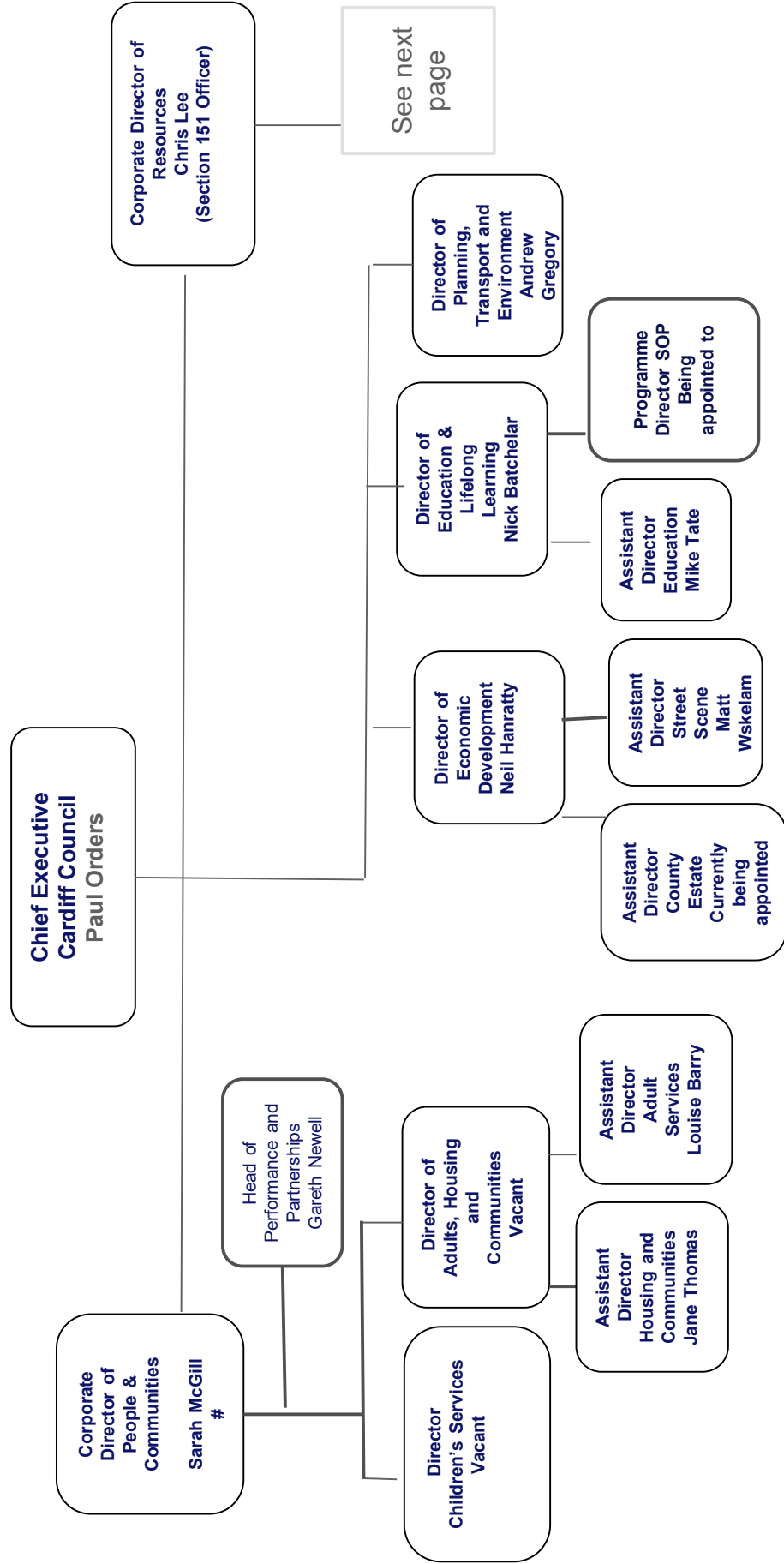
# Current Structure

# Resources



• Statutory role -  
Head of Democratic Services

# CEX Direct Reports - Proposed Structure



# Statutory Director of Social Services

\* Statutory role –  
Head of Democratic Services